

GROWING TOGETHER

A CULTURE, HERITAGE & ARTS MASTER PLAN FOR OKOTOKS

Fall 2018

Growing Together: A Culture, Heritage & Arts Master Plan for Okotoks

Town of Okotoks

Okotoks Municipal Centre

5 Elizabeth Street, Okotoks Al

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Growing Together: A Culture, Heritage & Arts Master Plan (CHAMP II) for Okotoks focuses on connecting and engaging citizens of all ages and backgrounds to nurture grassroots cultural development. Culture, arts and heritage vibrancy connects people and enriches social tapestries. Just as the three sisters - squash, corn, and beans - support each other and optimize conditions for growth, so too do painters, historians, musicians, chefs, performers and all creators. Collective creativity makes communities grow. CHAMP II helps connect and empower the shared potential of all innovators with the goal of developing an accountable and authentic cultural identity.

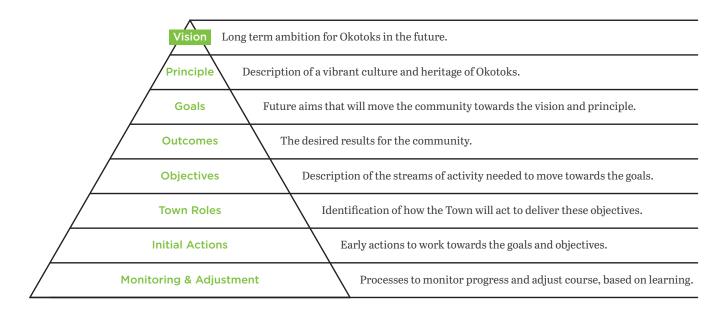
In the following pages you will read about the process used to develop CHAMP II, understand the context for and value of culture to Okotoks, and be introduced to a dynamic framework for action - one that bridges short-term results with long-term change.

The document concludes with an extensive set of appendices that provide a detailed look into the framework review process, costing, engagement, feedback, cultural asset identification, and infrastructure possibilities for Okotoks.

Framework

CHAMP II is a roadmap to build a more vibrant culture for our community. The plan lays out a framework that links the desired long-term future of culture, heritage and arts in Okotoks with near-term activity. This framework identifies actions for the first five years of implementation, but includes a 15 to 20 year approach that allows monitoring, learning and adaptation over time. This approach is described in Section 3.5 (Monitoring and Adjustment) and provides a dynamic model of action that is practical, deliverable and responsive to the evolving needs of the community.

The image below outlines the key elements of the framework.



Roles

CHAMP II provides a system of role clarification for the Town of Okotoks. By clarifying these roles, more efficient and effective use can be made of the energy and resources that power culture, heritage and arts in Okotoks. Five roles have been defined for the Town of Okotoks:

Role	Description
Broker	The Town acts as a facilitator and connector to bring together organizations and individuals that are supporting arts and heritage activity.
Navigator	The Town provides strategic direction and information to ensure that cultural priorities align with the strategic priorities of the Town.
Provider	The Town directly delivers arts and heritage resources, such as events, programs and facilities.
Supporter	The Town assists and builds capacity for other organizations that deliver cultural activities.
Storyteller	The Town shares stories that build the culture of the community.

While this system is initially applied to the Town, it can also be adopted as a common language when organizations collaborate to move Okotoks towards the vision for the future. A series of initial actions has been identified for the first five years of implementation, from 2018 to 2022. There are four streams of action that are recommended for this period:

- Foundational action: Establish a program to regularly gather community around the goals of CHAMP II.
- Build momentum: Take early action to create early wins on CHAMP II.
- Build foundations: Establish a starting point to enable future action.
- Comprehensive facilities strategy: Plan for the expansion of cultural facilities in Okotoks.

The following pages provide the detailed accounting of the process to develop CHAMP II, the intended direction for the community and a framework to monitor and evolve as the community learns and evolves together to build a vibrant culture in Okotoks.



This section details the process used to create CHAMP II, provides a contextual understanding of culture and its benefits for Okotoks, identifies cultural assets in the community and places culture in the context of other municipal plans.

2.1 Developing CHAMP II for Okotoks

CHAMP II was developed throughout three phases:



Phase 1 (Inspiration):

- Research into the best practices of culture plans;
- Understanding the existing arts and heritage assets within Okotoks;
- Understanding the plan and policy context within the Town of Okotoks;
- Studying local, regional and national data on culture and heritage; and
- Engaging the community.

Phase 2 (Ideation):

- Evaluation of lessons learned in phase 1;
- Working to build key direction for CHAMP II;
- Providing the public with an opportunity to review the plan; and
- Drafing of the detailed plan.

Phase 3 (Completion):

- Revisions to the plan based on feedback from stakeholders; and
- Progression through the Town of Okotoks approval process.

Detailed engagement reports can be found in Appendix C.

Phase 1 Inspiration	TOTAL 440 PARTICIPANTS	3 WORKSHOPS 9 PARTICIPANTS	INTERVIEWS 10 PARTICIPANTS	ONLINE SUR 33	1	PEOPLE REACHED ON SOCIAL MEDIA
Phase 2 Ideation	TOTAL 210 PARTICIPANTS	DESIGN SPRINT 22 PARTICIPANTS	DESIGN SPRINT 358 COMBINED HOUR	ONLINE SUR 186	3	39,147 09/26 - 12/07
Organizations participating in the process	Foothills Comm Foothills Philha Foothills Rainb Foothills Schoo	lege ers Theatre Group nunity Immigrant Services ermonic Society ow Connection ol Division al Needs Association	Goodger-Pink Theatre Healthy Okotoks Coalition Little Rock Show Choir Okotoks and District Histo Okotoks Arts Council Okotoks & District Chamb Okotoks Elks BPOE #31 Okotoks Film Festival	orical Society	Okotok Okotok Okotok Okotok Sheep	as Kinsmen as Legion as Men's Chorus as Public Library as Rotary Club River Runners of Okotoks

2.2 Understanding Culture

For the purpose of this plan, the word culture refers to the work of a variety individuals, organizations and sectors that shape the development, production and demand for cultural activity in Okotoks. The combined efforts of these committed individuals and organizations are the foundation of creative activity in our community.

Okotoks has a thriving network of individuals, groups, organizations and infrastructure, all of which contribute to the culture of the community. As described in section 2.1, the process to develop this plan was designed to actively engage with the community. This way, the plan will be relevant to Okotoks as it grows, and will be rooted in the needs and ambitions of the community.

CHAMP II takes a holistic view of all these contributors to the culture of the community. The cultural identity of Okotoks is created through relationships and connections of all manner of creators, attendees, sponsors, producers and supporters of cultural activity in the community. This plan aims to grow the collaborations and capacity of the community over time to help make Okotoks an even more culturally vibrant community than it is today.

A Plan for Culture, Heritage, & Arts

Two key elements of culture guide the direction of this plan: arts and heritage. Both elements are driven by, delivered for, and engaged in by the citizens of Okotoks. The following definitions provide additional context to help understand each of these elements.

The Arts

The Canada Council for the Arts funds the country's public arts and is a key source of financial, development and advocacy support for the arts. They "champion and invest in artistic excellence" across the country, defining the arts through the following fields of practice:

- Circus Arts
- Dance
- Deaf and disability arts
- Digital Arts
- Inter-Arts (Inter-arts work involves the exploration or integration of multiple traditional and/or contemporary arts disciplines that are merged or mixed in such a way that no single artistic discipline dominates in the final outcome.)
- Literature
- Media Arts, understood as new media and moving images (film and video) practices
- Multidisciplinary Activities
- Music and Sound
- Theatre
- Visual Arts

During the Okotoks engagement process, feedback emphasized a desire to specifically highlight the arts in all forms in this plan. These nationally recognized fields of practice, building on the strength and diversity of Canada's arts sector, form the working definition of "the arts" for the purposes of this plan.

Heritage

Statistics Canada includes 'Heritage and Libraries' within their definition of culture (in addition to a broader distinction of arts activities mentioned above). Within this domain, there are four core sub-domains identified, which include:

- Archives
- Libraries
- Cultural Heritage
- Natural Heritage

During the development of this plan, these four aspects of heritage were reflected in the consultation feedback from the Okotoks community. In particular, natural heritage was recognized as being distinct from cultural heritage, and was a key theme and value for Okotoks residents. These four elements form the working definition of "heritage" for the purposes of this plan.

Community

In addition to arts and heritage, community is an important aspect of culture in Okotoks. From the friendliness and small-town feel that are regularly cited as the leading traits of the town to the ever-growing number of community events that bring people together, Okotokians value the opportunity to come together.

Community was a guiding principle for many as they articulated the value of culture and heritage for the Town: "The strong tradition of community events is a hallmark of living in Okotoks." This desire to bring community together was frequently heard during engagement conversations. Just as the plan itself was developed with and for the community of Okotoks it is important that the community continues to be consulted and engaged in its delivery.

The Value of Culture

Social Benefits

This plan builds on the social benefits of culture that are realized in a community. There is widespread understanding in Canada of the value of culture to quality of life, community cohesion and individual creativity. A report for the Department of Canadian Heritage found that 92% of Canadians surveyed agreed with the following statements:

- "Arts and culture make a community a beter place to live"
- "Arts experiences are a valuable way of bringing together people from different languages and cultural traditions"
- "Arts are an important way of helping people think and work creatively"

There are proven individual and community health benefits associated with engaging with culture. A 2013 study across Canada found that theatre atendance, reading books and attendance at cultural festivals were all associated with better health, volunteering and strong satisfaction with life.²

1. Phoenix Strategic Perspectives. "Arts and Heritage in Canada: Access and Availability Survey 2012" (2012).

2. Hill Strategies. "The Arts and Individual Wellbeing in Canada." (2013). In the 2017 Albertan Recreation Survey, 93% of households reported active participation in creative/cultural activities. The most frequent activities in which respondents participated in the previous 12 months included:

- Fair/festival/cultural event (70.8%);
- Live performance (69.6%);
- Historic site or museum (57.4%);
- Craft or creative hobby (56.0%); and
- Art gallery or exhibit (33.3%).3

This national research aligns with the findings from engagement activities in Okotoks, which highlighted high levels of cultural engagement in the town and appreciation of its value for residents and visitors.

Economic Benefits

"Even before considering indirect or induced benefits, investing in the arts generates a positive return." 4

- Business for the Arts

This plan includes actions designed to gather data to better understand the economic impact of culture in Okotoks, as well as ways to increase the economic benefits of arts and heritage for the town.

Arts and Heritage in Canada benefits from millions of dollars of government funding annually. Canada Council invested \$145.7 million in the arts across Canada in 2015/16, of which \$8.4 million went to the arts in Alberta. Culture gross domestic product (GDP) in Alberta was almost \$5.7 billion in 2014, representing 1.6% of the province's economy and marking a 20.8% increase from 2010. 5

Alberta is home to 10% of Canada's cultural workers and 12% of the country's overall labour force. In 2011, one in every 33 Alberta workers had a cultural occupation. By 2015, the number of culture jobs in Alberta was 55,518, or 2.4% of the total jobs in province, representing a 1.5% increase from 2010.6

With culture GDP and cultural jobs continuing to increase in Alberta, there is tremendous economic and social potential for arts and heritage in Okotoks as the town grows.

3. Advanis, "2017 Albertan Recreation Survey." (2017).

4. Business for the Arts - A strategic and economic business case for private and public sector investment in the arts in Canada (2009).

5. Canada Council. "Stats and Stories. 2016-2017"; Statistics Canada. "Provincial and Territorial Culture Indicators, 2010 to 2014."

6. Hill Strategies. "Artists and Cultural Workers in Canada's Provinces and Territories." (2014)

2.3 Culture in the Municipal Context

CHAMP II champions creativity, arts, and heritage for the social wellness of community. It also provides direction for the future roles and activities of the Town. It recognizes the importance of stakeholders and their community-building activities, actions and inputs. It also advises that the Town of Okotoks should continue to explore and implement a range of approaches in the delivery of cultural services and facilities, including partnerships with non-profits, other regions or private investors.

The Town currently provides cultural opportunities through a combination of direct delivery (municipally managed and provided services) and indirect delivery (partnerships and support mechanisms). Utilizing a variety of provision methods has allowed the Town to leverage available resources and partner with various sectors of the community (and broader region) in the provision of services.

Town Council approved the recent Recreation, Parks and Leisure Master Plan and in order to align these related plans and provide unified direction for the Town of Okotoks it is beneficial that cultural opportunities pursue a similar delivery approach and methodology. The following chart was developed for the Recreation, Parks and Leisure Master Plan and has been updated with services provided by Culture & Heritage Services.

Directly Provided Services	Okotoks Art Gallery
	Okotoks Museum and Archive
	Rotary Performing Arts Centre
	Education and Event Programming
	Public Art
	Visitor Services
Community Collaborations	Provision of space at Town facilities to community organizations
	for programming
	Art in the Hall at Okotoks Public Library
	Community events, including the Children's Festival,
	Picnic at the Piano, and Popup in the Park.
	Free and low cost events, and other forms of financial support
Intermunicipal Partnerships	Champion Park
Not-for-profit and Private Sector Collaborations	Resident Company Agreements, RPAC
	Vendor Opportunities at events
	Show & Shine, Lemonade Day, Wizarding World, etc.
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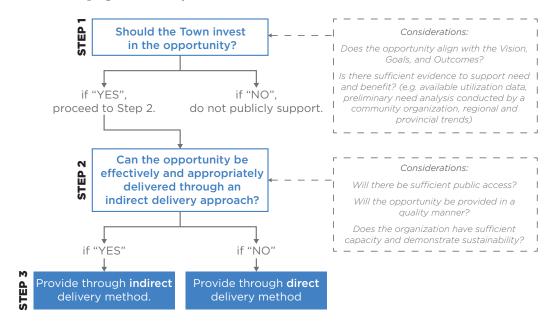
As Okotoks grows and the community evolves, demand for arts and heritage services will increase.

The Town will be required to choose the most appropriate method of delivery in order to provide these opportunities for residents. Decisions must be based on, and informed by, numerous factors including:

- Resources, both human and financial
- Alignment with the strategic priorities
- Best practices regarding delivery modes
- Engagement and input from stakeholders

Program and facility operations delivery should also consider all Service Delivery Approach Models.

The following graphic will help determine if the Town should invest, and how it should invest, in the program or facility.



Graphic adapted from The Town of Okotoks' Recreation, Parks, and Leisure Master Plan (May 2017).

Community organizations are critical delivery agents in the provision of cultural prospects in Okotoks. A healthy and diverse range of community organizations provides capacity to present opportunities beyond those the Town can deliver alone. The Town supports collaborations with community organizations in various ways including provision of space, monetary support, and administrative support. **Section 3.3** outlines the various roles that the Town of Okotoks can play.

CHAMP II sits at a strategic level. The plan offers long-term direction by providing frameworks and systems to guide Culture & Heritage for the Town of Okotoks. Tactical and project specific planning will arise out of this overarching plan.

Strategic Planning Long Term	Sets direction, creates framework/system.	MDPs, Strategic Plans, Master Plans
Tactical Planning Short/mid/term	Provides definition, assesses impact.	Feasibility Studies, Business Plans
Project Planning Immediate	Defines implementation/action.	Design, Construction, Operations

The promotion and provision of culture, arts and heritage opportunities will reap community wide benefits in the areas of identity, socialization, and economy. We recommend that Culture and Heritage engage and expand interaction with community organizations that align with the Community Vision to leverage capacity and resources.

The Town should focus attention on collaborative projects that are realistic and align with the outcomes presented in Master Plans and Feasibility Studies, for these have been independently researched and deemed to provide the greatest public benefit.

CHAMP II exists within the context of many other municipal strategic plans, and it is important to identify the linkages between these plans. This way the impact of arts and heritage can be recognized and maximized in other plans, and culture in the Town can benefit from initiatives that are already underway. This approach helps integrate culture throughout the many activities of the Town of Okotoks. At the same time, the ambitions of other municipal plans can benefit from investment and activity related to arts and heritage. Key Town of Okotoks documents that were reviewed for alignment include:

- 2018 2021 Strategic Plan
- Culture, Heritage + Arts Master Plan, 2010
- Economic Development Strategic Plan
- Environmental Master Plan
- Land Use Bylaw
- Okotoks Community Sustainability Plan
- Performing Arts Centre Feasibility Study
- Public Participation and Strategy Toolkit
- Recreation, Parks and Leisure Master Plan
- Social Wellness Framework
- Town of Okotoks Municipal Development Plan "The Legacy Plan"

Appendix F identifies the alignment of actions found within this plan and the aforementioned Town documents.

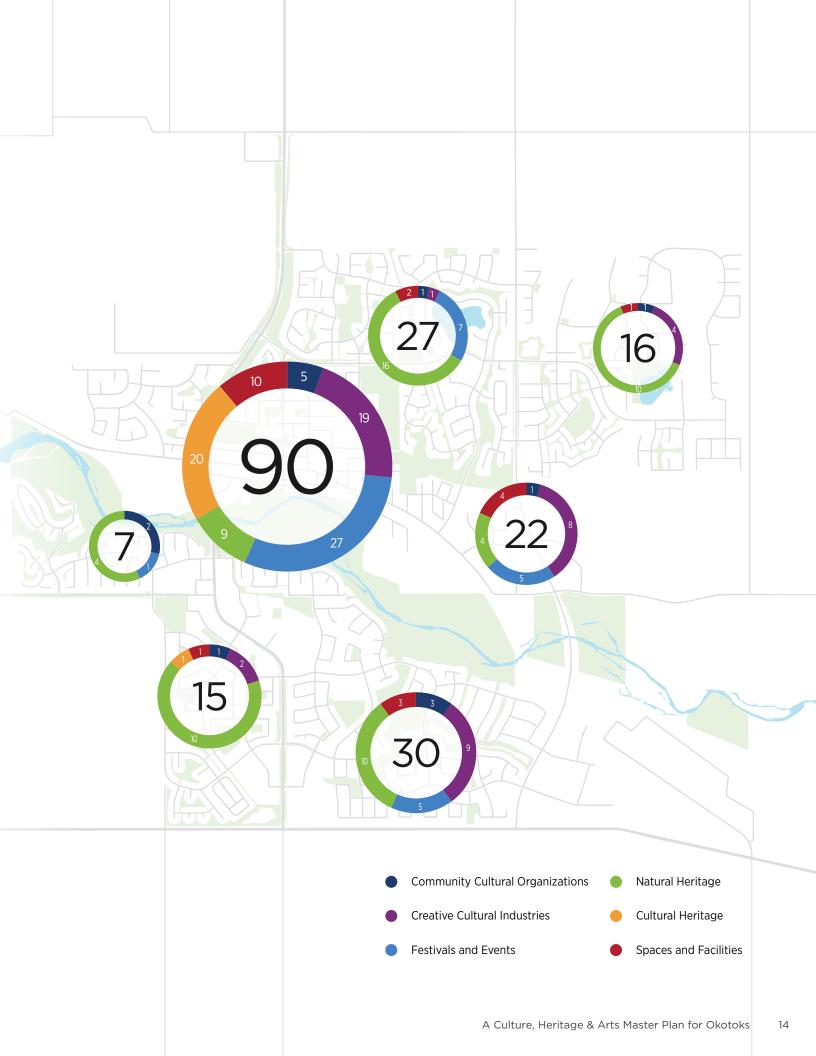
2.4 Cultural Assets in Okotoks

Okotoks benefits from a diverse range of individuals, organizations and infrastructure that support the culture and heritage of the community. These assets significantly contribute to the quality of life and positive, shared identity of the community. These assets include: ⁷

- Community cultural organizations: Organizations that support cultural activity, but aren't typically a commercial enterprise.
- Creative cultural industries: Commercial enterprises that are based on creative activity.
- Festivals and events: Community gatherings, usually around a specific theme or activity.
- Natural heritage: Nature-based resources that provide value to the community.
- Cultural heritage: Human-created resources that provide value and meaning to the community
- Spaces and facilities: Physical places that provide opportunities for cultural activity to take place.

The adjacent map identifies the distribution of these varied assets in the community. The downtown represents the highest intensity of assets in Okotoks, highlighting its importance to the culture of the community. Other plans identify downtown as a continued focal point of cultural activity in Okotoks as well. Appendix D provides a list of the assets identified.

7. These categories were adopted from the work of the City of Hamilton for their cultural plan.





This section details the framework for linking the desired longterm future of art and heritage in Okotoks with near-term activity. Rather than attempting to define every possible action that could be taken over the coming 15 to 20 years, this framework identifies priorities for near-term action while providing an approach to allow monitoring, learning and adaptation over time.

The intent is to create a dynamic model of action that is practical, deliverable and responsive to the fast pace of cultural change and municipal growth.

3.1 Planning Framework

In 2014, the Town of Okotoks engaged thousands of citizens to establish a new Community Vision for Okotoks' future. This long-range vision and its six Guiding Principles provide the foundation for the sustainable development of our community. They guide and inform the Town's Municipal Development Plan (MDP), which is the overarching provincially recognized statutory document for Okotoks.

Together these documents create the basis from which all associated long-range master plans are developed. The figure on the next page illustrates how the community vision and MDP are at the centre of all the Town's plans and how they inform and guide all Town initiatives including the creation of CHAMP II. Through this hierarchy, the community-developed vision and principles become the "north star" that guides administration's long and short-term action plans. Ultimately, this plan is designed to realize our community's ambitions for culture, arts and heritage in Okotoks.

Community Vision

The community vision is the overarching description of the future of Okotoks and guides all initiatives undertaken by the Town:

The Town of Okotoks is resilient, where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, Okotoks offers exceptional quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home.

Principle: Vibrant Culture and Heritage

This principle provides a description of the future of arts and heritage in Okotoks, acting as a more specific vision for CHAMP II:

Residents joyfully embrace Okotoks, and cultivate a rich quality of life. Okotoks provides access to a wide range of cultural resources, fostering audiences, participants and creators who contribute to community building and economic development. The strong tradition of community events is a hallmark of living in Okotoks. Residents are engaged in civic life, and Town Council and administration promote open dialogue.



The Planning Framework supporting Growing Together: A Culture, Heritage, & Arts Master Plan.

Incremental 5 year action planning connects to sector-specific medium-term master plans, which in turn feed into the Town of Okotoks long-term Community and Council Strategic Plans. The framework within this plan includes a 15 to 20 year approach that allows monitoring, learning and adaptation over time.



This is the foundation on which Growing Together: A Culture, Heritage & Arts Master Plan for Okotoks is built.

3.2 Goals, Outcomes and Objectives

The goals, outcomes and objectives developed for this plan provide direction for decision-making around culture in Okotoks. Community organizations can use the same goals, outcomes and objectives to contribute to the direction of this plan. Over time, these goals, outcomes and objectives can act as a shared language among the diversity of individuals and organizations who help build the culture of the community.

The goals highlight a desired future reality in specific areas of culture, and were developed through the integration of community engagement feedback, cultural planning best practices and research. Each of the five goals aligns with the Town's vision and relevant principle, and illustrates actions that best occur in order to achieve the desired future. These goals provide a shared direction for creative action that contributes to a vibrant culture in Okotoks.

The outcomes describe the desired results for the community. The objectives describe the streams of activity required to move towards each of the goals. The goals and related objectives are included below, accompanied by illustrative quotes from participants in the community engagement process.

For the purposes of this document, the phrase "Okotoks Community" includes the Town of Okotoks, stakeholders, groups, and residents.

Goal A:

To grow the capacity and leadership of the Okotoks community

Outcome:

A wide array of individuals, organizations and sectors contribute to the culture of Okotoks.

Objectives:

The Town of Okotoks seeks out and listens to input from residents and stakeholders in order to plan and program.

Cultural leaders and stakeholders develop skills, capacity and networks to empower themselves and others and work collaboratively for the benefit of Okotoks.

The Okotoks community invests in existing and future cultural assets (See 2.4) to ensure cultural programs and services are accessible and fit for purpose.

The Okotoks community develops appropriate arts and heritage programs, services and facilities using an evidence-based approach and focusing on the triple bottom line of people, profit, and planet.

The Okotoks community invests in youth, developing creative skills and fostering talents to endorse social wellness.

Verbatim Quotes

"The key is getting people talking to each other."

"The Town can't do it on their own."

"We need programs and facilities to bring the arts community together."

Goal B:

To broker opportunities for all Okotokians to come together through culture.

Outcomes:

Residents and visitors recognize Okotoks for a diversity of community events that bring people together.

Activities and events contribute to building a creative and engaged community in Okotoks.

Objectives:

The Okotoks community works independently and collaboratively to deliver indoor and outdoor activities and events to create a vibrant civic culture and rich quality of life.

The Okotoks community supports arts and heritage activity that welcomes active participation from and for everyone.

The Okotoks community invests in arts and heritage activities that promote citizen and visitor engagement.

The Okotoks community engages in culture, heritage and arts activities that respect societal needs, reflecting and growing audiences.

Goal C:

To connect people with the history of Okotoks.

Outcome:

Residents and visitors alike are actively aware of the natural and cultural heritage of Okotoks.

Objectives:

The Okotoks community appreciates and learns about Okotoks' heritage through educational activities, programs, events and initiatives.

The Okotoks community works collaboratively to deliver, commission and enable activity that illuminates the heritage of Okotoks and region, including our First Nations history and natural history.

The Okotoks community connects history, art and culture to nurture its unique sense of place, encouraging celebration and community pride.

The Okotoks community protects its natural and cultural heritage resources.

Verbatim Quotes

"Think big."

"People are more connected through shared experience and enjoyment of culture."

"Culture is the community coming together."

"Get over red tape!"

"There is more understanding and tolerance as a result of culture."

Verbatim Quotes

"Our community is still trying to know each other ... the arts is the best way to keep the small town feel, especially as Okotoks grows."

"If people were more excited about where the town came from, they'd be more excited about where it could go without losing its identity."

"[Fostering] Connection to Okotoks heritage can ensure the town remains distinctive even as it grows."

Goal D:

To ensure culture is a contributing force in the Okotoks economy.

Outcome:

The cultural sector is a key factor in the local economy and helps attract and grow other sectors of the economy as well through its contribution to the quality of life in Okotoks.

Objectives:

The Okotoks community recognizes and embraces Okotoks' distinctive arts and heritage to attract new jobs, businesses and visitors.

The Okotoks community encourages and develops diverse and creative-class jobs in order to foster a sustainable community.

The Okotoks community nurtures culture, arts and heritage in order to foster a vibrant civic environment and strong local economy.

All of Okotoks invests in culture, arts, and heritage in order to sponsor the town's aesthetic beauty — built and natural — making it an increasingly attractive place to live and invest.

Verbatim Quotes

"Culture brings people downtown and reminds people we're still a community linked by an origin story ... don't forget this or growth will be generic."

"You can't modernize unless you embrace diversity."

"Cultural organizations are businesses too."

Goal E:

To champion the value of culture for Okotoks.

Outcome:

Okotokians of all kinds are proud advocates for culture in the community.

Objectives:

The Okotoks community communicates using a variety of methods to increase knowledge and participation in culture, arts, and heritage activities and opportunities.

Okotoks creative-industry collaborators showcase the benefits of culture, arts, and heritage by gathering data and sharing stories.

The Town of Okotoks includes arts and heritage in all strategic and master plans in order to amplify the impact of culture.

Verbatim Quotes

"Culture is more than pictures on walls — it's everything."

"The Arts plays a more important role in creating community — it feeds social and economic fabric of community."

"We want visible, tangible evidence that the Town embraces culture."

"From performances, to community art projects, to public art, to children's art programs - it is a responsibility of this plan to ensure it is captured and ingrained in the community as a whole.

3.3 Town Roles

The Town of Okotoks currently has several roles that contribute to the culture of the community, including:

- Managing and operating the Okotoks Art Gallery, Okotoks Museum & Archives and the Rotary Performing Arts Centre, including common facility booking and program registration;
- Providing curatorial development and presentation of art and historical exhibitions to the public and support to local and regional artists through facility provision, promotion and sale of their work;
- Coordinating and managing the delivery of special events and coordinating and managing required volunteer services; and
- Delivering visitor information services in cooperation with Economic Development.
- Securing, protecting and acquiring significant lands in the community.

This plan assumes the continuation of these activities into the future, with new actions identified in section 3.4. During the annual budgeting process, indicators on program participation identified in section 3.5 will allow the Town to assess the success and demand for programs in order to determine if new programming is required.

Role clarification is essential to successfully navigate the path to a desired future. The intention is that by clarifying these roles, more efficient and effective use can be made of the energy and resources that power arts and heritage in Okotoks.

Role	Description
Broker	The Town acts as a facilitator and connector to bring together organizations and individuals that are supporting arts and heritage activity.
Navigator	The Town provides strategic direction and information to ensure that cultural priorities align with the strategic priorities of the Town.
Provider	The Town directly delivers arts and heritage resources, such as events, public art, programs and facilities.
Supporter	The Town assists and builds capacity for other organizations that deliver cultural activities. This can include funding, training, resources, mentorship, public services, etc.
Storyteller	The Town shares stories that build the culture of the community.

Five roles defined for the Town of Okotoks

Town Roles	Description	Туре	
Primary	The Town of Okotoks has a primary responsibility and, as a	Broker	
	stakeholder, has a central role.	Navigator	
	This role is marked by high accountability, strong capacity,	Provider	•
	and significant role required to achieve community goal(s).	Supporter	
		Storyteller	
Shared	The Town of Okotoks is one of many responsible stakeholders.	Broker	•
	This role is marked by	Navigator	•
	accountability for some aspects and/or capacity; collaborative	Provider	
	role required to achieve	Supporter	
	communitygoal(s).	Storyteller	•
Complementary	Other stakeholders share most responsibility. The Town plays	Broker	
	a supporting role.	Navigator	
	The role is marked by no formal mandate; limited	Provider	
	municipal capacity; small role required to achieve	Supporter	•
	community goal(s).	Storyteller	

The primary, shared, and complementary roles are not absolute nor are they static. Roles can shift or change over time; for example, a few years back a small number of Okotokians "led the charge" to turn the old United church into a performing arts centre after the congregation put the building up for sale.

This resulted in numerous stakeholder groups working together in a shared role in order to purchase the building and convert it to the Rotary Performing Arts Centre. The facility was then sold to the Town (one of the stakeholders) to maintain and operate. All roles changed during the evolution of that facility; over time, the Town's role modified from complementary to shared to primary.

In the next section of the plan, each identified activity will have an assigned role(s) in order to provide clarity to Town Administration, Council, and the broader community.

3.4 Initial Actions: 2018-2022

CHAMP II identifies key streams of action for the first five years of implementation, from 2018 to 2022. The focus for this timeframe is:

1. Build momentum

Often, master plans provide a 'laundry list' of actions that will take place across decades, a practice that unintentionally distracts efforts by providing an extensive list of activities with little guidance on prioritization. It also does not address the fact that political, economic, social and technological changes will affect the relevance of these actions over time.

By focusing on the first five years, the Town can be confident that these actions are relevant and useful, and that they will contribute to building a strong foundation for future efforts that accommodate new realities.

2. Build opportunities for collaboration, learning and reflection

There is great opportunity to improve information sharing and to assign responsibility for action within the arts and heritage sector in Okotoks. An early focus on these opportunities can enhance action and achievements in the future.

3. Plan for a new cultural facility

Based on Council's recommendation, Administration has built a new Performing Arts Centre (pac) into long-range planning with a tentative start of 2022, relative to any emergent maters. Given the magnitude of this undertaking, it is prudent to understand the opportunities of existing facilities and build capacities before funds are allocated. This will ensure that a new Performing Arts Centre is a successful addition to the community.

The plan recommends four streams of action for the 2018-2022 period:

- Foundational action
- Build momentum
- · Build foundations
- Comprehensive facilities strategy

In order to deliver these actions the Town's Culture & Heritage Business Centre will review capacity and resources on an annual basis. Appendix B discusses the need for additional resources in order to deliver on these streams of action.

The relationship between the four streams of action.

Foundational Action:

A1: Establish a program to regularly gather community around the goals of CHAMP II.

Build Momentum:	Build Foundations:	Comprehensive Facilities Strategy:
Take early action to create early wins on CHAMP II.	Establish a starting point to enable future action.	Plan for the expansion of cultural facilities in Okotoks.
B1: Create a <i>CHAMP II</i> web page and annual report	C1: Develop public art policy & program.	D1: Establish cultural facilities team.
B2: Commission work of art	C2: Town-provided grants.	D2: Detailed evaluation of existing facilities.
B3: Formalize process for community members to put on events.	C3: Natural heritage alignment group. C4: Establish detailed	D3: Develop cultural facilities scope and vision.
B4: Designate new heritage resources.	indicator program.	D4: Scope operating models. D5: Capital project development
B5: Identify arts economic development opportunities.		and management. D6: Operational planning.
B6: Prioritize social inclusion in programming and facility development planning.		

FOUNDATIONAL ACTION:

Establish a program to regularly gather community around the goals of CHAMP II.

A rich tapestry of individuals, organizations and assets forms culture of the community. A process to gather diverse community voices is required to successfully leverage existing capacity in the community, build increased capacity and resilience over time and accelerate action towards the goals of this plan. Exploring opportunities for collaboration, sharing lessons learned and openly discussing the challenges and opportunities of creating a more vibrant culture in Okotoks will help build relationships and expand opportunities for greater action over time.



Town Role Broker

ACTION A1

Establish a program to regularly gather the community to work towards the goals and objectives of CHAMP II

Timeline	Plan in 2018, implement 2019 and continue annually
Related Goal(s)	Goal A: To grow the capacity and leadership of the Okotoks community Goal B: To broker opportunities for all Okotokians to come together through culture
Description	Building on the collaborative workshops for the development of this plan, bring together art and heritage-focused organizations and individuals from across Okotoks and around the region, including various Town Business Centres, who can contribute to the vision, principle and goals outlined in this plan. Focus areas for these gatherings can include: • Community conversations on areas of interest • Guest speakers – both from within Okotoks and from beyond the community • Skills workshops • Other areas of interest that help participants contribute to the goals of the plan • Discussion of the Annual Report (see action B1), including lessons learned and ideas for the upcoming year This action also acts as a continuation of two actions from the previous Culture, Heritage + Arts Master Plan that saw little implementation: Action 7: "Nurture Sustainable Cultural Governance Models" and Action 18: "Facilitate Regional Structures for Cultural Collaboration and Dissemination."
Estimated Costs:	\$5,000
Why this action matters:	Consistently bringing people together will help facilitate sharing of information, identify opportunities for collaboration, build relationships and build positive momentum and action towards the goals of the plan.
Plan Alignment:	2018 - 2021 Strategic Plan Social Wellness Framework Community Sustainability Plan Culture, Heritage + Arts Master Plan, 2010 Economic Development Strategic Plan Environmental Master Plan MD of Foothills and Town of Okotoks Joint Planning Agreement Public Participation and Strategy Toolkit Recreation, Parks and Leisure Master Plan

Build Momentum

When a new plan is put in place, it is important to create early movement in order to demonstrate commitment to the newly identified direction as described through the five goals. The following actions will help generate momentum, which can help accelerate action moving forward.



Town Role Storyteller

ACTION B1

Create a CHAMP II web page and Annual Report

Timeline	2019 creation; ongoing maintenance
Related Goal(s)	Goal B: To broker opportunities for all Okotokians to come together through culture Goal E: To champion the value of culture for Okotoks
Description	The story of culture can be told consistently through this site, highlighting upcoming opportunities to participate in cultural events and programs as well as illustrating the impacts of activities. Stories should not only focus on Town initiatives, but other community organizations and individuals, such as the Okotoks Arts Council, the Okotoks Library, local schools and many others. This page can be a collaborative initiative between the Town and cultural stakeholders throughout the community.
	As part of the storytelling, linkages to CHAMP II can be integrated, increasing knowledge and comfort with this new plan.
	As part of this action, an annual report to the community will be developed and shared on this site. Elements of the report will include:
	 Reporting on indicators identified in section 3.5
	Reporting on actions identified in the plan
	Reporting on stories of success and collaboration over the year
Estimated Costs:	\$1,500
Why this action matters:	Given the diversity of arts and heritage-focused individuals and activities throughout the community, having a place to find information on what is happening and what kinds of impacts are being observed can be a powerful tool in moving towards the stated goals. Through an annual reporting process, the community can regularly be made aware of action and progress on the indicators.
Plan Alignment:	2018 - 2021 Strategic Plan Environmental Master Plan Okotoks Community Sustainability Plan
	Public Participation and Strategy Toolkit Recreation, Parks and Leisure Master Plan Social Wellness Framework



Town Role Broker

ACTION B2

Commission at least one work of art related to the goals and objectives of the CHAMP II

Timeline	2019 and annually
Related Goal(s)	Goal B: To broker opportunities for all Okotokians to come together through culture Goal E: To champion the value of culture for Okotoks
Description	As an initial, tangible action, the Town will commission a work of art that reflects the direction of CHAMP II. The selected artist(s) will be asked to share how this work represents the expressed direction of the plan. This information will then be shared broadly with the community on the CHAMP II website (see previous action).
Estimated Costs:	\$2,500
Why this action matters:	Commissioning a new work of art is a tangible commitment to progress on the plan and also shares the artist's perspective on the future of culture in the community.
Plan Alignment:	Culture, Heritage + Arts Master Plan, 2010 Environmental Master Plan Okotoks Community Sustainability Plan Social Wellness Framework

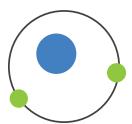


Town Role Primary

ACTION B3

Formalize process for community members to put on events

Timeline	Research 2019; implement 2020.
Related Goal(s)	Goal A: To grow the capacity and leadership of the Okotoks community Goal B: To broker opportunities for all Okotokians to come together through culture
Description	Work with community members to develop user-friendly guides and resources to enable community groups to develop and deliver community events. Approaches to developing these tools and processes can include interviews / workshops with individuals and organizations that have delivered community events in the past. This will ensure that the solutions provided by the Town address the needs and challenges of the community.
Estimated Costs:	\$2,000
Why this action matters:	By making the process of hosting an event easier, the Town unlocks the energy and enthusiasm of the broader community to create opportunities for people to come together.
Plan Alignment:	2018 - 2021 Strategic Plan Economic Development Strategic Plan Environmental Master Plan Okotoks Community Sustainability Plan Recreation, Parks and Leisure Master Plan



Town Role Provider

ACTION B4

Designate heritage resources using new policy and bylaw

Timeline	2019 onward
Related Goal(s)	Goal C: To connect people with the history of Okotoks
Description	With new heritage tools in place through the new municipal heritage designation policy and bylaw, the Town will be able to implement a heritage designation program in order to: Develop and expand heritage property inventory: ensuring that valuable resources are identified and maintained Develop a heritage signage program: providing the community with information about the significance of these resources Develop information and incentive resources: providing increased knowledge and assistance for the community to contribute to the heritage program
Estimated Costs:	\$60,000
Why this action matters:	Taking decisive action to maintain heritage in the community helps to protect the unique elements of Okotoks and can support efforts to share the story of the community's past.
Plan Alignment:	Culture, Heritage + Arts Master Plan, 2010 Downtown Urban Design Master Plan Economic Development Strategic Plan Environmental Master Plan Land Use Bylaw Okotoks Community Sustainability Plan Social Wellness Framework Town of Okotoks Municipal Development Plan "The Legacy Plan"



Town Role Broker

ACTION B5

Identify arts economic development opportunities

Timeline	2020 - 2021
Related Goal(s)	Goal D: To ensure culture is a contributing force in the Okotoks economy
Description	Working with key stakeholders, such as the Okotoks arts community, arts businesses, investors and developers, the Town (including Economic Development, Planning & Licensing and Culture and Heritage) will explore and identify key opportunities for economic growth and develop a strategy for incubating development in an arts economy. This work can include the discussion of Action 16 from the previous Culture, Heritage + Arts Master Plan: "Establishment of Studio Collectives and Artist-Run Centres," which saw no significant implementation during the tenure of the previous plan.
Estimated Costs:	\$1,500
Why this action matters:	Focusing specifically on the economic opportunities that are unique to Okotoks can unlock existing bottlenecks in the short term and create a longer-term approach to building an arts economy within the community.
Plan Alignment:	2018 - 2021 Strategic Plan Culture, Heritage + Arts Master Plan, 2010 Economic Development Strategic Plan Okotoks Community Sustainability Plan Social Wellness Framework



Town Role Broker

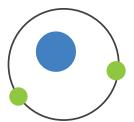
ACTION B6

Prioritize social inclusion in programming and facility development planning

Timeline	2018 - onwards
Related Goal(s)	Goal A:To grow the capacity and leadership of the Okotoks community Goal B:To broker opportunities for all Okotokians to come together through culture
Description	Working with community stakeholders, review and evolve programming and facility development planning to remove barriers to participation in cultural activities in Okotoks.
Estimated Costs:	None
Why this action matters:	Developing and maintaining a focus on social inclusion will address challenges to participation that may otherwise go unnoticed.
Plan Alignment:	Culture, Heritage + Arts Master Plan, 2010 Recreation, Parks and Leisure Master Plan Social Wellness Framework

Build Foundations

While the previous actions create early 'quick wins,' the following actions set the stage for future actions to take place.



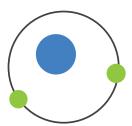
Town Role Provider

ACTION C1

Develop public art policy and program

Timeline	2019
Related Goal(s)	Goal B: To broker opportunities for all Okotokians to come together through culture Goal C: To connect people with the history of Okotoks
	Goal E: To champion the value of culture for Okotoks
Description	Create a clear and consistent approach to procuring, designing and building public art in the community. Key elements of a policy and program would include: • Funding mechanisms
	Roles and responsibilities
	Decision-making approaches, including commissioning and siting
	• Maintenance
Estimated Costs:	\$2,000
Why this action matters:	"Cities gain value through public art — cultural, social and economic value. Public art is a distinguishing part of our public history and our evolving culture. It reflects and reveals our society, adds meaning to our cities and uniqueness to our communities. Public art humanizes the built environment and invigorates public spaces. It provides an intersection between past, present and future, between disciplines, and between ideas. Public art is freely accessible."8
Plan Alignment:	2018 - 2021 Strategic Plan Culture, Heritage + Arts Master Plan, 2010 Economic Development Strategic Plan Okotoks Community Sustainability Plan Recreation, Parks and Leisure Master Plan Social Wellness Framework Town of Okotoks Municipal Development Plan "The Legacy Plan"

8. Americans for the Arts, "Why Public Art Matters: Green Paper." (2014), 1.



Town Role Provider

ACTION C2

Develop mechanisms to provide grants to culture and heritage organizations and champions

Timeline	2020 - 2021
Related Goal(s)	Goal A: To grow the capacity and leadership of the Okotoks community Goal D: To ensure culture is a contributing force in the Okotoks economy Goal E: To champion the value of culture for Okotoks
Description	Scope options in consultation with the community and pilot a grants scheme to support individuals and organizations to produce activity and events which contribute to CHAMP II objectives.
Estimated Costs:	\$5,000 / year
Why this action matters:	 A granting program can have multiple benefits, including: Incubate and foster creative industries Create opportunities for Okotoks cultural community to develop new events and activities Grow local capacity to develop and deliver cultural activity Build producing capacity and grow the audiences necessary for a future Performing Arts Center to succeed Create shared ownership of the CHAMP II goals and objectives Enable opportunities for Okotokians to enjoy locally produced events and activities Highlight Town's leadership role for culture in Okotoks and development support available to arts and heritage groups
Plan Alignment:	Culture, Heritage + Arts Master Plan, 2010
	Economic Development Strategic Plan Social Wellness Framework



Town Role Broker

ACTION C3

Natural heritage participation strategy

Timeline	2019 - onward
Related Goal(s)	Goal A: To grow the capacity and leadership of the Okotoks community Goal B: To broker opportunities for all Okotokians to come together through culture
	Goal C: To connect people with the history of Okotoks
	Goal E: To champion the value of culture for Okotoks
Description	Develop a participation strategy to ensure initiatives involving the natural heritage of Okotoks are aligned with the goals of CHAMP II. Examples of areas of alignment can include:
	 How to ensure that culturally significant landscapes are acquired, preserved and protected.
	How to incorporate signage into natural spaces to expand community knowledge of natural heritage
	How to enable cultural activities (performances, exhibits, etc) to occur in natural spaces in Okotoks ⁹
Estimated Costs:	\$1,500
Why this action matters:	The natural heritage of Okotoks was identified as a highly valued element of the community through the engagement process. By regularly bringing together Town Business Centres with community stakeholders, shared goals and collaboration can be identified and acted upon.
Plan Alignment:	Culture, Heritage + Arts Master Plan, 2010 Economic Development Strategic Plan
	Environmental Master Plan
	Okotoks Community Sustainability Plan
	Public Participation and Strategy Toolkit
	Social Wellness Framework
	Town of Okotoks Municipal Development Plan 'The Legacy Plan'

9. The Parks, Recreation & Leisure Master Plan identifies a number of outdoor amenity spaces.

In particular, event spaces, nature/ interpretive trails, walking/cycling pathway system, open spaces and community gardens provide opportunity for integration of cultural activities and signage.



Town Role Broker / Storyteller

ACTION C4

Establish detailed indicator program

Timeline	2019 - 2020
Related Goal(s)	All
Description	 Establish a detailed program to report on indicators identified in section 3.5, including: Who will assemble various data sources, including Town staff, community organizations and external sources How often indicators will be reported (annual reporting, where possible, is recommended) What media will be used to communicate these indicators These indicators can then be integrated into an annual report, as described in Action B1.
Estimated Costs:	\$O
Why this action matters:	Understanding the results of action keeps a collective eye on the long-term goals of the plan, ensuring actions are productive
Plan Alignment:	Culture, Heritage + Arts Master Plan, 2010 Economic Development Strategic Plan Environmental Master Plan Okotoks Community Sustainability Plan Public Participation and Strategy Toolkit Recreation, Parks and Leisure Master Plan Social Wellness Framework

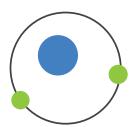
Comprehensive Facilities Strategy

Beginning in 2022, subject to Provincial funding, Council has allocated \$37 million over three years for the development of a new Performing Arts Centre (PAC), including land acquisition. The exploration of a new PaC has occurred in various forms over several years, including:

- 2012 "Performing Arts Venue Feasibility/Conceptual Design Study" conducted by Webb Management Services, which explored two possible scenarios:
 - A single facility of approximately 45,000 gross square feet of space, a 300-seat theatre, a multipurpose room, rehearsal and movement studio, gallery, arts classroom, community room, lobby, community media lab and a cafe/concessions area.
 - A split facility in at least two different locations. The first, adjacent to Foothills
 Composite High School & Alberta High School of Fine Arts, would include 34,600
 gross square feet with a 400-seat theatre and rehearsal room. The second, a downtown
 arts centre, would include 15,500 gross square feet with a multipurpose room,
 community media lab, gallery, community room, and rehearsal and movement studio
 and arts classroom. This scenario was eliminated as an option by council in 2014.
- 2017 "Performing Arts Centre Feasibility Study: Riverside Drive West Site" conducted by Nyhoff Architecture Inc. This study explored the feasibility of building a Performing Arts Centre on an available property along Riverside Drive West between the Sheep River and the Canadian Pacific Rail line. The study focused on the cost premium of building a pac on the available property within the flood fringe of the river over and above the cost of building on a typical green field site. The study was based on the 300-seat pac originally developed for the 2012 study.
- 2017 "The Creamery Site Reuse Study" by Nadi Design. This study explored options for the use of 35 Riverside Drive (the Creamery) which was the site of a character barn until a fire destroyed the facility. Afer analyzing a number of potential uses, a 'performance park' was identified as the preferred use for the site. The concept included a performance art centre housing a 350-370 seat theatre, lobby, office/educational multipurpose space and cafe.

During the development of CHAMP II, there were varied opinions heard about the size, location and need for a PaC. While exploratory work has been previously done around the possible site and building scope, a stream of actions focused on comprehensively planning for cultural facilities will allow the Town to collaborate with the broader community to explore the needs for a new facility, while appropriately investing in existing facilities.

It is recommended that this program use a percentage of the cultural reserve to enable this comprehensive approach. The following actions are intended to maximize existing facilities, effectively plan for a new facility and build both Town and community capacity along the way.

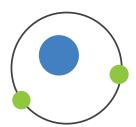


Town Role Provider

ACTION D1

Establish cultural facilities task force

Timeline	2021 or three years prior to potential build	
Related Goal(s)	All	
Description	A task force will be established to lead efforts to scope and execute the analysis, capacity-building and execution of a comprehensive facilities strategy.	
	A combination of specialist skills will be required. Training and professional development could be offered to members of the task force so they are able to lead on delivering the plan. Essential specialist expertise includes (but is not limited to):	
	Artistic programming	
	Cross-artform producting	
	Technical production Cultural venue business modelling	
	Financial management of large-scale capital developments and also of cultural venues	
	Governance of cultural venues Fundraising (Corporate, Public, and Government)	
	Public sector fundraising and lobbying	
	Audience development Community engagement	
	Branding	
	Marketing	
	Digital development Online community building	
Estimated Costs:		
	\$0	
Why this action matters:	Identifying clear roles and responsibilities early in the implementation of the program is a key condition for the successful realization of a successful facilities approach.	
	Members of the task force will need to have (and continue to develop) specialist skills and knowledge to ensure the project can be delivered in a way that builds the capacity of the Town and broader community over time.	
Plan Alignment:	2018 - 2021 Strategic Plan Community Sustainability Plan Culture, Heritage + Arts Master Plan, 2010 Economic Development Strategic Plan	
	Recreation, Parks and Leisure Master Plan Social Wellness Framework	



Town Role Provider

ACTION D2

Detailed evaluation of existing facilities

Timeline	2020
Related Goal(s)	All
Description	There are significant limitations to the expansion and/or re-use of the existing Town cultural facilities - the Rotary Performing Arts Centre, Okotoks Art Gallery and Okotoks Museum & Archives - (see Appendix E for the architectural overview and assessment, including initial recommendations for each site). Understanding the expansion opportunities and constraints for each facility will provide the necessary information for a comprehensive understanding of current facilities in order to effectively plan the needs of a new facility. Key results of the work will include: • Identification of the current state of each facility • Identification of physical constraints of the current facilities • Identification of current challenges of delivery of programs (visual arts; performing arts; promotion and preservation of local history; community creative space; education) • Recommendations for cost-effective expansion and/or re-use of these facilities, in the context of a new cultural facility to be built in the future.
Estimated Costs:	\$50,000
Why this action matters:	Understanding the detailed opportunities and constraints of each facility will be crucial to inform a comprehensive approach to cultural facilities and to ensure that a new cultural facility meets the current and future needs of the Town.
Plan Alignment:	Performing Arts Centre Feasibility Study Town of Okotoks Municipal Development Plan "The Legacy Plan"

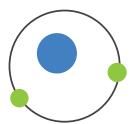


Town Role Broker

ACTION D3

Engage stakeholders to develop cultural facilities scope and vision

Timeline	2019 - 2020
Related Goal(s)	All
Description	Building on the information gathered in action D2, collaboration with the community will help establish what needs will be met in a new cultural facility and what needs can be met in the existing facilities. Creating a clear, unified message for a new facility can establish a shared sense of purpose moving into future steps of development.
Estimated Costs:	\$10,000
Why this action matters:	A new cultural facility vision will provide the starting point for the venue's business plan, which in turn will inform how it reaches out to: Its funders in terms of the impact it aims to have and who it connects Its partners in terms of programming and producing priorities and opportunities Its audiences through marketing and programming, and capacity This vision and scope will be foundational for the development of capital and operating plans.
Plan Alignment:	2018 - 2021 Strategic Plan Community Sustainability Plan Environmental Master Plan Okotoks Community Sustainability Plan Okotoks Community Sustainability Plan Performing Arts Centre Feasibility Study Social Wellness Framework Town of Okotoks Municipal Development Plan "The Legacy Plan"

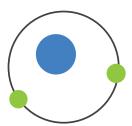


Town Role Provider

ACTION D4

Scope cultural venue operating models

Timeline	2019
Related Goal(s)	All
Description	Building on the work of previous studies for a new facility, operating models for cultural venues in other communities can be analyzed to understand what model(s) may work in the Okotoks context. Potential facilities to study include: • The Arden Theatre, St. Albert, AB • Bert Church Live Theatre, Airdrie, AB • E.A. Rawlinson Centre for the Arts, Prince Albert, SK • The Esplanade Arts & Heritage Centre, Medicine Hat, AB • Horizon Stage Performing Arts Centre, Spruce Grove, AB • Theatre Orangeville, Orangeville, ON • Tidemark Theatre, Campbell River, BC • Yates Memorial Centre & Sterndale Bennet Theatre, Lethbridge, AB • Rotary Centre for the Performing Arts, Kelowna, BC The scoping of international best practice models for mixed-use cultural venues of a similar scale is recommended to identify sustainable and innovative business models that could be adapted for Okotoks.
Estimated Costs:	\$10,000
Why this action matters:	Understanding variations in models will enable the Town to understand the options for how a new facility could operate, including the involvement of community organizations. Failure to do so poses a financial and reputational risk in the short and long term.
Plan Alignment:	2018 - 2021 Strategic Plan Performing Arts Centre Feasibility Study



Town Role Broker

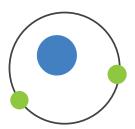
ACTION D5

Capital project development and management

Timeline	2020 - 2021
Related Goal(s)	All
Description	Establish a clear scope of work and responsibilities for the development and management of the capital build of a new cultural facility, including: Developing and delivering the capital build plan (including milestones and budget) Staff recruitment (for development stage and long-term team) Staff capacity-building ¹⁰ Establishing tendering and managing construction plan Defining oversight and development of capital project Ensuring the capital build process is maximized as an opportunity to engage new audiences, funders and producers
Estimated Costs:	\$50,000
Why this action matters:	Understanding the complex needs of capital projects is a vital component to developing a project that is fiscally responsible and which includes successful programming.
Plan Alignment:	2018 - 2021 Strategic Plan Performing Arts Centre Feasibility Study

10. An example of a program that would provide capital project capacity is Firm Foundations, a UK-based program designed by Emmie Kell and supported by Arts Council England and Heritage Lottery Fund. It aims to ensure that anyone embarking on a capital project in the heritage sector is fully prepared to deal with all the different elements of a capital project, in their context. This includes developing important local contacts and networks and hearing directly from potential funders/ contractors/ regulators/ planning officials. Emmie and her team are looking to develop tailored versions of this program in different countries and a tailored Canadian version could be shaped for Okotoks.

Key stats from pilot: 100% of delegates said that they developed new networks and contacts that would be useful for them, 100% of delegates said they would recommend the course, 90% said they felt better prepared as a result of the course, and 90% said they felt more confident about delivering a capital project as a result of the course.



Town Role Provider

ACTION D6

Operational planning

Timeline	2020 - 2023	
Related Goal(s)	All	
Description	Build capacity to effectively program and operate a cultural facility that has a clear and compelling vision, including: • Creative vision for the venue • Producing capacity • Artistic programming expertise at scale and across art forms • Establish plan for a financially sustainable facility, including: • Operating model • Governance model • Competitor analysis and differentiation • Marketing and target audience development • Best practice research visits • Budgeting and financial planning Build a sound understanding of the potential audiences for a new cultural facility, including: • Baseline data gathering • Identifying tools for ongoing audience and evaluation data gathering • Scoping competitors in surrounding areas • Creating an audience development plan for the venue	
Estimated Costs:	\$50,000	
Why this action matters:	By studying the impact of programming capacity, business planning and audience development, the foundations for a successful facility are established.	
Plan Alignment:	2018 - 2021 Strategic Plan Performing Arts Centre Feasibility Study	

3.5 Monitoring and Adjustment

The intention of this plan is to set a course for realistic and reflective action – a process that includes measurement and adaptation over time. Successful action will be characterized by collaboration, communication and a spirit of experimentation. The program of measurement, reflection and adaptation in the following section provides a structure to learn and evolve over time.



Monitoring Progress

No change happens without action, but understanding the impact of action will be a vital part of the implementation of this plan. Indicators will provide the Town and the community with an understanding of where progress is being made and where challenges are being seen in realizing plan goals.

A set of indicators has been developed with the following in mind:

- The indicators are aligned to the goals of CHAMP II
- The indicators are focused on large-scale community results
- The indicators are realistic to measure

Goal A: To grow the capacity and leadership of the Okotoks community

- Growth in number of individuals who participate in capacity-building activities
- Growth in number of organizations that participate in capacity-building activities

Goal B: To broker opportunities for all Okotokians to come together through culture

- Growth in number of community events
- Growth in number of participants at community events
- Growth in number of visitors to cultural venues:
 - The Rotary Performing Arts Centre
 - The Okotoks Art Gallery

Goal C: To connect people with the history of Okotoks

- Growth in number of designated heritage resources
- Growth in number of visitors to the Okotoks Museum & Archives
- Growth in number of participants in heritage programs/events.

Goal D: To ensure culture is a contributing force in the Okotoks economy

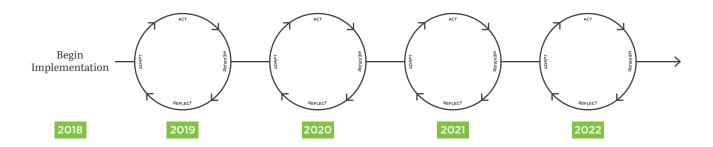
- Employment in "Arts, entertainment and recreation" as defined by the North American Industry Classification System (naics), including:
 - Growth in total number of jobs in this area
 - · Growth in percentage of all jobs in Okotoks in this category

Goal E: To champion the value of culture for Okotoks

- Social media metrics growth in the number of people seeing the storytelling aspect of this goal through social media channels
- Growth in the number of stories on the CHAMP II website (using 2018 as baseline)
- Growth in participation in Town cultural programs (including school, child/teen, family, adult programs)

Adjusting Actions Over Time

As the Town embarks on the implementation on this plan, indicators will assist in reflecting on how the actions taken to date have had an impact on progress towards the plan goals. Working with community stakeholders, an understanding can be built of what is working, what can be improved and what should be discontinued. This reflection can then lead to adaptation and renewed action that accelerates the progress towards the goals.



By coordinating indicator review and reflection on the impact of actions to date with the annual budgeting process, the Town can regularly course-correct to allocate resources to areas of action that best support the goals of the plan. Appendix A includes a review tool that can assist with this process.



Okotoks is fortunate to have a wealth of cultural assets of various kinds. Moving into the future, the culture of the community can evolve through increased collaboration and shared goals. CHAMP II identifies key actions to engage the creativity and commitment of the community. Beyond these initial actions, CHAMP II "sets the stage" for the entire community to work together to champion culture, arts and heritage in order to build an even more vibrant and dynamic Okotoks.

Appendix A: Example Annual Review Tool

This illustrates the structure of an annual review tool, which is intended to encourage reflection and adaptation, but not be overly onerous on Town staff to complete. This can be used in preparation for the annual budgeting process in order to maintain focus on the actions identified in this plan and allow for lessons learned and course correction. This format can be replicated for all the applicable actions for the upcoming year.

ACTION A1			
Establish a program to regularly gather the community to work towards the goals and objectives of CHAMP II			
Action:	Completed Ongoing Not yet started		
Key lessons learned:			
Adjustments for the upcoming year:			
ACTION B1			
Create a CHAMP II web page and share stories about activities and successes			
Action:	Completed Ongoing Not yet started		
Key lessons learned:			
Adjustments for the upcoming year:			

Appendix B: Estimated Costs for Actions

The recommended actions reflect an additional level of effort for the Town of Okotoks from the current state. As described in Section 3.3, this plan is based on the recommendation that current levels of activity are maintained while these additional actions are implemented.

implemented.	
Action	Estimated Cost
A1: Establish a program to regularly gather the community to work towards the goals and objectives of CHAMP II	\$5,000
B1: Create a CHAMP II web page and annual report	\$1,500
B2: Commission work of Art related to the goals and objectives of CHAMP II	\$2,500
B3: Formalize process for community members to put on events	\$2,000
B4: Designate new heritage resources related to the goals and objectives of CHAMP II	\$60,000
B5: Identify arts economic development opportunities	\$1,500
B6: Prioritize social inclusion in programming and facility development planning	None
C1: Develop public art policy & program	\$2,000
C2: Town-provided grants	\$5,000 / year
C3: Natural heritage participation strategy	\$1,500
C4: Establish detailed indicator program	None
D1: Establish cultural facilities team	None
D2: Detailed evaluation of existing facilities	\$50,000
D3: Engage stakeholders to develop cultural facilities scope and vision	\$10,000
D4: Scope cultural venue operating models	\$10,000
D5: Capital project development and management	\$50,000
D6: Operational planning	\$50,000

Appendix C: What We Heard Reports

The Phase 1 What We Heard Report for CHAMP II was released in November 2017. It was followed by a Phase 2 Online Engagement Summary in January 2018. The following appendix reprints these documents in full.

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Executive Summary

This first phase of engagement for the *Growing Together: A Culture, Heritage & Arts Master Plan* was intended to gain an understanding of community perspectives on heritage and culture in the community. The intention was to hear from a diversity of residents, including those who are heavily involved in culture and heritage and those who are not. The results included areas of general agreement, as well as areas of diverging views. During this phase, 438 participants shared their views through the online survey, presence at select events, three workshops, and interviews with leaders in the community.

Some of the key findings are:

- Passive culture or more informal events (i.e. community events) draw more of the general public out than formal performances
- Lack of time and awareness are the biggest reasons more people currently do not participate in more cultural activities
- Building community and connecting with and supporting each other was seen as the most important outcome of from a new Culture, Heritage & Arts Master Plan
- Running more events and more diverse events is key to attracting more people
- The Town can assist in the development of culture by supporting community organizations in delivering their own events
- The community is becoming more diverse every year. All these new people are not necessarily represented with the current culture and heritage programming

Some points of conflict that will need to be addressed were:

- The end goal of the Culture and Heritage Master Plan. Some felt it was for building community while others felt it was to help expand the current programming and create new spaces and facilities to help growth
- Current promotion. Lack of promotion and awareness was a common complaint throughout this process, yet promotion was noted as the number one reason why attendance to events has grown so much in recent years.
- Making Okotoks a cultural destination. This was a suggestion that came up as a solution to a few different questions. Yet, this idea was the least popular option as an outcome of the Culture and Heritage Master Plan in the survey

All of the information collected in this process is being used to help inform the work being done during our Design Sprint which will ultimately create the base of the Culture and Heritage Master Plan.

Background

The new Culture and Heritage Master Plan will guide Town decisions on culture, and heritage for the next 15 to 20 years .

Culture, and heritage are important to our quality of life in Okotoks. As our community continues to grow, we need to provide programs, events, and facilities for all residents to enjoy and participate in.

This What We Heard Report summarizes the feedback that was received from the community during the initial phase of engagement on the Culture and Heritage Master Plan.

Guiding Policy

The process - both plan development and engagement - is guided by the Town of Okotoks' Community Vision of:

The Town of Okotoks is resilient, where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, Okotoks offers exceptional quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home.

and the principle of Vibrant Civic Culture & Heritage:

Residents joyfully embrace Okotoks, and cultivate a rich quality of life. Okotoks provides access to a wide range of cultural resources, fostering audiences, participants and creators who contribute to community building and economic development. The strong traction of community events is a hallmark of living in Okotoks. Residents are engaged in civic life, and Town Council and administration promote open dialogue.

Process

The initial phase of engagement ran from *September 25* to *October 30, 2017*. Three approaches were taken for this initial phase of public engagement: survey, interviews, and workshops.

Survey: The survey was open to everyone - it could be accessed online and at Okotoks Culture Days and the Celtic Cowboy Concert. This survey was where we received the majority of our feedback.

The survey consisted mostly of quantitative and ranking questions with some open ended responses.

Interviews: A list of interviewees was created after discussion with the Town and key members of the culture community in Okotoks. Participants ranged from those who work in culture industries to volunteers to engaged residents.

Workshops: Three workshops were held in mid-October. The first workshop was held with students at Holy Trinity Academy. The other two workshops were open to the public. The format of the workshops used a "data walk" approach, where participants were presented with data about Okotoks. This information was used to spur thought and discussion about culture and heritage in the community. The public workshops also included a prioritization exercise, where participants brainstormed actions and were given a select number of votes to select the ideas that could have the most positive impact on the culture and heritage of Okotoks.

Participants

Workshops

331

Interviews 8

438



There were three separate ways that a person could take part in the survey: Online, at Culture Days events, and at the Celtic Cowboy Concert. The intention was to be as accessible as possible, gather feedback from the broader community and hear voices that don't necessarily have the time or capacity to participate in more intensive activities, such as workshops.

The questions were mostly quantitative asking participants to 'check all that apply' or 'rank in order of priority'. There were also spaces for open ended responses if participants felt their responses did not fit any of the available options. The following pages outline the responses heard to the survey questions.

What kind of local experiences in Okotoks do you participate in?

Discussion

Taking part in community events and visiting natural areas were the two most common local experiences that participants took advantage of. This was followed fairly closely by visiting the library. Cultural facilities and performances filled the middle section. Participating in arts programs came up last - only a third of the votes ranked this option among the top two.

Theme	Frequency	Other response	es
Community events	309	Theme	Frequency
Visit natural areas	298	Sports and recreation	11
Visit the library	245	Local performances	5
Attend cultural facilities	182	Volunteer	4
Attend musical performances	175		
Attend theatre performances	163		
Participate in neighbourhood activities	131		
Participate in arts programs	100		

What are the biggest barriers to you participating in local culture and heritage activities in Okotoks?

Discussion

Time and awareness were clear front runners for barriers to participation, with each being close to equal frequency to the third, fourth, and fifth most common combined. While some of the "other responses" appear similar to the created list, the participant was often being more specific and felt it was worth differentiating. For example, the transportation challenges referred to general mobility challenges or lack of parking.

Theme	Frequency	Other resp
I don't have enough time	150	Them
I'm unaware of these activities taking place	146	Lack of promot awarenes:
Other	65	Lack of quality
I'm not interested in these kind of activities	45	Lack of interest in
Costs are too high	41	None
Lack of transportation options	13	Too crowde
I don't feel comfortable participating in these activities	13	Transportat challenge

ponses

Theme	Frequency
Lack of promotion or awareness	9
Lack of quality venue	8
Lack of interest in events	6
None	6
Too crowded	6
Transportation challenges	5

What are the most important results that a new Culture & Heritage Master Plan should achieve?

Discussion

Respondents to this question did not express a significant preference across a number of results for this new plan. Given the relatively even distribution across most of the choices, it will be important to identify actions that can contribute to many of these results simultaneously - particularly helping to build community and bringing people together as a key direction.

Theme	Score
Increased connections among community members	1,171
Increase opportunity for public spaces to provide places to gather and create	1,136
Heritage, cultural and creative resources have an increased impact on the local economy	1,127
More Okotokians are able to participate in cultural activities	1,105
Downtown plays a more prominent role in the culture of the community	1,060
New kinds of arts and culture activities	1,022
Okotoks has a reputation as a 'cultural village'	718

How Can You Help?

Discussion

This question received fewer responses than the other survey questions. Some respondents identified a willingness to volunteer for new activities, while others identified activities they are currently taking part in. This existing involvement was reflected by members of choral performance groups.

Theme	Frequency
Volunteer	16
Choral performance	11
Attend events	9
Help with communications and promotion	6

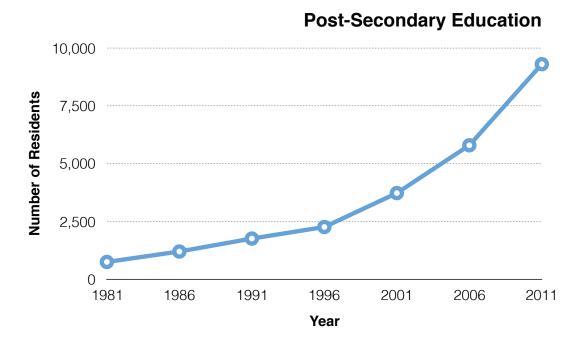


The data walk workshops took place at three different occasions over two days in October. The first workshop was at Holy Trinity Academy with art and drama students. The other two data walks took place in the evening and were open to everyone, as long as they registered ahead of time. The majority of participants were already involved in the arts and culture community in one way or another.

Data walks are a method of exploration that use existing data about a community to help spur thought and discussion amongst participants. A range of information was collected and shared with participants, alongside a set of related questions of how the data connects to the culture and heritage of Okotoks.

The layout of the following pages work in sections, with the first page showing the data that was presented to participants and the following page(s) showing the questions(s) and responses.

Lifelong Learning



What the graph tells us

• The number of Okotokians with a post-secondary degree or other qualifications grew over 60% between 2006 and 2011.

What else we know

- Over 18,000 people have an Okotoks public library card.
- In 2016, Okotoks Culture and Heritage hosted 99 different programs and events.

How might culture and heritage support lifelong learning?

Discussion

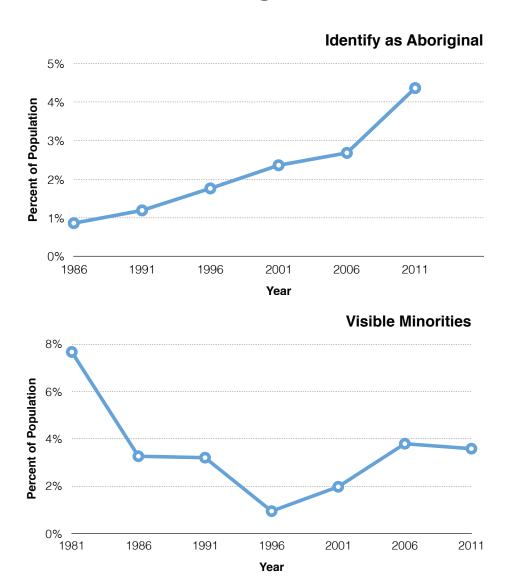
The most common response was the development of educational programs to learn about culture. The sub-codes within this theme included partnering with a post-secondary institution like ACAD and hiring professionals to teach the classes, from both within and beyond the community.

The next most common response was having more areas that support culture and creativity, with potential partnerships with the school system.

Rounding out the top four solutions were adding post-secondary school and increasing promotion of existing resources/opportunities.

Theme	Frequency
Create education programs to learn about culture	14
Have more creative spaces	9
Post-secondary school	8
More-better promotion	7

Population Diversity



What the graph tells us

• In Okotoks, the number of people identifying as Aboriginal is rising. Those who identify as a visible minority have declined by half (from roughly 8% to 4% of the population).*

What else we know

• Six point two percent (6.2%) of Albertans identify as Aboriginal and 18.4% as visible minorities.

^{*}The updated census numbers for 2016 were released. The 2016 numbers for Okotoks are: 4% identify as Aboriginal and 7.2% as visible minority

How can stories of non-dominant voices be heard in Okotoks cultural and heritage planning?

Discussion

Providing more events that celebrate the non-dominant *voices in the community* was the most common response by a large margin. There was very little detail given beyond highlighting the unique culture and food, of various cultural groups in Okotoks. There was also an acknowledgement of needing to expand organizational representation of non-dominant voices, including the creation of new groups and ensuring that existing organizations reflect a diversity of voices and experiences.

The discussion around affordability primarily focused on the general cost of living in Okotoks and its impact on enabling a diversity of population. Communication referred to creating channels between community groups for them to know what other groups are planning so that diverse community groups can work together.

Theme	Frequency
More events (diversity of events)	22
Create groups to represent them	8
Make Okotoks more affordable to live in	7
Diversify the arts council and committees	6
More communication	6

How can reconciliation play a role in culture and heritage?

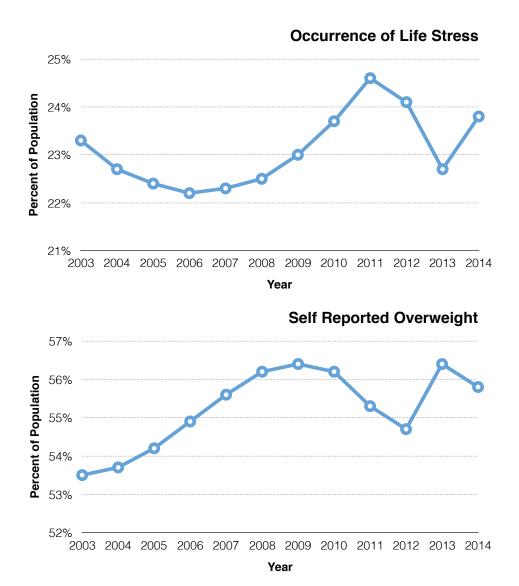
Discussion

Running more events that highlight other cultures was once again the most common answer. Again, there were little details beyond suggesting food and pow wows. There was acknowledgment of what the respondents didn't know by suggesting to connect with First Nations in the region to help find solutions.

The third and fourth most common response revolved around being transparent about our history and what actually happened to help heal and celebrate all cultures.

Theme	Frequency
More events (diversity of events)	16
Connect with surrounding first nations	7
Help create pride in their history	7
Be transparent about history and learn from it	6

Life Pressures



What the graph tells us

· Okotokians are increasingly stressed and overweight.

What else we know

• Okotoks has the highest reported stress across all Alberta municipalities.

How can cultural and heritage resources make Okotoks a healthier community?

Discussion

The majority of the responses to this question focused on the fact that culture and heritage activities can help a person relax and improve their mental health, both in the short and long term, rather than specific suggestions as to how.

Some of the ideas that were discussed were connecting the sports and recreation community with the culture community to build connections and empathy. Yoga and relaxation centres were identified as specific opportunities to create a healthier community..

Theme	Frequency
Help relax	10
Create support and connection	10
Improved mental health	9
Outlet for creativity and expression	6

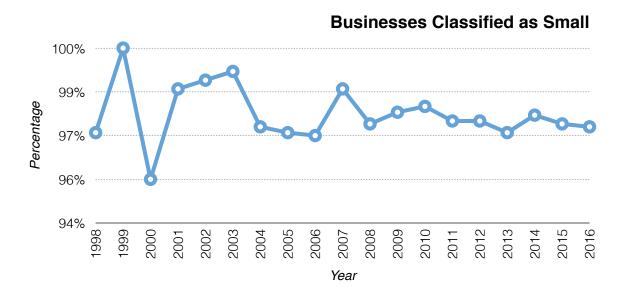
How can culture and heritage bring comfort and tranquility to our community?

Discussion

Similar to the other Life Pressures question, answers to this question were quite highlevel, focusing on general categories of activities.

Theme	Frequency
Public art	7
More creative spaces	6
Music	6
Encourages empathy	5
Create support and connection	5

Business Environment



What the graph tells us

• Over 97% of businesses in Okotoks are small businesses.

What else we know

- In 2011, one in every 33 Alberta workers had a cultural occupation.
- A small business is classified by having less than 50 employees.

How would you describe the relationship between business and culture in Okotoks?

Discussion

The overall relationship between the business and culture communities appears to be positive. Businesses located downtown, newer, and independent businesses were identified as having stronger connections to the cultural community in Okotoks. However, a smaller amount of participants identified the relationship as being poor. This will vary, depending on specific circumstances, but this discrepancy highlights an opportunity to improve this relationship overall.

There was a recognition within a broader definition of culture that small business and entrepreneurship are part of the culture of Okotoks, whether or not they directly fund cultural events and activities.

Theme	Frequency
Good	24
Depends on the business	13
Poorly	11
Small businesses are part of the culture	10

How could these relationships be strengthened?

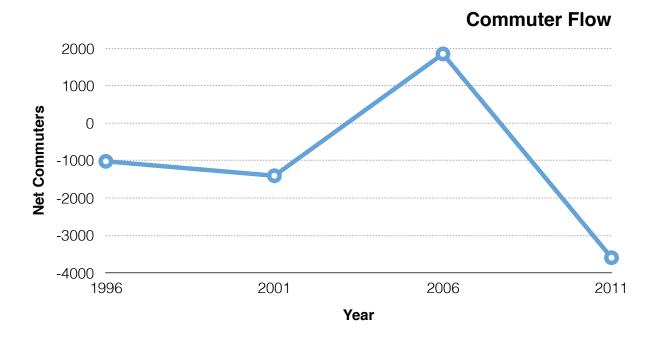
Discussion

These responses put more explicit responsibility on the Town than many of the other questions. Respondents identified the need for the Town to create a strong identity and lead the way to creating partnerships between businesses and culture groups. They also want the Town to be clear about what they are willing to do so that the community and businesses know exactly what they are responsible for.

There was also an identified need to increase communication. That is, the cultural community and businesses should communicate between each other, to build empathy, find common ground and learn how to best work together. Additionally, these groups should communicate to the public, promoting one another and building each other up.

Theme	Frequency
More promotion of the 'value of local'	8
Town being clear about what it does and does not do	6
Desire for Town to do more	5
More communication	5

Commuter Flow



What the graph tells us

• More residents identify Okotoks as their place of residence than identify it as their place of work.

What else we know

• For 45% of our survey respondents (to date) 'lack of time' was the most prominent barrier to their participation in cultural activities.

How can culture and heritage flourish in a community where so many people drive out of town for work?

Discussion

The two most common responses were: making culture and heritage easy to access and making Okotoks a cultural destination. In terms of accessibility, this primarily meant running events later in the evening and on weekends. The other most common theme approached the challenge from the opposite direction, suggesting to make Okotoks a cultural destination so that people want to come to the events and adjust their schedule to make it happen.

Another response was to increase job opportunities in Okotoks. This would reduce the number of people commuting out of town. There was little discussion about how to do this, but some suggested building up the culture industry, which ties back to making Okotoks a cultural destination.

Theme	Frequency
Make it easy to access	16
Make Okotoks a cultural destination	16
Add businesses/jobs to Okotoks	15
More/better promotion	9
Run more events	5

How can we provide access to cultural and heritage resources for folks that don't have a lot of time?

Discussion

The theme of developing an online presence spoke to offering online programs for people to partake in on their own schedule. Another suggestion was the creation of a podcast for residents to listen to during their commute or at other times.

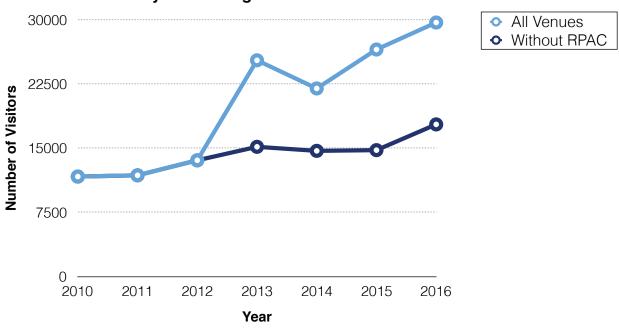
The promotion theme spoke to providing more notice about events rather than covering them after they have happened. This would allow people to plan ahead for events that interest them.

Accessibility was the third most common theme, which mirrors the previous question related to the high levels of commuters. This theme is referring primarily to hosting events more often in the evening and on weekends.

Theme	Frequency
Have an online presence	14
Promotion	13
Make it easy to access	12

Participation





What the graph tells us

 Culture and heritage venues have seen attendance significantly increased yearover-year since 2010.

What else we know

- In 2016, the Taste of Okotoks event saw 50% ticket sales increase.
- Nearly 100,000 visitors attended Town-sponsored events in 2016.

Why have participation rates seen such high growth?

Discussion

Promotion was identified as the most prominent reason for increase in participation rates. This provides an interesting counterpoint to responses to previous questions, where promotion was seen to be lacking.

The growing number of people in the Town and surrounding area was also acknowledged as a factor. As well, increased participation rates were attributed to the frequency of high quality of events.

Theme	Frequency
Promotion	22
Regional community	12
Higher quality events	9
Running more events	9
Higher population	8

How do these cultural venues accommodate diverse creators?

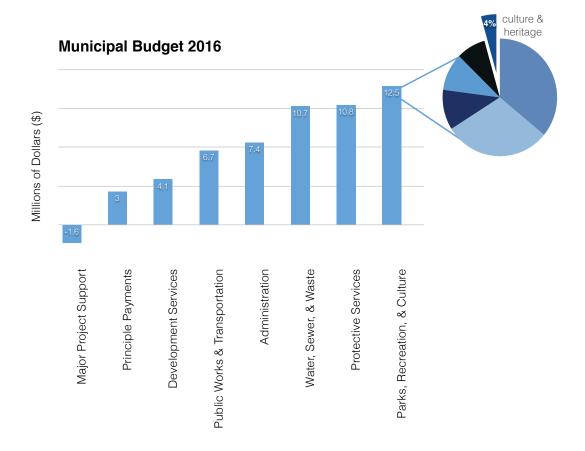
Discussion

For this question, the top theme discussed the variety of people and events that were allowed to take part and accepted in the cultural community. The organizers were mentioned as being open-minded and welcoming.

The second, third and fourth most common themes alluded to the desire for a new facility and more cultural spaces.

Theme	Frequency
Running more, and more diverse, events	12
More, and better, promotion	9
Need more spaces	8
They don't do it well	5
Organizers promote equality	5
Understanding and accepting other cultures	5

Resources



What the graph tells us

• In 2016, Parks, Recreation, & Culture as a whole had the largest portion of the municipal budget. However, Culture & Heritage receive just 4% of this portion.

What else we know

Okotoks Culture and Heritage inspires passion for history and art through the delivery of the following core services:

- 1. Operation of the Okotoks Art Gallery, Okotoks Museum and Archives and Rotary Performing Arts Centre.
- 2. Delivery of diverse and engaging public programming and public art.
- 3. Stewarding of artifacts, archives and art collections entrusted to our care.
- 4. Collaborative management (with Economic Development) of the Okotoks Visitor Information Centre.
- 5. Managing unique venues for public and private use to ensure the creation and promotion of art and heritage.

What roles are most important for municipal government to play in culture and heritage?

Discussion

A key theme was that the Town should not be exclusively responsible for leading cultural activities and initiatives. Rather they need to provide support and let the community lead. What type of support was not always clarified but funding was one suggestion. This funding theme also talked about providing land and/or paying for a new facility.

Theme	Frequency
Support projects and people	22
Funding	18
Listening to the needs	10
Create policy	7

How could resources for culture and heritage be used most effectively?

Discussion

Getting a purpose-built facility was the most common theme, with a majority of these responses explicitly asking for a theatre. The next most common theme was partnering with other institutions, such as schools, to help distribute the costs and increase users. Another suggestion for distributing costs and increasing users was to work with the surrounding counties and municipalities to build a shared space that serve the entire region, similar to the new field house.

Theme	Frequency
Venues	9
Partnering with other institutions	8
Run more events	5
Work with the regional community	5
Give culture equal funding to what sports receives	5



During the Data Walks Workshops, participants were asked to brainstorm ideas across various kinds of cultural and heritage resources that would move Okotoks towards the community Vision and Priniciple. Groups were then asked to prioritize which ideas they felt would be most impactful in moving towards the desired future for the community. The following outlines the results of these conversations.

Theme	Votes
Spaces and facilities	61.5
Festivals and events	29.5
Creative cultural industries	13
Natural heritage	10
Community cultural organizations	8
Cultural Heritage	7

Spaces and Facilities

Why: Arts and culture are currently not able to grow due to space restrictions. Creating a multi-use space to accommodate a variety of arts and culture activities. The space could include use for artistic creation, education and additional rental space.

Action: A key focus was on creating a purpose built venue. To get funding, participants suggested exploring partnerships, grants and support from all levels of government. Another idea was partnering with existing resources (i.e. churches) to create space. Most of the responses put responsibility on the Town to, at the very least, initiate action.

Festivals and Events

Why: Festival and events are a good way to promote what is already happening in the Town. These events can also get more people on board, build community and attract more people into the cultural life of Okotoks.

Action: Festivals and events were seen as not solely the responsibility of the Town. Participants suggested making the process to hold a festival or event more user-friendly than it currently is today. Partnerships with community organizations were also identified as a way to expand the impact of festivals and events.

Creative Cultural Industries

Why: These industries serve multiple roles of drawing people to the community, helping grow and diversify the economy, and raising awareness of culture in Okotoks. In addition to these benefits, developing creative industries could also assist with the development of a performing arts centre.

Action: Put together a promotional campaign to draw people and and industries to Okotoks. Other approaches could include incentives, such as tax breaks and parking restrictions, or collaborative funding models to bring more creative industries to the community.

Natural Heritage

Why: Protection of natural areas. Especially watersheds.

Action: Create environmental planning structure. Protect and expand key sites throughout the Town and surrounding areas as the Town continues to grow.

Community Cultural Organizations

Why: These are the people that make events happen in the Town. These organizations also help increase diversity.

Action: Promote the awareness of these organizations. The Town should provide funding opportunities to help them thrive.

Cultural Heritage

Why: Local history is important because it helps create culture and a shared understanding of who we all are.

Action: Bylaws to help protect historic buildings/sites. Walking tour signage and map.

Interviews

Interviews included a range of participants from cultural and community leaders to engaged citizens. This allowed for a deeper exploration into the insights and ideas of these involved individuals. Key themes emerged in three categories: infrastructure, connections and leadership, and engagement and need.

Infrastructure

Interviewees identified that historically, engagement and infrastructure growth has been to support sports and recreation. They would like to see infrastructure to help visibly support the growth of culture in Okotoks. Some felt that this should be a large arts venue, while others felt that focusing on cultural activities created better value and was more meaningful.

Connections and Leadership

There is a positive outlook on the growing connections and ambitions by the Town and its surroundings. Specific connections that were discussed included other sectors in the town, communities surrounding the town, and with the education sector. The education sector was specifically noted for its added advantage of getting youth involved earlier in their lives.

Building community and connecting with others in the town and supporting each other was mentioned multiple times as key value of culture in Okotoks.

Similar to the data walk responses, there was a emphasis on the Town taking more of a supporting role for people that have ideas and ambitions. Reducing barriers to action and participation is as important as actual funding. Although Allan Boss (Culture and Heritage Services Manager with the Town of Okotoks) was mentioned most frequently, leadership in the culture and heritage community appears to be distributed across various sub-areas, such as music, drama, visual arts, etc. This highlights the need to ensure connections and relationships amongst these various leaders in the culture and heritage community.

Engagement and Need

The growing population is highlighting and expanding the diversity of population and their different needs and desires. This is something that will be easier to address sooner rather than later. There is also a perception by those most actively involved in the cultural community that it could be valued by a wider group of people and engagement is currently lower than it could be.

Across interviewees, there were mixed opinions on a venue, with some citing limited evidence of user need, beyond the projected growth of Okotoks.

Key Takeaways

Overall, there were few surprises or areas of need that are not already being addressed or, at least, acknowledged to be addressed in the future. There were some topics that had conflicting views or solutions that will need to be discussed and worked through as this process moves forward. These topics are:

Points of Conflict

End Goal of the Culture Plan in Okotoks: The survey portion of engagement showed an opinion that the primary goal of a new Culture and Heritage Master Plan is to build community and bring people together. This was a sentiment that was rarely mentioned during the workshops with those that are currently more involved in culture in the town. Rather, building new spaces or facilities and running more events were the top goals according to the prioritization exercise during the workshops. Interview participants mentioned the value of building community and were split on the need for new venues.

Related to this is that a prevailing viewpoint through most of the feedback is a perception of culture and heritage within the narrow lens of arts and culture. Responses would reference arts regularly.

Making Okotoks a Cultural Destination: This was another topic that had a different outlook between the survey and the workshops. When prioritizing in the survey, turning Okotoks into a cultural hub was an outlier well below the rest of the options, yet it came up as a solution during the data walks.

Promotion: A regular theme that appeared in the data walks was the need to improve and increase promotion for cultural events. Yet, when asked why attendance to cultural events has grown so much, the amount and quality of promotion was the most common theme. This can be interpreted in a number of ways and further research will need to be done.

The first option is that promotion is working well so the Town should continue on this trajectory and build on established momentum. The second option is that some people know where to look or have the right connections so they feel that promotion and awareness is good while other people don't have those connections so they feel that it is lacking or nonexistent.

Other key takeaways

Diversity: Statistics are showing that Okotoks is becoming a more diverse community. This diversity can be a wonderful addition to the culture of the community. The challenge will be how to welcome new voices and integrate them into the culture and heritage of the community. Initial ideas for diversifying existing culture and heritage organizations and establishing new organizations to represent diverse voices give a starting point, but further exploration will be required as the project proceeds.

Availability: Many Okotokians have busy lifestyles with little free time. This can be caused by commuting time, lifestage and family, or a number of other aspects. The challenge is that attending cultural events seems to be extremely difficult for many residents. Creative solutions to make culture and heritage activities more accessible will be a key focus for the development of the Culture and Heritage Master Plan.

Next Steps

The feedback and analysis from this engagement has been used to help inform the project team on culture and heritage in Okotoks and is being used to create the content for our next phase, a design sprint.

A design sprint is a multi-day intensive set of workshops that will allow the project team and participants to fully immerse themselves in the challenges and opportunities facing Okotoks. By the end of the week of November 27th, the project team will have many of the ideas and solutions that will form the basis of the eventual Culture and Heritage Master Plan for Okotoks.

Okotoks Culture & Heritage Master Plan: Phase 2 Online Engagement Summary

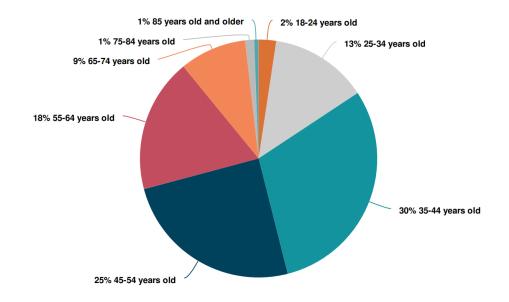
Jan 11, 2018

Summary

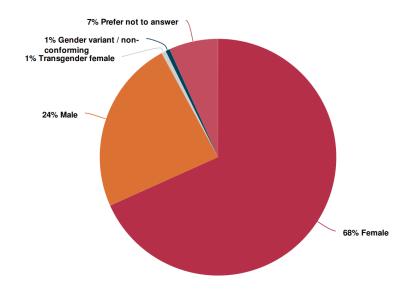
This internal report is to provide the Town with an update on the results of the online engagement of Phase 2. This online engagement was in addition to the engagement that occurred during the 'design week,' which provided the draft goals and objectives that were the focus of the survey.

In total, there were 188 responses (126 complete, 62 incomplete). The following charts summarize the responses to the questions asked on the online survey. The results of these surveys will be considered as part of the drafting process for the final plan and these results will be shared publicly as part of the final plan.

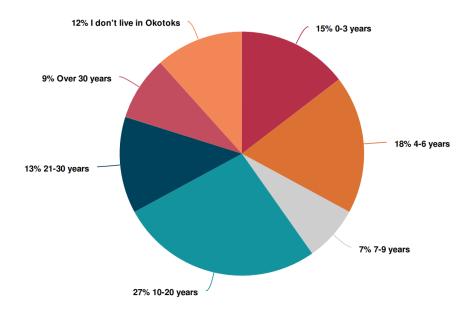
Age of Respondents: 165 responses



To which gender do you most identify? 164 responses



How long have you lived in Okotoks? 164 responses



Responses

With the draft goals and objectives created through an intensive stretch of work through the 'design sprint,' the intent of the online engagement was primarily to hear feedback on the relative importance of each goal and related objectives. The summary graphic below highlights these findings.

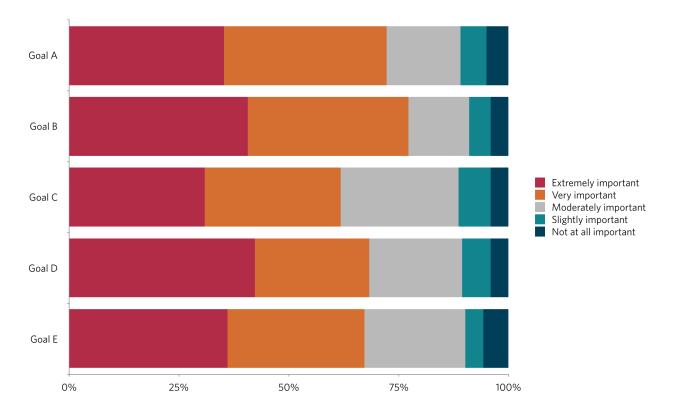
Goal A: To grow the capacity and leadership of the Okotoks community. 119 responses.

Goal B: To broker opportunities for all Okotokians to come together through culture and heritage. 123 responses

Goal C: To connect people with the history of Okotoks. 123 responses.

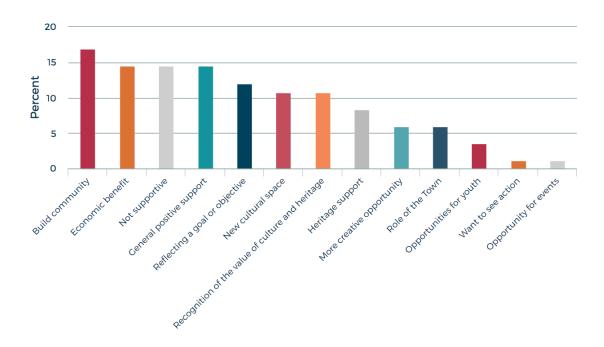
Goal D: To ensure culture and heritage is a contributing force in the Okotoks economy. 123 responses.

Goal E: To champion the value of culture and heritage for Okotoks. 122 responses.

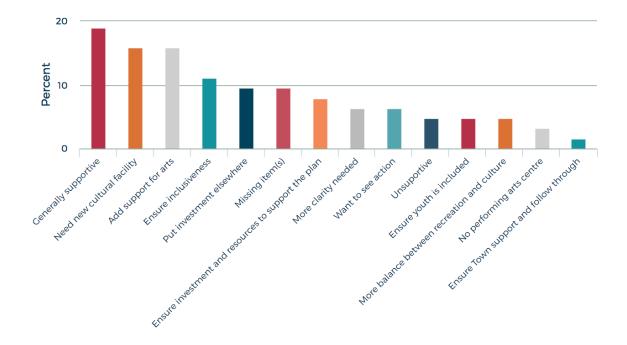


In addition to questions on the goals and objectives, two open-ended questions were asked in order to get additional thoughts. These responses were coded, with the results below.

Reading the goals and objectives, what are you most excited by? 89 responses



Any thoughts you would like to share with the project team? 70 responses



Verbatim Comments

Reading the goals and objectives, what are you most excited by?

"We will develop appropriate new cultural programs, services and facilities in response to community need and that can evidence social and economic return on investment." I am hoping that this statement implies that we will finally have a performing arts venue available for the community to use (meaning that the facility is of excellent quality, can be used by all schools, residents and non-residents of okotoks, and be affordable) - Without a proper venue for the performing arts, I believe there is a common message that the arts are not important to the Town of Okotoks. This town has been established for too long to only have the RPAC, with it's small stage, uncomfortable seating and cold drafts. Continuing to put money in to athletic venues has shown an inbalance in sharing funds with all groups of interest in Okotoks. Therefore, a new venue is imperative, if you truly want to show the community that art and culture is important.

"We will foster opportunities for young people to develop creative skills and talent..."

#4, 5, 7

6. To connect people to the history of Okotoks

A lot of redundant goals.

A new theatre space

A theatre in town for schools, and clubs would be amazing and is much needed.

A town culture that promotes arts culture.

About continuing to have a strong culture and history in okotoks

Arts, culture, and heritage activities that bring Okotokians together.

Attracting New business

Bringing and creating art activities and events in Okotoks.

Bringing community and business together for a vibrant culture

Building bigger sense of community

Building upon cultural performing arts

Community

Connecting people with the history of Okotoks and getting people together through culture and heritage.

Cultivating Okotoks' unique historic identity

Cultural resources

Enabling youth to foster creativity

Fostering a sense of place as the town grows through public art and cultural activity

Getting it done in a timely manner.

Goal #7 is exciting for me as all folks need employment and to be creative in that process is exciting. The partnerships that could be made will be exciting as well to move this forward especially for the vulnerable who need employment.

Goal 4 and 7 $\,$, Objectives 4-1, 4-2, 4-3, 4-4 $\,$... Goals 1-3 were not found

Having a place for the community to utilize from performing arts as well as schools that safely and comfortably can seat people to enjoy the show

Having a plan

Heritage and culture as a contributiny factor to the economy.

History

History lesson - visiting the US and seeing their pride in their own history....Canada lacks this... also the \$\$ it will bring to our economy!!

I am excited by the possibility of changing the emphasis on the "cowboy" culture to one more inclusive and appealing to all

I am most excited by the goal to ensure culture & amp; heritage is a contributing force in the economy.

I appreciate the fact that our culture is such a moving force within the community. Its importance is often overlooked.

I can get excited about action but not so much about the Goals and Objectives

I feel that it is important to any community to preserve heritage as well as provide opportunities for culture in the many forms that takes. From performances, to community art projects, to public art, to children's art programs - it is a responsibility of this plan to ensure it is captured and ingrained in the community as a whole.

I think the TOWN needs to step back, 'civic culture' and culture are different things, and I am disappointed you would put those together in the same document.

I'm not excited about any of this because it just means an increase in our taxes!!!

Increasing the importance of local history and the value of cultural opportunities

Investing in a performing arts centre.

Leadership and capacity building. Heritage is everyone - everyone has a past. Connecting the individual's past to the community of Okotoks is the circular relationship! There is such incredible energy and innoviation in the creative arts and we will see this when it is cultivated!

Neither. Hence why I can only rate Moderately important for all points. While they are in the veins of my interest, the terms 'culture' and 'civic culture' are undefined and require definition before any of these goals and objectives can be quantified with the ratings offered here. What does the Town define as 'culture'? Popular culture of young people? Seniors support systems? Of those who attend local or non-local art events? Families involved in sports and recreation? Culture cannot be used so generally, unless there is an overall understanding of which context it is being used. In addition, this feels like there is a Captain of the ship, and those invited to participate in the workshops offers a direct label of elitism attached to the arts. Which is the opposite of what the Arts represent. There is no way to 'value' arts culture (if that is what the Town /Consultants are referring to) without first valuing the arts and members of the arts community that have created said culture.

New cultural performance venue infrastructure that is functional, acoutiscally engineered, large enough and well-equipped; financially and organizationally supporting local arts organizations; increasing exisiting organization's ability to engage new members and broaden scope of their program delivery; promote and celebrate value of existing arts organizations to the same extent that Town-run culture/arts/music programs and events are supported and promoted

New theater

None

None of it. The economy is poor and this is not required.

None of the goals stated have any basis in reality. What exactly is "civic" culture? Why is the word "arts" missing from Town goals? Okotoks Town Council has never championed arts and culture in any consistent or recognizable way in over 40 years. I do not have any faith or trust that Okotoks Town Council has the capacity, knowledge, flexibility or dedication to make any positive or noticeable impact on contributing/supporting arts and culture

Not much.

Opportunities for new jobs or local businesses in Okotoks

Outdoor community events

Recognition that culture and heritage is a contributing force in the Okotoks economy

Right now, culture and heritage seem secondary. A nice to have, not a critical part of Okotoks. Yet when I see that cool piano, and the veterans wall, I think, now we're doing something right.

That Okotoks will broker opportunities through delivering activities and events, supporting independent activity, enabling individuals and organizations to deliver cultural activities and developing activities to grow audiences.

That culture and heritage are important to the community

That the Town of Okotoks is committed to a thriving Arts community and is more than prepared to allocate the financial resources to ensure ithe success of these goals and objectives!

That the thought of anything artistic may cross the radar of town planning

That the town is going to commit to supporting, encouraging and facilitating groups that are delivering and want to deliver the arts in okotoks

That there is a concentrated effort to improve all areas of culture and heritage

The brokering of opportunities for delivering arts activities, ie., art theatre, music, etc.

The emphasis on creating opportunities for people in our community to connect

The focus on developing Okotoks culture as distinct and unique.

The future potential for a vibrant expansion of our cultural scene

The idea of promoting commercial development, through culture and history.

The leadership and capacity building of the community in having the Town of Okotoks resonate with culture and heritage.

To broker opportunities for all Okotokians to come together through culture and heritage.

To build leadership in Okotoks

Town support

Vibrant Civic Culture & Drinciple Registration (1997)

We have tied the arts and cultural direction to jobs; education; businesses

We will develop appropriate new cultural programs, services and facilities in response to community need and that can evidence social and economic return on investment.

We will embed cultrue and heritage in other tone-wide plans and enable other town objective to contribute and amplify the impact of culture heritage in Okotoks. Culture and heritage should be a consideration in all we does.

We will have the opportunity to engage in our culture and heritage in Okotoks

We will invest in our existing cultural infrastructure to ensure cultural programs and services are accessible and fit for purpose.

all

bringing heritage to life, having something for every age group broker opportunities

celebrating the natural history of Okotoks and public cultural events

championing the value of culture to Okotokians, communicating the events and programs for everyone has an opportunity to know about them and come to events

cultural activity that responds to the history of Okotoks

funds more useful/beneficial elsewhere

more involvement of youth and better communication with residents

nah

not sure what is meant by the term culture or heritage.. is this about sport, is it about religion, is it about art, it is about traditions, is it about history, is it about historical places?

nothing

objective #7 using culture and heritage to create new jobs opportunities for business in Okotoks opportunity for growth and new opportunities for children promoting cultural activities in Okotoks

Any last thoughts you would like to share with the project team?

A perfroming arts center within our town/citizens means is required.

A proper balance between all forms of arts and recreation, sports.

After reading through all of them, I have been disappointed in the confusing and contradictory language provided. As a strong member of the local Arts Community, I see a complete lack of recognition for the all-encompassing industry of the Arts. Without which, Okotoks would NOT have it's existing facilities, sports jerseys, logos, signage, beautification projects, architectural design, landscaping, the public art sculptures, the new Veterans Way mural, the children's parks, the list is endless and it is high time, these so-called 'overlooked arts' are given the public recognition and support they deserve. This is not the first time there has been consultants hired and paid... with an outcome that does not serve the 'culture of the arts and heritage' of Okotoks. I would have appreciated them requesting an audience with the active arts groups, community societies and councils directly, over a much longer and dedicated timeline. Having this occur over this season only shows poor plannin

Any new facility should be multi-use and include a larger public library as part of it. As the library is a great space to promote and house cultural & pritage activities and opportunities to ALL residents, not just those already interested and/or involved in these pursuits.

Arts activities are spread out in many different unsuitable venues in Okotoks. We desperately need one or more cultural centres to accommodate them. A theatre and performing arts centre is greatly needed, and also a bigger art and music venue.

As someone without young children I do on occassion feel that there is not much to do for adults/couples who are not retired.

Culture and heritage always exists. As a community, what are the ways that we encourage, raise awareness, use in our day to day lives. It has meaning intrinsicly and extrinsicly.....it provides individual and community 'a grounding in place!' The workshops have been well organized and I am hopeful through this survey you continue to reach more and more in a raised awareness of Okotoks as a destintation for culture and hertiage.

Culture is not defined and arts are an after thought according to this verbage

Disappointed we have no definitive linkages to the things that most excite me... tying this to our Business community; to our plans for Post secondary; to working with schools to partner and expand the educational formats.

Do not let this vision gather dust on a shelf, and please ensure that we all are aware of the results.

Encourage public art where ever possible. Maybe there should be a budget with development projects to include art work of some type.

For the Town to act upon the goals and objectives that have been established. Do not commission any further studies. Give the Cultural and HeritGe Program the same attention and omit ment that has been provided to the sporting venues I Okotoks.

How can your planning and direction be directed specifically to the youth of our town.

I cannot understand why the Arts are not directly named and addressed. It is extremely important that they be identified and included in the objectives, as heritage has been. "Culture" has become too broad and unfocused a term to use..."arts and culture" would be better than just culture. Arts, Culture and Heritage is the best title for the plan! see link https://www.newyorker.com/books/joshua-rothman/meaning-culture

I feel the word "Inclusive" or Inclusion is missing and needs to be added somewhere in the goals.

I hope that my children can be creative and learn in Okotpks without having to drive to the city for dance recitals and community theatre.

If you build it they will come....dream big!

Invest our time in managed growth, recreation for our citizens, reduce debt, solid infrastructure, and if after that we have the resources to invest in these goals, fill your boots.

Is it to be assumed that the word "culture" which is used extensively throughout the Plan is to translate into "arts and culture"? I don't see the word "arts" used in very many instances throughout this Plan presentation, other than to reference a potential public art policy. The 2010 Plan included "Arts" in the title of the plan. It seems that the word has been specifically excluded. It is no longer a CHAMP but a CHMP. There is a big difference in the sentiment of that acronym. CHAMP requires ARTS. Many areas are definitely on the right track and it is appreciated that there is a focus for the Town to move in the direction with the master plan. It does seem though that the word "culture" is being tasked with representing a much broader term whereby the use of the word "art/arts/artists" would allow for very specific art-centred activities (while still being cultural). Civic Culture is not a replacement for Arts and Culture.

It is certainly time to create a community performing arts theatre available to schools and community organizations as well as its value in providing a venue for performances by a variety of cultural groups

from outside the community. Okotoks is ready to change its small town attitude and embrace the fact that it is a city.

It is important that we honor the history and culture that Okotoks was driven by. There are many cultures and I feel that we should not lose site of our own ancestors.

It was mentioned on the first page of this survey that this was an arts culture and heritage plan but there is only one mention of arts in the entire plan (public art in connection with heritage). The word culture is confusing as it can mean different things to whoever is reading it and has not been defined. Are we talking cowboy culture, pop culture, opera singing as culture, being cultured? If we are talking about the arts in this context the words "the arts" should be used otherwise the arts community (which is large and diverse) will be disenfranchised. If the arts are not being covered by this plan then a separate plan should be created specifically for the arts.

Keep up the good work and keep moving forward

Keep your focus on providing opportunities for local talent to shine. Utilize the public spaces downtown, especially the park space next to the library and the site of the old creamery

Make a more public effort to consult with residents, art group and associations to openly discuss Arts and Culture in Okotoks. "Research" and "data collection has been on-going

Make sure it meets needs of those that would utilize it the most.

More emphasis should be put on the arts; visual, performing, music. The arts is a separate and important category from culture.

More projects like number 9.

My family (wife, son - 16months, and baby on the way love the events in our town where we can come enjoy one another and the community. The diagon alley day, the light up Okotoks day, the lemonade day are a few of our favourites.

My question to you is this: How much better would the goals and objectives be if all the schools in the region provided input too? By including Music, Drama, History etc from a Teachers perspective, you may get better results.

Need more trees and greenery in the city

New theater!

No

None

Nope.

Okotoks now has a broad spectrum of different cultures and nations, and getting those newcomers involved by participate in and/or attending events and leadership is a great way to help them integrate and settle into our community as well as celebrate cultural diversity.

Please be timely in these changes.

Please build a theatre that can be used by schools for communal events like concerts

Please define your terms better, if you dont understand them the community cannot. Take democracy out of the arts and it will be successful, leave it in and it will be chocked to death.

Recreation, housing, and economic opportunities are important to the growth and sustainability of the community, but the history of the community and the culture of the community provide for life and vibrancy. They make the community the way it is in the hearts and minds of people.

So glad the focus is now on culture

Stop WASTING our tax dollars on foolish stuff!!

Stop wasting our Tax money on fluff projects like the Performing Arts Centre!

Thank you for the work that you have put into helping to create a vision for Culture and Heritage in the community.

Thank you.



The staff at culture and heritage do a fabulous job of what they do. To expand and achieve one or more of these goals, the only thing stopping them is staffing, more staff needed desperately. If the town and the public could realize/understand what they are already do, and understand the importance of what they do, they would be able to do more with the support of the town and public.

There needs to be a balance between the arts & Damp; sports

There should be a theatre that is also open to the schools for use for plays, concerts, dance etc

These goals and objectives place the Town as the driving force behind all things arts, culture and heritage when in fact, it should be the arts, culture and heritage community acting as the driving force. The Town shouldn't strive to control everything.

This is a good thing, however I believe that there are bigger issues to focus on right now.

This sounds expensive 😵



To include arts with heritage and promote the arts in Okotoks

Understandably it is difficult to list all interested groups (Seniors, Youth, special needs etc..) However, it is very unfortunate that there is a lack of reference to cultural diversity or any mention in the objectives or goals in relation to being a welcoming and inclusive community

Using art as a way to illustrate issues and raise awareness of existing problems.

We need a large capacity concert venue outside of the Pason arena and Centennial

We need a place for public performances larger than the existing spot on Elizabeth. People are avoiding performances because of the lack of space.

We should invest in making and promoting Okotoks as a arts and culture destination

We should look at St Albert for a model done right

What a waste of time, energy and money when we need water for growth and sustainability. This is way down the list in the hierarchy of needs.

When comparing arts facility utilization with sports facility utilization, it is important to remember that there is a broad spectrum of arts activities which takes place very independently in a variety of venues, mostly privately. There is no appropriate venue in Okotoks which would serve all these many Arts activities. Arenas are the focus of activity for hockey, figure skating, lacrosse, recreational skating, etc, because they are the appropriate venue for those many activities. There is the need for an Arts venue which can house dance, music, theatre performances, visual arts, painting, multimedia, etc. You could fill a venue of that focus in no time, with the Arts activity already taking place in Okotoks!

Where are the references to arts and their role in culture? Reading this it seems that culture is being defined so broadly as to have almost no meaning. It needs a touchstone (such as "arts") to actually mean something.

You are doing a great job!

You keep doing surveys until you get the one you like. Stop it. Follow through . MKe me proud to live in this town!

You need council support, to accomplish these solid goals. Human resources are especially important.

building community around experiences that stimulate us as individuals is important. not sure what the purpose of this plan is and how it will impact individuals within Okotoks.

in a democracy, tax funds should be used where the majority of the public will have activity.

need a better balance of facilities between sport and arts

please do not build a large performing art facility in Okotoks - it is not appropriate for our scale

Appendix D: Cultural Assets

Community Cultural Organizations
Alberta High School of Fine Arts Parents Association
Big Rock School
Big Rock Singers
Chinook Country Historical Society
Dewdney Players
Dr. Morris Gibson School
Ecole Beausoleil
Ecole Good Shepherd School
Ecole Okotoks Junior High
Ecole Percy Pegler
Ecole Secondaire Foothills Composite High School / Alberta High School of Fine Arts
Edison Private School
Foothills Children's Choir
Foothills Community Immigration Society
Foothills Music Society
Foothills Philharmonic Society
Goodger-Pink Family Theatre
Dkotoks and District Historical Society
Okotoks Arts Council
Dkotoks Film Festival Society
Okotoks Men's Chorus
Spectacle Blue
St. John Paul II Collegiate
St. Mary's School
Strathcona Tweedsmuir
Fown of Okotoks - Culture and Heritage Business Centre

Westmount School

Creative Cultural Industries
Alb Music Studio
Awedity Creative
Balance Dance Centre
Boot Hill Gallery
Brooding Artist Website Design
Carolyn Sandstrom Photography
Cheryl Hurtak Photography
Chinook Honey Company & Chinook Arch Meadery
Classic Image Photography
Converge Studio
Dale Gallery
DEK Technologies
Goodger-Pink Family Theatre
Heart to Sole Danceworks
Heidrich Photography
High Country Web Design
Jackie Hutchinson Photography
Langdon Strings
LemonPepper Design
Lindsay Thompson Photography
Lineham House Galleries
Love + Light Photography
Music Central Ltd.
Musical Discoveries
Okotoks Art Gallery
Okotoks Public Library
Paint It Up Pottery Studio
Paintworks Art Studios and Supplies
Possak Hapshire Academy of Irish Dance
Prostart Digital Marketing Specialists
Rob Stokes Guitar
RotoImage
RTG Photography
Six Corners Brewery
Songbird Vocal Academy
Spy Design
Stacey Bond Photography
Studio Me
The Alberta Dance Academy
The Dewdney Players Theatre Group
The Eagle 100.9
The Inspiration Studio
Tribal Connection Market
Ulmer School of Irish Dancing

Festivals and Events
Active8 Teen Drop-In Art Night
Alberta Culture Days
Art on the Lawn
Autumn Jubilee at Kayben Farm
BuskerFest
Canada Day Celebration
Chamber Trade and Lifestyle Show
Chili Fest
Environment Week
Okotoks Bridal Showcase
Foothills Highland Games
HarvestFest
Kids New Year's Eve Party
Kite Festival
Light Up Okotoks
MarketSquare Market Events
O.F.F. Monthly Flick
Movies for Change
Natural High Charity Triathalon
Oktober Food Fest
Okotoks Children's Festival
Okotoks Film Festival
Okotoks Harvest & Blues Festival
Okotoks Parade and Children's Festival
Okotoks Pro Rodeo
Okotoks Show and Shine
Okotoks/Foothills Family Health and Lifestyle Show
Old-Fashioned Skating Party
Pop Up in the Park
Pride in the Park
Quilt Stroll
Seniors Celebration
Sheep River Road Race
Sheep River Valley Clean Up
Soap Box Derby
Taste of Okotoks
Teddy Bear Picnic (and Family Resource Fair)
Volunteer Leadership Awards
Walking Tours
Wizarding World of Okotoks
ZOOOM Film Festival

Natural Heritage
Ardiel Park
Beatrice Wyndham Park
Carr Park
Cassie's Ravine
Cedar Grove Park
Champion Park
Chinook Honey Company
Cimarron Park
Crocus Ravine
Crystal Green Drive Park
Crystal Green Manor Park
Crystal Green Way Park
Crystal Ridge Park
Crystal Shores Lake
Crystal Shores Park
Dixon Park
Donna Marie Stuart Gardens
Drake Landing Drive Park
Drake Landing Common Park
Drake Landing Energy Park
Elma Street Park
Ethel Tucker Park
Glacial erratic
Grisdale Park
Halstead Park
Haynes Park
Hessell Park
Hodson Park
Hughes Park
Jim Graham Park
Kadey Park
Kayben Farms
Kinsmen Park
Lauden Park
Lineham Park
MacGougan Park
Minue Park
Okotoks Off-Leash
Old Macleod Trail
Otterbein Park
Pathway System (over 85 kilometres)
Rotary Park
Sandstone Ridge Park
Sheep River Close Park
Sheep River Court Park
Sheep River Cove Park

Natural Heritage

Sheep River Crescent Park

Sheep River Heights Park

Sheep River Park

St. James Willow

Stewart Park

Suntree Park

Teskey Park

Thompson Park

Thorson Park

Tillotson Park

Tosh Park

Tucker Parkway

Wathen Park

Welch Park

Westridge Close Park

Wilson Park

Woodgrove Park

Cultural Heritage

House of Proust Antiques (historically St. Peter's Anglican Church, b. 1905)

Banks of Sheep River (historically Burial Grove)

Bistro 1882 (historically Post Office, b. 1891)

Cenotaph Park (same historic use, b. 1930)

CIR Real Estate Office (historically Drug Store, b. 1927)

Elks Hall (same historic use, b. 1928)

 $Heartland\ Cafe\ (historically\ Baptist\ Church,\ b.\ 1902)$

Historic Home (historically Morrison House, b. 1900)

Historic Home (historically Presbyterian Manse, b. 1904)

Masonic Hall (historically Masonic Temple, b. 1927)

Offices (historically Stockton Block, b. 1903)

Okotoks Art Gallery (historically CP Railway Station, b. 1929)

Okotoks Museum and Archives (historically Residence, b. 1905)

Okotoks United Church (historically Ginger Tea Room, b. 1990)

On-Tap Retail Store (historically Skye Glen School, b. 1905)

Real Estate Office (historically My Wigwam, b. 1947)

Residence (historically Doctor's Practice, b. 1904)

Residence (historically Mahon House/Flour Mill, b. 1900)

Rotary Performing Arts Centre (historically Methodist Church, b. 1906)

Rumpled Quilt Skins (historically Beattie General Store, b. 1906)

Okotoks Cemetary (2 Clark Avenue, Original Owner: Church of England, b. 1905, Historical Significance: St. Peter's Anglican Church, Current Use: Antique Store)

The Royal Duke (historically Calgary Brewing and Malting Company, b. 1928)

TRM Office/Apartments (historically Ardiel House, b. 1906)

McIntyre House and Barn

Spaces and Facilities
Boot Hill Gallery
Crescent Point Field House
Crystal Ridge Golf Course
Crystal Shores Beach House
D'Arcy Ranch Golf Club
Foothills Centennial Centre
Heartland Café
Holy Trinity Academy
Lineham House Galleries
Lynwood Ranch
Millenium Lanes
Okotoks Art Gallery
Okotoks Cinemas
Okotoks Elks Club
Okotoks Evangelical Free Church
Okotoks Museum & Archives
Okotoks Public Library
Okotoks Recreation Centre
Okotoks United Church
Old Towne Plaza
Pason Centennial Arena
River's Edge Golf Club
Rotary Performing Arts Centre
Spectacle Blue Facility
St. James Parish
St. Peter's Anglican Church
Veterans Memorial Wall

Appendix E: Architectural Report

Executive Summary

This report provides an architectural overview and assessment of the following cultural resources:

- Rotary Performing Arts Centre (RPAC)
- Okotoks Art Gallery (OAG)
- · Okotoks Museum & Archives

On January 26, 2018 Mark Griffiths from S2 Architecture visited Okotoks for a tour of the three buildings and surrounding area. Alan Boss conducted the tour and Brian Couronne was in attendance for the RPAC portion. The weather was partly cloudy with a temperature of about minus 15 degrees Celsius.

These three buildings are located in the town centre within walking distance of each other. The OAG and Museum are located approximately 20 meters apart. The RPAC is located several blocks to the north and west. Several character and heritage buildings are in the vicinity as well as shops, cafés, and restaurants.

This report looked at background information available for these historic buildings, their current condition, the suitability for their current use, and provides some recommendations.

All three buildings have historical and cultural significance to the Town of Okotoks, and for this reason, time, effort and funding have been spent preserving and maintaining them. All appear to be in good and serviceable condition. Both the RPAC and the museum sit on new foundations.

The main conclusion of this report is that all three buildings are at capacity for their intended use, and all have limited ability for growth. Since further population growth is forecast for Okotoks, and because there is a desire to see the cultural resources of Okotoks thrive in support the town's development this report makes the following recommendations:

The Town of Okotoks should begin developing options immediately to allow growth in the areas of visual arts (OAG), performing arts (RPAC) and the promotion and preservation of local history (OMA).

The current spaces in each of the three buildings reviewed are inadequate for additional programming or growth. Expansion within their sites, if possible, or expansion through the use of new sites and buildings to the culture and heritage portfolio is recommended.

Growth may be accommodated within the existing site of the OAG and OMA. The RPAC site is limited, therefore a new site either adjacent to the RPAC or in another location near the town centre should be considered. Focusing development within the town centre, and ideally in close proximity to these three buildings will benefit the town centre by further enlivening it, and will help to create a critical mass necessary for the development of an arts district that compliment the heritage and cultural resources already present in the town centre.

Background Information

Rotary Performing Arts Centre (RPAC)

Location: 3, Elma Street East, Okotoks, AB

The Rotary Performing Arts Centre (2004) is located in a former Methodist church built in 1906. The building has undergone many upgrades and renovations over the years including a main entry vestibule, a new concrete foundation, a back stair for stage access, roof replacement, a basement interior renovation with new kitchen and washrooms (one barrier free unisex, one male and one female), a new covered porch for the main entrance vestibule, a cable lift for barrier-free access to all floors, and the extension of stonework from the main building along the base of the entry vestibule.

The current layout provides an interesting and intimate setting for smaller performance events such as acoustic live music and local theatre. The RPAC building is located in a residential area with its side elevation visible from Veteran's Way. The building and site are well-known to residents due to its long history in the town. The main performance area includes a raked floor and fixed seating with small stage. The stage includes a stage door with access via a stair to the basement.

Okotoks Art Gallery

Location: 53 N Railway St, Okotoks, AB

The Okotoks Art Gallery (1981) is located in the former 1929 CPR Railway Station. The rail line directly behind the building is still in active use. The building includes two gallery spaces for exhibitions, a gift shop featuring local and Canadian artisan wares, and also serves as the Visitor Information Centre for Okotoks. The second floor functions as a community art space.

Okotoks Museum & Archives

Location: 49 N Railway St, Okotoks, AB

The Okotoks Museum and Archives (2000) is currently located in a three story non-sprinklered wood-frame building which includes a basement, main and second floors and developed attic. The building is the former home of mayor George Welch of Okotoks. The house was moved to its current location when its existence was threatened by road widening along Highway 2A.

Established in 2000, the Okotoks Museum and Archives is devoted to preserving artifacts and archival resources and celebrating the stories of Okotoks' past. Serving both the Town of Okotoks and the Foothills region, the museum presents ongoing exhibits along with programs and events for students, adults, families and seniors which promote exploration and connection to history in exciting ways.

The Okotoks Museum and Archives is designated as a 'Recognized Museum' by the Alberta Museums Association.

Available Documentation

Rotary Performing Arts Centre:

- Main floor and basement layouts one page
- Performing Arts Centre Renovation Record Drawings dated June 16, 2011 (includes architectural, structural, mechanical and electrical drawings)
- Asbestos Survey, dated October 5, 2016. Indicates asbestos in drywall joint compound and plaster wall material.

Okotoks Art Gallery:

- · OAG (Okotoks Art Gallery) Facilities Report, which includes:
 - · Contact information,
 - Staffing
 - Insurance
 - · Hours of operation
 - · A building floor layout
 - · Descriptions of the following areas:
 - Shipping/Receiving
 - Storage and Workshop
 - · Temporary Exhibitions
 - · Uses of the Exhibition Area
 - Display Techniques
 - · Information on heating, lighting, pest control, and fire and security systems
- Sprinkler System Verification Certificate for the Okotoks Art Gallery, dated Dec. 30, 2009 from Simplex Grinnell.

Okotoks Museum & Archives:

No information was available on this building at the time of writing.

Overall Physical Condition

Rotary Performing Arts Centre (RPAC)

The RPAC is a single story brick and wood-frame non-sprinklered building in a residential area. The original above-grade structure sits on a new concrete foundation that replaced the original sandstone foundation that suffered damage in an overland flood.

The main performance area is above grade and accessed from the entry vestibule either by a stair or lift. A small ticket office is located just outside the auditorium. Circulation and gathering space outside the auditorium is limited.

The auditorium has dedicated seating in the form of the original church pews. The pew seats are fixed in place and seat padding appears to be the only modification made. The auditorium floor is raked, allowing improved sight lines from all areas of the performance space.

A small fixed stage with curtain and back door access is located in the south west corner of the auditorium. The stage area is quite limited, but sufficient for small musical ensembles or theatrical productions. The stage door leads to a landing where equipment is stored, and to a stair down the change room on the lower level.

Okotoks Art Gallery (OAG)

Significant upgrades have been made to make this building function as an art gallery including interior renovations, upgraded mechanical and electrical systems, and sprinklers.

There have been moisture and humidity issues in the past which have required the use of dehumidification. It has been reported that there may be drainage issues with the site or within the crawl space below the main floor. This would require further investigation to determine the source of the problems and potential solutions. The building has not had significant structural or foundation upgrades.

As with the other buildings in this report, the space allocated to storage and office functions is very limited and lacks any room for growth. The second floor space provides a large open area for public arts and crafts workshops with sufficient light and space for the intended purpose. However the access to the top floor via a flight of stairs has been brought up as a limitation for users who have mobility issues.

Okotoks Museum & Archives

This former home has been maintained and modernized while keeping the heritage look and feel. This includes main floor window and entry door replacement, electrical and heating. The new foundation was constructed in 2006 and provides a standard ceiling height in the basement where documents and artifacts are stored. Unfortunately due to the risk of periodic flooding in this area, the materials in the basement must be moved when there is a potential flood event. Nevertheless the building at the time of the site review was clean and dry with no evidence of water damage or visible mold.

The attic space has been converted to usable space by extending the main stair and providing an exterior back stair for egress.

Overall the building appears to be in good condition, however as noted elsewhere, storage and office space is at or over capacity and there is no provision for growth.

Accessibility

Rotary Performing Arts Centre (RPAC)

The building includes a retrofit cable elevator that serves the entry vestibule, upper performance level, and basement gathering space which includes a single unisex barrier-free washroom. The stage is accessed from the auditorium via stairs and via the change rooms on the lower floor via a stair.

Okotoks Art Gallery (OAG)

The gallery spaces are barrier-free and accessible from the parking lot. The main gallery spaces are located on the main floor providing mobility impaired access to the exhibits and main floor washrooms. The second floor includes an arts workshop that is used by the public, however there is no lift to the second floor.

Okotoks Museum & Archives

The Museum & Archives are located in an historic home which, due to the time of its construction, and the need to preserve the heritage look and feel, does not conform to Alberta Barrier Free Guidelines.

Location & Context

Rotary Performing Arts Centre (RPAC)

The building is located in a residential area with parking available in the neighbourhood and a limited number of parking stalls at the rear of the building.

The lot directly behind the building and across a lane has a single storey commercial building and is owned by the Town of Okotoks.

Okotoks Art Gallery (OAG)

The Gallery site includes a parking lot, which it shares with the museum. Because this building is a former train station, the rear of the building backs directly on to the active CPR line.

Okotoks Museum & Archives

Security may be an issue due to the limited visibility of the rear of building as it faces the railroad tracks and cannot be seen easily from adjacent streets.

Suitability for Intended Purpose

Rotary Performing Arts Centre (RPAC)

The RPAC is limited by its posted occupancy of 165 persons and by available space within the auditorium. Ticket sales do not exceed 150 for a performance due to the pew seating arrangement.

Storage space is limited in this building to space behind the stage, the stage stair and basement change area, and the main floor ticket office. The mechanical room is being used for storage but this location is limited due to access constraints for equipment within the room. There is limited ability to hang lighting and speakers from the ceiling in the auditorium due to the structural capacity of the roof joists.

The performance space has seating in fixed pews on a raked floor. This configuration is well suited for small performances on the stage but is not reconfigurable.

The main concern of this building has been its ability to serve as an all-purpose performing arts centre for Okotoks. The size of the building and site, its current configuration and its heritage value, allow it to function well as a smaller venue, however for larger performances or popular music events it is undersized. Expansion of the current building to accommodate large audiences and events would be difficult for the following reasons:

- The raked floor and fixed stage and pew seating in the performance area prevent reconfiguration or flexible use of the space. Seating is limited to less than the posted occupancy because of the inherent inefficiency of the bench (pew) seating.
- The building structure limits the amount of audio visual equipment that can be
 ceiling hung. While this can be corrected by increasing the structural capacity of
 the building, such an increase in capacity may affect not only the roof trusses, but
 the walls and foundations as well. Such a change may be prohibitively expensive.
- Any significant increase in capacity would require additional parking. Parking
 has not been seen as problem so far as there is sufficient capacity in the
 surrounding area. However parking could become a problem for neighbours if
 there was a significant increase in capacity, or frequency of building use.
- If the performance area capacity could be increased (through an addition to the building, annexing space from other uses on the main floor, or reconfiguring the space) other areas of the building would need to be expanded as well, these include:
 - · Washroom capacity
 - Lift capacity
 - · Size of the box office/manager's office
 - · Storage space
 - Mechanical ventilation
 - Exiting

Okotoks Art Gallery (OAG)

The OAG is located in a former train station that has been modified for its current purpose. The OAG building has had interior and exterior modifications to allow it to function as gallery space with offices, an art studio, a reception desk and gift shop.

Other building modifications include updated mechanical and electrical systems, interior layout, finishes and lighting. Environmental controls (including dehumidification) are in place to provide an indoor climate suitable for the display and storage of artwork.

The interior of the gallery has a contemporary blank-canvas feel that that works well for an art gallery. The rustic look of the squat brick exterior however gives no indication of the light, clean and simple space inside. At a glance it may not be apparent that this building is an art gallery, except for the exterior signage.

Storage and staff office space is limited with little room for storage and no room for a permanent collection.

Okotoks Museum & Archives

The museum is located in the home of a former resident of Okotoks from the turn of the 20th century. Much of the material on display relates to family life at that period in time. Space is limited within the building for new material, essentially preventing the museum from growing or adding new exhibits. There is no provision for exhibit space for temporary exhibitions or to provide greater variety of exhibits. Staff quarters are small and appear to be at the limit of their capacity to store materials or provide enough area to work effectively.

Storage for the museum is in the basement. Space is limited and appears to be already at capacity with now room for growth. In addition, the below grade location is susceptible to flooding, and items on the lowest shelves or on the floor must be moved to the attic when there is risk of flooding due to heavy rains.

Recommendations

In general, the three sites would benefit from further study and assessment. This would include Building Condition Reports, Environmental Site Reports, Geotechnical Reports, formal code reviews, record of energy use (gas, electric and water consumption), building efficiency testing, air quality testing, site surveys, as-built drawings of the buildings, sites and underground services, and traffic and parking studies. Much of this information isn't required immediately, however many of these items would be required at the time of major development, and would form part of the building record to facilitate planning, maintenance and future development of the sites.

Specific recommendations for each building related to capacity and growth are as follows:

Rotary Performing Arts Centre (RPAC)

Capacity for larger audiences, accommodation of larger groups of performers, and the ability to reconfigure the performing arts spaces are all issues that have been identified by users of the RPAC. The current location of the RPAC in a small church serves a specific purpose in the town for small theatre productions and music concerts. The space is not sufficient for larger events. Due to the size of the current site and the historic value of the building it is not recommended that the building be expanded to provide a larger performing arts venue.

Instead, space for larger performances could be achieved in several ways that would not require altering the current RPAC building. These could include:

- Purchase of land adjacent to the RPAC. This would allow another larger purposebuilt performance space to be constructed in close proximity to the RPAC.
- Using land already owned by the Town of Okotoks across the lane to the south of the RPAC. Parking and a purpose-built performance space could be constructed on this site.
- Purchase of land in a location not connected or in close proximity to the current
 RPAC to provide a purpose-built performance venue. The advantage of this option
 includes using potentially lower land cost, the ability to secure a larger parcel of land
 for parking and future growth, and the ability to locate other programs or uses in a
 larger location such as rehearsal space, teaching space, and support space such as cafés
 and restaurants. Ideally the new location would remain close to the town centre.

Okotoks Art Gallery (OAG)

The building has historical significance as a train station, therefore growth may be difficult and costly but certainly a possibility. Options for growth include:

- Expansion of the current building. There is no room to expand to the rear due to the proximity to the CPR land however, treatment of the front façade or expansion into wings on either side of the building could create significant new interior space and a 'presence' as an art gallery and focal point within the town centre. Similar expansions and renovations of significant older buildings often preserve the character of the original building while providing the functionality, space and aesthetic appeal necessary for growth.
- Connecting to the Museum building. This approach would be similar to the expansion described above, however the expansion would include a connector building between the museum and the art gallery. This approach would provide additional space for both buildings, however the challenges would include having to upgrade the museum, including sprinklers to meet the same fire and building code requirements as the gallery. Other considerations would include the programming of the shared space as either art gallery or museum or both, and the overall aesthetic of uniting two very different buildings with potentially a third building type.
- Repurposing the OAG as a museum. In many cities and towns across Canada, the United States and Europe train stations have been repurposed as galleries and museums, many specifically dealing with the region's relationship to the railway, industry and commerce. Benefits of this approach would include expanding the museum program in this location by creating a stronger connection with the Okotoks Museum and Archives.
- Another option would be to create new purpose-built gallery space elsewhere
 with attention to climate, lighting, and other considerations related to the display
 of visual art.

Okotoks Museum & Archives

Recommendations for growth of the Okotoks Museum & Archives include:

- Repurposing the OAG as a museum. In many cities and towns across Canada, the United States and Europe train stations have been repurposed as galleries and museums, many specifically dealing with the region's relationship to the railway, industry and commerce. Benefits of this approach would include expanding the museum program in the current site creating a stronger connection between the two existing heritage buildings.
- Connecting to the OAG building. This approach would include a connector
 building between the museum and the art gallery. This approach would provide
 additional space for both buildings, however the challenges would include having to
 upgrade the museum, including sprinklers to meet the same fire and building code
 requirements as the gallery. Other considerations would include the programming
 of the shared space as either art gallery or museum or both, and the overall aesthetic
 of uniting two very different buildings with potentially a third building type.

Conclusion

As the Town of Okotoks continues to grow there is a desire for cultural resources to keep pace as a benefit to residents and visitors alike. Each of the three main programs housed in the buildings reviewed in this report (visual arts, performing arts, and the promotion and preservation of local history) are restricted by the capacity of the buildings they are currently in. Expansion of both the public and ancillary spaces is necessary for growth of these resources now and in the future.

Some possible options for growth include expansion of buildings within the same site or on adjacent properties, or creating new purpose-built facilities to replace or augment existing facilities.

Focusing development within the town centre, and ideally in close proximity to these three buildings will benefit the town centre by further enlivening it, and will help to create a critical mass necessary for the development of an arts district that compliment the heritage and cultural resources already present in the town centre.

Appendix F: Alignment with Town Documents

FOUNDATIONAL ACTION

ACTION A1

Establish a program to regularly gather the community to work towards the goals and objectives of the Culture and Heritage Master Plan

Timeline: Plan in 2018, implement in 2018 and continue annually

Plan	Section	Quote	Page
Recreation, Parks, and Leisure Master Plan	Community Dialogue	"develop and implement an ongoing community input process for recreation, parks, and leisure service delivery."	20
Community Sustainability Plan	Vibrant Civic Culture & Heritage	"Residents are engaged in civic life, and Town Council and administration promote open dialogue.	4
	Support Community Connections	"Facilitate increased connections by providing resources to enable resident ownership of life in Okotoks."	19
Social Wellness Framework	Social Wellness Component 5: Engaging	"Engagement: enlivening and deepening the connection that residents feel for the community and other people in the community."	5
Economic Development Strategic Plan	Introduction	"all stakeholders and organizations can work together collaboratively"	7
MD Foothills and Town of Okotoks Joint Planning Agreement	Common Interests	"Manage growth and development in a responsible and collaborative manner"	3
Public Participation and Strategy Toolkit	What is Public Participation?	"staff and Council are responsive and consistently seek out and listen to input from residents and stakeholders from all parts of the community"	5
2018 - 2021 Strategic Plan	Enhance Organizational Excellence	"Continue to expand strategic conversations between Council, Administration and the community to ensure we continue to work together to advance the quality of life for all Okotokians."	
Environmental Master Plan	A Leader in Environ'tl Action	"A rich quality of life goes hand in hand with high levels of engagement in civic life and open dialogue."	5
Culture, Heritage + Arts Master Plan (2010)	Development of Human Resources	"engage younger Okotokians in cultural planning, programming, and cultural instruction."	11
	Collaboration and Partnerships	"the Town create structures for regional cultural collaboration."	5

BUILD MOMENTUM

Take early action to create early wins on CHAMP II

ACTION B1

Create a CHAMP II web page and annual report

Timeline: 2019 creation; ongoing maintenance

Plan	Section	Quote	Page
Recreation, Parks and Leisure Master Plan	Community Dialogue	"develop and implement an ongoing community input process for recreation, parks, and leisure service delivery."	20
Community Sustainability Plan	Vibrant Civic Culture & Heritage	"Residents are engaged in civic life, and Town Council and administration promote open dialogue."	4
Social Wellness Framework	Social Wellness Component 5: Engaging	"Engagement: enlivening and deepening the connection that residents feel for the community and other people in the community."	5
Public Participation and Strategy Toolkit	What do Governments Engage the Public On?	"Governments show accountability and transparency by providing good information"	6
2018 - 2021 Strategic Plan	Enhance Organizational Excellence	"Continue to expand strategic conversations between Council, Administration and the community to ensure we continue to work together to advance the quality of life for all Okotokians."	
Environmental Master Plan	A Leader in Environmental Action	"A rich quality of life goes hand in hand with high levels of engagement in civic life and open dialogue."	5

Commission work of Art related to the goals and objectives of the Culture and Heritage Master Plan

Timeline: 2019 and annually

Plan	Section	Quote	Page
Community Sustainability Plan	Vibrant Civic Culture & Heritage	"Residents are engaged in civic life, and Town Council and administration promote open dialogue.	4
	Support Community Connections	"Facilitate increased connections by providing resources to enable resident ownership of life in Okotoks."	19
Social Wellness Framework	Social Wellness Component 5: Engaging	"Engagement: enlivening and deepening the connection that residents feel for the community and other people in the community."	5
Environmental Master Plan	Increase information and education on water use and opportunities for conservation	"Educational programs designed to engage community members in a fun and interactive way will support these efforts"	29
Culture, Heritage + Arts Master Plan (2010)	Nuturing and supporting talent	"Creative individuals, institutions and organizations, whether for-profit or non-profit, will need assistance to realize their potential to enrich the community."	5

ACTION B3

Formalize process for community members to put on events

Timeline: Research 2019 and implement 2020

Plan	Section	Quote	Page
Recreation, Parks and Leisure Master Plan	Community Dialogue	"develop and implement an ongoing community input process for recreation, parks, and leisure service delivery."	20
Community Sustainability Plan	Support Community Connections	"Facilitate increased connections by providing resources to enable resident ownership of life in Okotoks."	19
Economic Development Strategic Plan	Introduction	"As a community, all stakeholders and organizations can work together collaboratively"	7
2018 - 2021 Strategic Plan	Enhance Organizational Excellence	"Continue to expand strategic conversations between Council, Administration and the community to ensure we continue to work together to advance the quality of life for all Okotokians."	
Environmental Master Plan	A Leader in Environmental Action	"programs, events, and facilities are provided and natural heritage sites are protected for all residents to enjoy for years to come and as the community continues to grow."	7

Designate new heritage resources related to the goals and objectives of the Culture and Heritage Master Plan

Timeline: 2019 - onward

Plan	Section	Quote	Page
Town of Okotoks Municipal Development Plan "The Legacy	Commercial Vision Statement	"development can be more effectively integrated with adjacent land uses, has strong visual appeal, pays tribute to our heritage."	61
Plan"	Policies - Downtown	"The Town shall identify heritage resources and endeavor to have them designated as provincial heritage sites to ensure their preservation into the future"	81
Economic Development Strategic Plan	Corporate KRA related to Ec. Dev. Outcomes	"Maintain vibrant arts, culture and heritage that provide a variety of opportunities to inspire and connect"	12
Community Sustainability Plan	Animate Downtown	"Municipal heritage designation for historic buildings"	15
Social Wellness Framework	Framework for Okotoks	"Sense of place: community identity, history and heritage, public art, public spaces, and community events"	121
Environmental Master Plan	Land Use & Urb. Des.	"Number of heritage buildings protected and celebrated"	39
Downtown Urban Design Master Plan	Area Character	"Many comments outlined a vision that emphasized a walkable streetscape that preserves the Town's history and makes the most of under-used spaces."	20
Land Use Bylaw	Existing Buildings	"Alterations and additions to existing properties are encouraged when such alterations and additions do not destroy significant historical, architectural or cultural material, and such design is compatible with the size, scale, color, material and character of the property, neighborhood or environment"	113
		"Every reasonable effort should be made to provide a compatible use for existing buildings which requires minimal alteration of the building, structure or site and its environment"	113
Culture, Heritage + Arts Master Plan (2010)	Bridging the Past and Present	"Creative individuals, institutions and organizations, whether for-profit or non-profit, will need assistance to realize their potential to enrich the community."	5

Identify arts economic development opportunities

Timeline: 2019 - 2020

Plan	Section	Quote	Page
Economic Development Strategic Plan	We are an active transportation community	"Establish linkages with local heritage and cultural destinations and potentially a pathway to Calgary."	29
	Corporate KRA related to Ec. Dev. Outcomes	"Maintain vibrant arts, culture and heritage that provide a variety of opportunities to inspire and connect"	12
Social Wellness Framework	Develop a strategy to attract one or more niche business sectors to Okotoks.	"attract and establish one or more niche business sectors in Okotoks in order to diversify and strengthen the local economy"	129
Community Sustainability Plan	Community Sustainability Plan Action Ideas: Local Economy	"Public space development; Public art, sidewalk sales, theatre programming, etc."	29
2018 - 2021 Strategic Plan	Manage Community Growth	"The Town of Okotoks will build a complete community that provides economic, social, and environmental sustainability for people to live work and play."	
	Foster Economic Vitality	"The Town of Okotoks will facilitate a healthy economy where quality jobs and business opportunities are abundant."	
Culture, Heritage + Arts Master Plan (2010)	Place Branding and Marketing	"To ensure a dynamic and vital image for Creative Okotoks an integrated place branding and marketing initiative is recommended."	5

Prioritize social inclusion in programming and facility development planning

Timeline: 2018 - onwards

Plan	Section	Quote	Page
Social Wellness Framework	Social Inclusion	"social and economic inclusion reflects the need to address poverty and exclusion by including the voiceless and powerless in shaping the policies that affect their lives. It welcomes these individuals and groups into the planning, decision-making and policy-development processes in their community. And it empowers them by offering the opportunities, resources and support they need to participate"	26
	Inclusive Cities Canada Social Inclusion Framework	This framework is based on five dimensions: Institutional recognition of diversity; Opportunities for human development; Quality of civic engagement; Cohesiveness of living conditions; Adequacy of community services:	27
Recreation, Parks and Leisure Master Plan	Create an open space system that is accessible to all residents of Okotoks regardless of age, ability, or finances	"Strive to create an open space network which is usable by all and which facilitates inclusion and access."	55
Culture, Heritage + Arts Master Plan (2010)	Expanding horizons	Okotoks is part of a global community	5

BUILD FOUNDATIONS

 $Establish\ a\ starting\ point\ to\ enable\ future\ action$

ACTION C1

Develop public art policy & program

Timeline: 2019

Plan	Section	Quote	Page
Economic Development Strategic Plan	Corporate KRA related to Ec. Dev. Outcomes	"Maintain vibrant arts, culture and heritage that provide a variety of opportunities to inspire and connect"	12
Social Wellness Framework	A Social Wellness Framework for Okotoks	"Sense of place: community identity, history and heritage, public art, public spaces, and community events"	12
Community Sustainability Plan	Vibrant Civic Culture & Heritage	"Public Art Program: can even include graffiti and mural art; teen focus, demographic currently overlooked; more public art"	28
	Local Economy	"Public space development; Public art, sidewalk sales, theatre programming, etc."	29
	Animate Downtown	"Measures of Progress: Number, performances & public art spaces"	
Recreation, Parks and Leisure Master Plan	Detailed Parks and Open Space Classification System and Hierarchy	"Potential Amenities: Public Art"	62
Town of Okotoks Municipal Development Plan "The Legacy Plan"	Commercial Vision Statement	"The placement of public art and sculpture, a planting and signage program, and the meeting of infrastructure needs (lighting, road upgrade) will ensure that the downtown business community remains a pedestrian oriented focus for community life long into the future.	61
	The Downtown Core - Architecture, Infrastructure, and Site Design Vision Statement	"Priorities for the downtown core are envisioned as follows: landscaping, lighting, street furniture, murals, and public art"	79
2018 - 2021 Strategic Plan	Maintain a Healthy and Safe Community	"The Town of Okotoks will strengthen our social fabric and enhance the health and safety of our residents."	
Culture, Heritage + Arts Master Plan (2010)	Development of Creative Physical Infrastructure	"The Town will want to ensure that the creative physical infrastructure is available for current and future generations."	5
	Place Branding & Marketing	"To ensure a dynamic and vital image for Creative Okotoks an integrated place branding and marketing initiative is recommended."	5

ACTION C2

Town-provided grants

Timeline: 2021 - 2022

Plan	Section	Quote	Page
Economic Development Strategic Plan	We have a vibrant downtown core with three anchors.	"Research and propose the development of a façade improvement incentive program for commercial building owners to invest in storefront improvements by providing grants to cover a portion of renovation costs."	25
Social Wellness Framework	Make after school programming financially accessible for all students.	"Making programs and activities financially accessible would mean that they would either be free of charge or a subsidy would be available to those who need it."	7
Culture, Heritage + Arts Master Plan (2010)	Nurturing and Supporting Talent	"Creative individuals, institutions and organizations, whether for-profit or non-profit, will need assistance to realize their potential to enrich the community."	5

ACTION C3

Natural heritage participation strategy

Timeline: 2019 - onward

Plan	Section	Quote	Page
Public Participation and Strategy Toolkit	What is Public Participation?	"it is critical that staff and Council are responsive and consistently seek out and listen to input from residents and stakeholders from all parts of the community"	5
Town of Okotoks Municipal Development Plan "The Legacy	Commercial Vision Statement	"development can be more effectively integrated with adjacent land uses, has strong visual appeal, pays tribute to our heritage."	61
Plan"	Policies-Downtown	"The Town shall identify heritage resources and endeavor to have them designated as provincial heritage sites to ensure their preservation into the future"	81
Economic Development Strategic Plan	Corporate KRA related to Ec. Dev. Outcomes	"Maintain vibrant arts, culture and heritage that provide a variety of opportunities to inspire and connect"	12
Community Sustainability Plan	Animate Downtown	"Municipal heritage designation for historic buildings"	15
Social Wellness Framework	A Social Wellness Framework for Okotoks	"Sense of place: community identity, history and heritage, public art, public spaces, and community events"	121
Environmental Master Plan	A Leader in Environmental Action	"A rich quality of life goes hand in hand with high levels of engagement in civic life and open dialogue."	5
Culture, Heritage + Arts Master Plan (2010)	Bridging the Past and Present	"The Town of Okotoks has a rich history spanning over 100 years; its Aboriginal history spans over 10,000 years. Geography and history give the Town its unique identity, character and spirit."	5

ACTION C4

Establish detailed indicator program

Timeline: 2019 - 2020

Plan	Section	Quote	Page
Economic Development Strategic Plan	Alignment with other plans	"progress updates and milestone achievements are reported"	11
Community Sustainability Plan	Support Community Connections	"Facilitate increased connections by providing resources to enable resident ownership of life in Okotoks."	19
Social Wellness Framework	Social Wellness Indicators	"In order to track progress and reveal where the reality of life in Okotoks may be departing from the vision for social wellness, a series of indicators were developed."	10
Recreation, Parks and Leisure Master Plan	"Strategy #19: The Town should consider the recreation, parks and leisure amenity strategies to guide the management of existing assets and future planning."	"before any major public investment is committed, tactical feasibility planning needs to occur as outlined"	37
Public Participation and Strategy Toolkit	Step 7: Build in Evaluation"	"Develop quantitative and qualitative indicators to measure success"	34
Environmental Master Plan	Tracking Progress	"Monitoring key performance indicators is an important part of any plan, as indicators provide a benchmark of the current state of a given sector, area or ecosystem, against which progress can be measured over time."	35
Culture, Heritage + Arts Master Plan (2010)	Data Capture and Management	"In order to ensure sustained growth and cultural development, ongoing research is advisable and the Town can play a leadership role."	

COMPREHENSIVE FACILITIES STRATEGY

 $Plan \, for \, the \, expansion \, of \, cultural \, facilities \, in \, Okotoks$

ACTION D1

Establish cultural facilities team

Timeline: 2021 or three years prior to potential build

Plan	Section	Quote	Page
Economic Development Strategic Plan	Critical Success Factors	"Open Communication & Teamwork"	8
Community Sustainability Plan	Active Lifestyle	"Health and wellness facilities support the needs of residents at every stage of life. Opportunities for sport and play are accessible in high-quality recreation facilities, multi-use civic buildings and a complete parks and open space network. These public spaces strengthen the bond between residents, and to the places they share."	4
Social Wellness Framework	"Make available a wide range of after school programming for students."	"In order to engage as many students as possible, there must be a wide range of programs and activities available, including for example, arts, performing arts, music, "	126
Recreation, Parks and Leisure Master Plan	Outdoor Amenity Strategies	Event spaces (e.g. amphitheatres) were ranked number 1 in the amenity prioritization framework ranking	40
2018 - 2021 Strategic Plan	Provide Quality Community Infrastructure	"The Town of Okotoks will strategically manage, invest and plan for municipal infrastructure to meet the community's current and future needs."	
Culture, Heritage + Arts Master Plan (2010)	Development of Human Resources	"It is recommended that the Town help to build the human resources capacity of the community to address the needs of the creative economy."	5

ACTION D2

Detailed evaluation of existing facilities

Timeline: 2020

Plan	Section	Quote	Page
Town of Okotoks Municipal Development Plan "The Legacy Plan"	Policies - Commercial Development	"All future proposed commercial development shall be evaluated by Council and its approving authorities in terms of its compliance with the goals of this Plan, the Okotoks Land Use Bylaw requirements, and with the following policies:"	63
	The Downtown Core Vision Statement	"retrofit site design for existing development as a result of street improvements, and new site design techniques for new developments"	79
Performing Arts Feasibility Study	Inventory + Competitive Analysis	"The physical features and quality of existing Town performance facilities are limiting the delivery and quality of cultural programs and educational experiences as well as the organizational development of community and professional not-for-profit arts organizations."	4

ACTION D3

Engage stakeholders to develop cultural facilities scope and vision

Timeline: 2021 or three years prior to potential build

Plan	Section	Quote	Page
2018 - 2021 Strategic Plan	Enhance Organizational Excellence	"Continue to expand strategic conversations between Council, Administration and the community to ensure we continue to work together to advance the quality of life for all Okotokians."	
Environmental Master Plan	Minimize the generation of greenhouse gas emissions and air pollutants from all sources	"Significantly improve the energy and emissions performance of new and existing buildings and facilities"	20
Town of Okotoks Municipal Development Plan "The Legacy Plan"	General policies	"The municipality, when developing parks and other public facilities shall take into consideration the safety of its citizens, and in particular those more vulnerable to crime such as children and women."	17
Community Sustainability Plan	Liveable Okotoks & Vibrant Civic Culture & Heritage	"New Performing arts building could allow schools to showcase talent and events; a simpler outdoor venue could be built complimentary with it; Could be part of a general Cultural Campus building; combine with some postsecondary development"	28
	Vibrant Civic Culture & Heritage	"Residents are engaged in civic life, and Town Council and administration promote open dialogue.	4
	Support Community Connections	"Facilitate increased connections by providing resources to enable resident ownership of life in Okotoks."	19
Social Wellness Framework	Social Wellness Component 5: Engaging	"Engagement: enlivening and deepening the connection that residents feel for the community and other people in the community."	5
Performing Arts Centre Feasibility Study	Next Steps	Assess Town resources available to finance construction and operation of new facilities and engage private sector "to financially support the project, and then what sites might be available for development or redevelopment of both the Community Arts Centre and the Downtown Arts Centre."	60

ACTION D4

Scope cultural venue operating models

Timeline: 2021 or three years prior to potential build

Plan	Section	Quote	Page
Performing Arts Centre Feasibility Study	Operating Policies and Procedures	"The success of the Community Arts Centre depends on the development of clear, concise and equitable operating policies and procedures"	38
	Staffing and Leadership	"Community arts facilities are complicated and expensive facilities to staff given the variety of skills necessary to have them programmed, operated and financially sustained"	40
2018 - 2021 Strategic Plan	Provide Quality Community Infrastructure	"The Town of Okotoks will provide strong governance including fiscal responsibility, open communication, public participation and strong inter-governmental relationships."	
	Enhance Organizational Excellence	"The Town of Okotoks will be recognized as leaders in public service."	

ACTION D5

Capital project development and management

Timeline: 2021 or three years prior to potential build

Plan	Section	Quote	Page
Performing Arts Centre Feasibility Study	Funding Operations	"there is an additional level of financial support required to balance the annual budget. This does not reflect any kind of failure to operate more efficiently, but rather the fact that the Centre delivers significant value to the community, which should motivate annual support."	44
2018 - 2021 Strategic Plan	Provide Quality Community Infrastructure	"The Town of Okotoks will provide strong governance including fiscal responsibility, open communication, public participation and strong inter-governmental relationships."	
	Enhance Organizational Excellence	"The Town of Okotoks will be recognized as leaders in public service."	

ACTION D6

Operational planning

Timeline: 2020 - 2023

Plan	Section	Quote	Page
Performing Arts Centre Feasibility Study	Funding Operations	"The success of the Community Arts Centre depends on the development of clear, concise and equitable operating policies and procedures"	38
2018 - 2021 Strategic Plan	Provide Quality Community Infrastructure	"The Town of Okotoks will provide strong governance including fiscal responsibility, open communication, public participation and strong inter-governmental relationships."	
	Enhance Organizational Excellence	"The Town of Okotoks will be recognized as leaders in public service."	

Appendix G: 2010 Culture, Heritage & Arts Master Plan Actions

In developing this Cultural Master Plan, the previous Culture, Heritage + Arts Master Plan (CHAMP) was reviewed. The Town of Okotoks team provided an update to the action items within the CHAMP. This summary is provided below.

Action Item 1: Esta	blish + Develop Town of Okotoks as a Living Museum Plan Implement
CHAMP Description	Since the heritage of the Town is represented in artifacts, documents and records as well as historic buildings and landscapes, historic sites and geographical features, the Town will want to consider declaring the virtual visitors to the area.virtual visitors to the area.media learning aids to engage students, life long learners and real or exhibits, digital archives, digital education resources and other new physical and virtual means. History can be interpreted through virtual Town and its surroundings a "living museum" to be interpreted using exhibits, digital archives, digital education resources and other new
Accomplished (Yes, No, Ongoing)	Ongoing
Examples	Archives Online; Facebook; new website; transfer of archives to Lazerfiche; heritage garden at museum; heritage and ghost walks.
Action Item 2: Pres	serve Historical Buildings
CHAMP Description	In order to ensure the preservation of historic buildings, the Town of Okotoks would be wise to use the Inventory of Historic Buildings as a guide to the preservation, acquisition, adaptive re-use and interpretation of key structures. The Town of Okotoks should consider development and implementation of a Municipal Designation program. Owners of a Municipal Historic Resource can access provincial grants to assist with the costs of conservation, preservation and restoration of their building.
Accomplished (Yes, No, Ongoing)	Ongoing
Examples	Muncipal Heritage Designation Program Initiated with bylaws and policy upcoming in 2017. Further plan development will occur in subsequent years.
Action Item 3: Dev	elop a Historic Downtown Core Precinct
CHAMP Description	Because the Town of Okotoks determined in the 1980s that the historic fabric of its main street needed to be preserved to maintain the sense of place and, because Olde Towne Okotoks has become an important historic, economic and cultural precinct, it is recommended that ways and means to enhance the fabric and interpretation of Elizabeth, Railway and Elma Streets be found. The Town, through its appropriate business centres, will collaborate with local businesses, residents and interest groups to envision and implement the next generation of preservation, adaptive re-use of existing structures, beautification and interpretation in the Okotoks Heritage Precinct extending it eastward to incorporate the Station, Heritage House and the two old buildings facing these public properties. These can include consistent and high-quality street furniture, landscaping and sidewalks, banners and signage, electronic information devices, and print and web-based educational materials. Significant buildings, whether historic or contemporary, could be consistently showcased by plaques that provide information on the building's historical significance, owners, and business and other uses.
Accomplished (Yes, No, Ongoing)	Yes, Ongoing
Examples	Street furniture at Plaza; banners along Elizabeth and North Railway; reconditioning of OAG and Museum (roof, interiors, heating, accessibility, etc) installation of public art; entryway at RPAC; heritage walking tours; public piano, etc.

Action Item 4: Est	ablish Policy on Collecting and Exhibiting the Past
CHAMP Description	Because the display of real artifacts, photographs and documents is essential for interpreting and generating pride in the community's past, the Town is advised to determine its position with regard to continued collecting and storing of material culture. Material culture includes archival materials, documents, artifacts and natural history specimens. This might be examined in a regional context so that there is no overlap or duplication with facilities such as the Museum of the Highwood, which has a significant regional artifacts collection and is challenged to properly store it all. Exhibit policies might also be determined and developed in keeping with those for the visual arts to ensure integrated and broad-reaching exhibits can be mounted to help build community identity, pride and knowledge of the past as a resource for present and future thinking and action.
Accomplished (Yes, No, Ongoing)	Ongoing
Examples	Museum Strategic Plan; Town Records and Retention plan.
Action Item 5: Est	ablish and Sustain an Arts Festival
CHAMP Description	Because the arts and culture are important for quality of life and economic development purposes, the Town will want to look at establishing a signature arts event such as an arts festival. The event would be used to showcase individual artists and creators as well as groups. Activities could include art exhibitions and art installations in indoor and outdoor venues (for example, art in the park); drama, music, video and other performance events in a range of public venues including schools and senior citizens' homes, Okotoks Olde Towne Plaza, the Municipal Building, etc.; and readings by Canadian authors in the Public Library, OAG, Heritage House, schools and Olde Towne Okotoks businesses. An Okotoks Arts Festival would be a shared initiative of a number of private and public players, and would be a demonstration of the Town's comm—itment to its cultural future.
Accomplished (Yes, No, Ongoing)	Yes, Ongoing
Examples	First Saturdays; Busker's Fest & Best of Buskers Fest; Harvest & Blues Festival; Downtown Thursdays; Art on the Lawn; Taste of Okotoks; Lit Live; Popup in the Park; Western Chic; Alberta Culture days.

Action Item 6: Nu	rture Sustainable Cultural Governance Models
CHAMP Description	The cultural sector in Okotoks currently is fragmented and largely volunteer-driven. In order to provide the richest experiences for citizens and add to the cultural diversity of Okotoks, it is recommended the Town identify organizations in the community that provide core cultural services, develop a special relationship with these entities, and mutually determine how the Town can facilitate their service delivery function. This might involve some study into successful models in other jurisdictions. Town support might range from providing staff support to volunteer-run organizations (as is currently done with both the OAG and the Historical Society) to provision of operating grants.
Accomplished (Yes, No, Ongoing)	No
Examples	Relationships have been established with evolution occurring over time. The results of leadership turnover in each organization has seen shifts in organizational focus.
Action Item 7: Ma	rket Culturally Vital Okotoks
CHAMP Description	In collaboration with Travel Alberta, the Okotoks Chamber of Commerce and local marketing consortia (eg. Olde Towne Okotoks), the Town of Okotoks might consider assigning some of its marketing budget to create a baseline campaign that establishes the Okotoks place brand as "Culturally Vital Okotoks". Campaigns could promote Town cultural facilities, Olde Towne Okotoks businesses and other cultural industries, usual and performing arts, and heritage. This integrated marketing approach could focus on place and quality of life and: Present an image of Culturally Vital Okotoks that links the past, present and future; Showcase local arts and heritage achievements whether individual, organizational or institutional; Promote creative industry products and cultural industries; Make use of new and emerging technologies as well traditional print and broadcast technologies; Work with the tourism industry to create a unique market position, differentiating Okotoks from its market competitors; Be hip and current in its presentation.
Accomplished (Yes, No, Ongoing)	Yes
Examples	Roger Brooks report; Okotoks Visioning; Okotoks Visitors Guide; Cool Little Towns.
Action Item 8: Est	ablish a Centralized Information and Ticketing Locale
CHAMP Description	In order for citizens, visitors and others to access information about community events and to purchase tickets, a centralized point-of-information and ticketing capacity is recommended. Cultural information dissemination requires broad public and private-sector collaboration. Tools would include a Town Calendar of Events that is inclusive and broad-reaching, and that is available in print and electronic versions. It might include a dedicated and well signed downtown location for ticket sales and promotional material that is staffed. It needs to be a sort of cultural box office that is both physical and virtual and can be counted on to communicate all cultural information pertaining to events, programs and facilities.
Accomplished (Yes, No, Ongoing)	Yes
Examples	Culture & Heritage Program Guide; online ticketing (Showpass); Okotoks Art Gallery and RPAC ticket purchase locations.

Action Item 9: Esta	ablish Shared Community and Educational Cultural Spaces
CHAMP Description	Because of the shortage of appropriate cultural spaces, the Town might pursue agreements with the school boards serving the area to enable access to school cultural spaces for community uses. These agreements would be of mutual benefit and could result in Town/school re-repurposing of existing spaces to make them more functional for cultural purposes, as well as creating new spaces for joint use. The Town and the schools may even want to look at partnering for the development of new programs and/or spaces. A Culturally Vital Okotoks is dependent on excellence and diversity of instruction in the arts, in particular, at the high school level. These programs and their productions are part of Okotoks' cultural resources.
Accomplished (Yes, No, Ongoing)	Yes
Examples	Partnership Foothills Composite at RPAC.
Action Item 10: Ex	plore Establishing a Satellite Post-Secondary Institution Campus
CHAMP Description	While students in Okotoks have access to Calgary post-secondary institutions, such as the University of Calgary, Mount Royal University College, SAIT and St. Mary's University College, a satellite campus would enhance access to post-secondary education and opportunities for lifelong learning of the rest of the population. A satellite campus would support the development of careers in the creative economy including arts, communications and information technology and even provide entrepreneurial training for emerging artists. This would build on the strengths of the local arts community as well as creative economy individuals and businesses.
Accomplished (Yes, No, Ongoing)	Ongoing
Examples	Post Secondary Committee formed with Bow Valley College; Meetings held with various post secondary partners.
Action Item 11: Und	dertake Cultural Mapping
CHAMP Description	As a part of the cultural master planning process, the Town now has the Cultural Inventory: Organizations, Institutions and People, the Facilities Inventory, two Discussion Papers as well as a range of information contributed by individuals through the public consultation process. It is recommended that this date be kept current on an annual basis. Maintaining the database is important to strengthening Okotoks' Creative Economy. It can be used for research and development purposes. It can be used to help in the pursuit of educational and foundation partners, research agencies and others to partner with. Continued measuring of things such as the use of the cultural facilities, the participation levels in the various programs, the quality of life of citizens, the growth of the creative economy and the diversity of opportunities is going to be important. As the creative industries sector grows, this inventory will also need to be created and kept current.
Accomplished (Yes, No, Ongoing)	Ongoing
(1111) (1131113)	

Action Item 12: Plan and Develop a Multi-Use, Purpose Built Cultural Centre

CHAMP Description

Because the Okotoks Facilities Inventory has revealed a serious lack of functional space that supports the region's performing arts needs and anticipates the region's near-future visual arts and other cultural needs, the Town should consider undertaking the following, creative infrastructure building project in an appropriately central location that provides ease of transportation and parking. The infrastructure could be developed in three phases. The wisest and most cost-effective manner of developing this facility will be to do it all at the same time so that the economies of scale associated with shared support service such as loading and washrooms, shared staffing and the resulting energy of such a dynamic mix of uses are all truly achieved. With performing and visual arts housed together in a facility that is also able to be leased to any number of associated groups, the likelihood of private businesses such as food and beverage operations, bookstores, art supply stores or other related businesses wishing to join the mix is extremely high. | This facility should include: A Performing Arts Centre Component: including the following: A 500-seat theatre with good sightlines, adequate seating and good acoustics; A sprung floor stage with adequate wings and a fly tower for theatre, dance or musical performances sets; Sound board location in the seating areas as well as an enclosed sound booth; Lighting booth and a variety of good lighting locations accessible by technicians; Backstage workshop for set and prop construction; Two dressing rooms, to accommodate eight people each, that can double as meeting rooms when not in use by artists; Two dressing rooms, to accommodate individuals, that can double as smaller meeting rooms; A green room that can hold 20-30 people, and double as a meeting room; Adequate loading dock and receiving area for travelling shows; Foyer that would hold 500 people, and offer light; Box office and administration offices; An Exhibition Centre Component including: Environmentally controlled, secure exhibit space with a 3,000-square-foot area that is divisible into individual 1,000-square- foot galleries for exhibiting combinations of local and Canadian/international artists or historical and community art exhibits. An Outdoor Performance and Event Landscape including: A terrace for events, including food and beverage offerings; An outdoor natural seating area and possible band shell for performances; Night lighting and power supply.

Accomplished (Yes, No, Ongoing)

Ongoing

Examples

2012 Performing Arts Centre Feasibility Study; Creamery Reuse plan; Project budget created and placed into long term planning.

Action Item 13: Re	trofit Centennial Arena as a Concert Venue
CHAMP Description	In order to accommodate larger, touring concert productions, the Town will want to consider retrofitting the Centennial Arena so that it can more easily accommodate up to 2,000 people for various types of cultural events. This would involve planning for the following: Installation of a temporary stage in various configurations; Installing ice cover boards; Installing track devices to roll the nets upwards out of the sightline of audiences; Dollies for ease of glass movement and storage; Installation of guards to make the present seating more safe; It is suggested that the Town complete a feasibility study to determine capital costs of equipment and retrofits as well as operating cost implications of these fit-ups and a business model to ensure the cost of the renovations, the labour and utilities would be recovered quickly if the work were done. There is a need for this type of venue in the Calgary region and it would not only bring in touring productions (ranging from popular to classical) to the Town but also has the potential to generate considerable revenue. The competition is likely facilities such as Lethbridge's two arenas, Calgary's Saddledome and Calgary's Max Bell arena all of which are fairly heavily booked.
Accomplished (Yes, No, Ongoing)	No
Examples	
Action Item 14: Re	trofit RPAC, HH and the Station for more appropriate uses
CHAMP Description	The Rotary Performing Arts Centre has long served as a community gathering place. As such, the Rotary Performing Arts Centre will continue to be a venue for smaller theatre and musical productions and community meetings. Because RPAC has been recognized for its excellent acoustics, it is recommended that the Town also study the feasibility of retrofitting the facility to become a recording studio. The venue will continue to generate revenue for the Town if properly fitted and actively programmed. Retrofitting of Heritage House and the Station could be considered after the implementation of the future proposed arts centre. Because the Railway Station and Heritage House are buildings of importance to the Town's history, they probably ought to interpret the regional story more actively.
Accomplished (Yes, No, Ongoing)	Yes, Ongoing
Examples	RPAC renovated into usable theatre; OAG an OMA renovated into functional and well serving locations; informal planning into the conversion of OAG into an extension of Museum upon completion of Performing Arts Centre.

Action Item 15: Est	ablishment of Studio Collectives and Artist-Run Centres
CHAMP Description	In order to facilitate the incubation of cultural industries, artistic development and implementation of practicum and internship opportunities, the Town could endorse the development of studio collectives that would work as cooperatives in under-used buildings in the downtown. The Town might provide incentives to a number of building owners to make their buildings available to arts groups at a reduced rate whenever possible. This configuration of artist-run centres can accommodate artists in small studio areas and have a committed public component whereby the studios and their shared gallery space are open to the public certain days of the week. This encourages a community of artists to work together to revitalize an otherwise inactive building or series of buildings. Bylaws to support this kind of building use could be set in place and the development of such places encouraged along Elizabeth and McRae Streets to allow other businesses to benefit from their presence. To extend the artists' presence along these streets, perhaps under-used storefronts may become the display cases for some of this creative work and be curated by this collective through the participation of real estate agents.
Accomplished (Yes, No, Ongoing)	No
Examples	

Action Item 16: Professional Cultural Staff

CHAMP Description	A range of Culture, Heritage + Arts Master Plan action items envision new roles and responsibilities for a conceivably larger Cultural/Historical Services Business Centre. In conjunction with the introduction of increased programs and facilities, new positions may be required in the following areas: marketing and communications; program delivery; event creation and management; box office services; promotion; grant writing for public and private-sector sources; data gathering and management. Looking at the governance and delivery models in use at other cultural centres in Canada will help inform Okotoks about how it may wish to design its governance and delivery model. The question of whether all staff are Town employees or a separate configuration set at arms-length is also worth exploring and discussing. To address succession planning issues as well as knowledge and skills development, the Town could facilitate the development of a Cultural Leadership Program. This would begin to address the need for board members and service volunteers with the range of skills required in the Creative Economy. Recruitment of youth volunteers might be a target and a new program could perhaps partner with Okotoks Family and Community Services to learn from their successful management of volunteers serving a similar sector. Generally it is advisable that research be undertaken to determine the nature of the positions required as a result of new governance and management models and new facilities as well as issues such as qualifications, pay scales and benefits explored.
Accomplished (Yes, No, Ongoing)	Yes, Ongoing
Examples	The Town has has focused on hiring individuals with appropriate education and experience and continually building the capacity of staff to deliver professional cultural services.

Action Item 17: Facilitate Regional Structures for Cultural Collaborat CHAMP Description While economic development, transportation and environmental is regional discussion and collaboration, this has not, as yet, occurred that the Town promote the creation of a regional cultural body such Development Network that would assist and actively promote collabenefits could include development of a regional museum and gall improved research, exhibits, public programs and marketing. Accomplished (Yes, No, Ongoing) Examples Action Item 18: Supporting Creative Exchanges: Acting Locally and CHAMP Description The arts and culture are disciplines that have no physical boundar a particular place, and the local community may be a source and such to ensure that local cultural enterprises find regional, provincial, response to the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs such as an artist of the Town will endorse cultural exchange programs and marketing.	ssues have resulted in structures for in the cultural sector. It is important as the Foothills Region Cultural boration and resource sharing.
regional discussion and collaboration, this has not, as yet, occurred that the Town promote the creation of a regional cultural body such Development Network that would assist and actively promote colla Benefits could include development of a regional museum and gall improved research, exhibits, public programs and marketing. Accomplished (Yes, No, Ongoing) Examples Action Item 18: Supporting Creative Exchanges: Acting Locally and CHAMP Description The arts and culture are disciplines that have no physical boundar a particular place, and the local community may be a source and so to ensure that local cultural enterprises find regional, provincial, reference that the Town will endorse cultural exchange programs such as an artistic to ensure that local cultural exchange programs such as an artistic terms of the Town will endorse cultural exchange programs such as an artistic terms of the Town will endorse cultural exchange programs such as an artistic terms of the Town will endorse cultural exchange programs such as an artistic terms of the Town will endorse cultural exchange programs such as an artistic terms of the Town will endorse cultural exchange programs such as an artistic terms of the Town will endorse cultural exchange programs and marketing.	in the cultural sector. It is important as the Foothills Region Cultural boration and resource sharing.
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to ensure that local cultural enterprises find regional, provincial, r the Town will endorse cultural exchange programs such as an artis	es, although the creator is located in
contribute to the community's development and learning opportune benefit from exposure to regional, provincial, national and international another community to Okotoks, at least for a time, and will attract from Calgary and region as well. In a similar manner, the Okotoks	ational and international audiences, t-in-residence program which would ities. Local artists and creators cional creators. Such visitors tie courists and the culturally curious cultural community may wish to seek
internship and practicum experience for its emerging artists, thro There are funding programs available that support such experience recipient to return and exhibit to his/her home community. Additionally, and the Okotoks Art Gallery's mandate of exhibiting local, nationally.	es and then require the successful
Accomplished Ongoing (Yes, No, Ongoing)	onal and international artists.
Examples Arts Education programs; Jose Luis Torres; Edward Burtynsky; Ear	onal and international artists.

Appendix H: References and Resources

Town of Okotoks Plans

Community Sustainability Plan (2016)

Community Vision & Principles (2014)

Corporate Business Plan (2014-2017)

Culture, Heritage + Arts Master Plan (2010)

Economic Development Strategic Plan (2016)

Municipal Development Plan (2016 consolidation)

Recreation, Parks and Leisure Master Plan (2017)

Social Wellness Framework (2010)

"Performing Arts Venue Feasibility/Conceptual Design Study" (2012)

"Performing Arts Centre Feasibility Study: Riverside Drive West Site" (2017)

"The Creamery Site Reuse Study" by Nadi Design. (2017)

Precedent Cultural Planning Documents

City of Calgary, Cultural Plan for the City of Calgary (2016)

City of Hamilton, Transforming Hamilton through Culture: The Cultural Plan (2013)

City of Kelowna, 2012-2017 Cultural Plan (2012)

City of Nottingham, Cultural Statement and Framework for Nottingham 2017-2027 (2017)

City of Prince Albert, Municipal Cultural Action Plan. (2017)

City of Red Deer, Red Deer Community Culture Vision & Outline for Action (2008)

City of Saskatoon, City of Saskatoon Culture Plan (2011)

City of St. Albert, Cultural Master Plan: Cultivating Community (2012)

City of New York, Create NYC: A Cultural Plan for All New Yorkers (2017)

City of Seattle, 30 Ideas for the Creation, Activation & Preservation of Cultural Space (2017)

Edmonton Arts Council, The Art of Living: A Plan for Securing the Future of Arts and Heritage in the City of Edmonton (2008)

Studies, Toolkits and External Research

Americans for the Arts, Why Public Art Matters: Green Paper (2014)

 $Business\ for\ the\ Arts, A\ strategic\ and\ economic\ business\ case\ for\ private\ and\ public\ sector\ investment\ in\ the\ arts\ in\ Canada\ (2009)$

Canada Council, Annual Report (2016-17)

Canada Council, New Investments - The future of Canada's arts sector (2016)

Canada Council, Stats and Stories (2016 -17)

Creative City Network of Canada, Cultural Planning Toolkit.

Department of Canadian Heritage, Arts and Heritage in Canada: Access and Availability (2012)

Hill Strategies, The Arts and Individual Wellbeing in Canada (2013)

 $Hill \ Strategies \ Research, \ Volunteers \ and \ Donors \ in \ Arts \ and \ Culture \ Organizations \ in \ Canada \ (2013)$

Holden, J, The Ecology of Culture (2015)

Markusen, A., et al., California's Arts and Cultural Ecology. San Francisco: James Irvine Foundation (2011)

Peterson, Greg, Measurement of Arts and Culture Industries in Canada: Balancing the needs of economic accounts vs. culture policy (2015)

Province of Ontario, "Municipal cultural planning: A Toolkit for Ontario Municipalities" (2011)

Statistics Canada, Provincial and Territorial Culture Indicators, 2010 to 2014 (2014)

Rothman, Joshua, "'The Meaning of Culture'" The New Yorker, December 26, 2014.

Nick Wilson, Jonathan Gross, Anna Bull, "Towards Cultural Democracy" (2017)

Dr. Nick Wilson & Dr. Jonathan Gross, "Caring for Cultural Freedom" (2017)

Resources for action

Cultural Value

CultureCase,

http://www.culturecase.org/

CultureCase comprises a vast array of carefully selected academic research from universities and scholars around the world that can add value to the work of the cultural sector.

Advocacy and Lobbying,

 $http://www.whatnextculture.co.uk/wp-content/uploads/2017/02/Arts4Britain-2.pdf. \ Written for \ UK \ Government, but useful starting point for info to find out and info to collage.$

Value of Cultural Learning,

https://culturallearningalliance.org.uk/about-us/imaginenation-the-value-of-cultural-learning/

Cultural Definitions - Cultural Ecology & Civic Role

Civic Role of Arts organizations,

http://civicroleartsinquiry.gulbenkian.org.uk/

Leadership & Capacity Building

PAC job description conditions,

https://coventry 2021. co.uk/we-are-recruiting/

Canadian Leadership Program for Community Leaders,

https://www.banffcentre.ca/programs/creating-positive-change/20170607