



Civic Arts Policy update project: What We Did

January 2025

Project overview

The City of Calgary is updating the Calgary Civic Arts Policy for City Council approval in summer 2025. The updated policy will clarify expected outcomes for municipal investment in the arts, provide direction on commitments designed to accomplish these goals, and the return on investment the arts contributes to Calgary. The proposed Policy was developed based on the current Civic Arts Policy that incorporated feedback from Calgarians in 2004, as well as other inputs including best practices, City of Calgary policies, Council priorities, economic considerations, and feedback from the arts community. The process of creating the updated Civic Arts Policy involves two phases of engagement. This report summarizes what we did with the feedback received during Phase 1: Inspire, which took place from October 23 to November 24, 2024.

Engagement overview

The goal of phase 1 engagement was to collect feedback from artists, arts professionals, and arts organizations that have received municipal funding through Calgary Arts Development (CADA) and City Administration. This phase aimed to gather insights on the proposed Guiding Principles and Council Commitments to ensure they reflect the values and needs of Calgary's arts community. Participants were invited to share further thoughts on what is working well in the current policy, areas that need improvement, and any gaps or missing elements. Their input will help shape a more effective and inclusive policy that supports both The City's goals and the evolving needs of the arts sector.

What we heard, what we did

Details of "What We Heard," can be found in the related What We Heard Report (WWHR) for the Phase 1 engagement of this project. The themes (main overarching categories) and sub-themes identified in Phase 1 are listed in the table below.

Note: refer to the updated policy, section 6.3, for a description of the Civic Arts Policy Management Framework document, which will contain Standard Operating Procedures and day-to-day operational processes not in scope for the Policy.

Engagement feedback themes and sub-themes	City Response and Details
Support programs and opportunities • Mentorship programs • Business Skills • Collaboration opportunities • Opportunities to learn and showcase talent	Mentorship programs: - What We Heard: "Recruitment and <u>mentorship programs</u> are seen as key for helping artists in all stages of their career learn from experienced professionals." - What We Did: ○ Draft 1, refer to Policy section 6.1.2 The arts sector should support creators at all levels. Support artists throughout their careers (youth, emerging, and professional), as well as amateur participants. ○ Updates recommended: Ensure the idea of mentorship is included. From below: add "Support artists of all generations and seek out opportunities for intergenerational collaboration." ○ Draft 2: 6.1.2 The arts sector should support creators



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at all levels. Support artists throughout their careers (youth, emerging, and professional), as well as amateur participants. Support artists of all generations and seek out opportunities for intergenerational collaboration and mentorship.

Business Skills:

- What We Heard: **“Greater knowledge sharing about the arts sector in general,”** with an emphasis on business skills, was also highlighted as important to give artists the skills they need to manage their careers and grow sustainably.”
- What We Did:
 - o Draft 1: refer to Policy section 6.1.20 The arts sector should share resources to support day-to-day business improvement. Encourage the continuous improvement of business skills for both individual artists and arts organizations who receive municipal funding. In addition to providing support resources regarding navigating the arts sector, such as understanding grant application, this includes improving day-to-day business practices such as accounting and billing, expanding the understanding of standards for payment for artists, as well as assistance in better understanding local, provincial and federal legal and legislative requirements. These supports are intended to provide a stable foundation to support the sustainability of arts organizations and the entrepreneurial spirit of the artist, enabling creativity and innovation. See also related principle 6.1.12.
 - o Updates recommended: Clarify that this guiding principle focuses on day-to-day needs. From below: ensure training in data collection, grant research and writing is included. From below: Ensure the idea of needing consistent understanding of key terms and industry/sector standards.
 - o Draft 2: **6.1.20 The arts sector should share resources to support day-to-day business improvement. Encourage the continuous improvement of business skills for both individual artists and arts organizations who receive municipal funding. This includes improving day-to-day business practices such as accounting and billing, expanding the understanding of key terms and sector standards, such as payment for artists, as well as assistance in better understanding local, provincial and federal legal and legislative requirements, data collection, and grant research and writing. These supports are intended to provide a stable foundation to support the sustainability of arts organizations and the entrepreneurial spirit of the artist, enabling creativity**



and innovation.

Collaboration opportunities

- What We Heard: “**Collaboration opportunities and networking events** were suggested as a way to bring organizations, communities, and artists together to share ideas and resources.”
- What We Did:
 - Draft 1: re. the arts sector sharing ideas, refer to Policy section 6.1.8 The arts sector should continue to improve through collaboration. Work together to understand the needs of artists and arts organizations across the sector, create tools and programs to address these needs, promote networks to share learnings across Calgary’s art scene, and provide opportunities for streamlining processes through increased consistency. In addition to the Municipality, the arts sector should seek out collaborations with the private sector, other levels of government and other interested parties when possible.
 - Updates recommended: Clarify the focus of this guiding principle is to reference ongoing sharing of ideas across the arts sector for the purpose of working towards a unified vision. Expand the guiding principle to expand the role of artists / two-way interaction. Add reference to networking events.
 - **6.1.8 The arts sector should collaborate to understand needs and wants, and work together toward a unified vision for the future, and the strategy to get there. The most effective way to ensure that municipal investments in the arts sector result in positive impacts to Calgary is for artists and arts organizations to collaborate on cultural planning. Consider building networks and networking events. Ideally, this collaboration would result in a shared strategy for the continued development of Calgary’s arts sector. See also section 6.1.7 for the related best practices of developing community partnerships.**
- What We Did:
 - Draft 1: re. the arts sector sharing resources, refer to Policy section 6.1.20, as shown below.
 - Updates recommended: no additional changes – comments are already addressed.
- What We Did:
 - Draft 1: re. collaborating with the community, refer to Policy section 6.1.7, as shown below.
 - Updates recommended: Expand the guiding principle to expand the role of community / two-way interaction. Add reference to sharing ideas and resources.

	○ Draft 2, see section 6.1.7, below. Opportunities to learn and showcase talent - What We Heard: “Finally, they emphasized the need for more opportunities for artists to create, perform, exhibit, or learn, ensuring <u>all forms of art and voices are included and celebrated</u>, especially innovative practices.” - What We Did: ○ Draft 1: re. all forms of art, refer to Policy section 6.1.1 The arts sector should value and foster a wide range of art practices. Support both traditional and non-traditional art practices. ○ Updates recommended: add reference to opportunities. From below: ensure the idea of “diverse artistic practices”, i.e. diverse cultures is included. ○ Draft 2: <u>6.1.1 The arts sector should value and foster a wide range of art practices. Support opportunities for artists to create, perform, exhibit, or learn with all forms of art, including both familiar and innovative art practices, as well as art practices from a variety of cultures.</u> - What We Did: ○ Draft 1: re. all forms of voices, refer to Policy section 6.1.3 The arts sector should support variety in artistic expression. Champion both traditional concepts as well as the continuous expansion of artistic creativity, valuing bold and innovative perspectives and embracing experimentation in visual and conceptual elements. ○ Updates recommended: Update “traditional” to more inclusive term. ○ Draft 2: <u>6.1.3 The arts sector should support variety in artistic expression. Champion both familiar concepts as well as the continuous expansion of artistic creativity, valuing bold and innovative perspectives and embracing experimentation in visual and conceptual elements.</u>
Funding and resource support • Centralized resources • Funding and financial support	Centralized resources - What We Heard: “Participants highlighted the need for stronger... resource support. <u>Centralizing resources</u>, such as legal advice, mental health support, Indigenous consultations, grant applications and shared spaces was suggested to make it easier for artists and organizations to access what they need and navigate the arts sector.” - What We Did: ○ Draft 1: re. the arts sector sharing resources, refer to Policy section 6.1.20, as shown above. ○ Updates recommended: add more examples of resource sharing.



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- Draft 2: see above.
 - What We Did:
 - Draft 1: re. long-term planning / strategic planning / sustainability over time, refer to Policy section 6.1.17 The arts sector should champion sustainability. Ensure supports are in place for recipients of Municipal funding to plan strategically, including tools and training programs. With long-term strategies in place, both individual artists and arts organizations are more likely to be resilient during challenges.
 - Updates recommended: Clarify that some resources support is day-to-day business, and that other support relates to long-term planning, strategy and sustainability over time.
 - Draft 2: **6.1.17 The arts sector should champion sustainability through support for long-term planning and strategy. Ensure supports are in place for recipients of Municipal funding to plan strategically, including tools and training programs. With long-term strategies in place, both individual artists and arts organizations are more likely to be resilient during challenges.**
 - What We Did:
 - Draft 1: re. mental health support, note that this content is not contained in draft 1 of the Policy.
 - Updates recommended: Clarify in project communications that decisions about the types of grants provided are out of scope for the Civic Arts Policy, as they are day-to-day operational decisions. This includes examples such as an artist wanting to incorporate mental health support themes in their artwork, or recommendations for the types of human resources programs provided by organizations in the arts sector, e.g., healthcare. Recommendations, if available, would be recorded in the Management Framework. See the related principle 6.1.15.
- Funding and financial support
- What We Heard: “Participants highlighted the need for **stronger financial... support...** Funding and financial support for all artists are important, with participants emphasizing the importance of grants and subsidies. Participants also highlighted the need for transparent processes with application and funding **processes to improve their chances to receive funding and greater opportunities to connect with funders.**”
 - What We Did:
 - Draft 1: re. financial support, refer to Policy section 1.2.1 The City of Calgary is committed to ongoing municipal funding for artists and arts organizations, as this is critical



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	to sustainability. The City is aware that one-time funding has many short-term benefits, but long-term growth of the sector requires commitments to consistent annual program support. ○ Updates recommended: Include related discussions about the importance of organizations being able to count on getting funding year after year. From below: ensure the concept of financial barriers for audiences are included. ○ Draft 2: <u>1.2.1 The City of Calgary is committed to ongoing municipal funding for artists and arts organizations, as this is critical to sustainability. Funding types in scope include funding for City Administration's Arts & Culture division, arts-related Civic Partners, arts organizations receiving operational funding (support for day-to-day operations), and artists and arts organizations receiving one-time grants or subsidies, annual grants or subsidies, or multiple-year grants or subsidies. The City is aware that one-time funding has many short-term benefits, but long-term growth of the sector also requires commitments to consistent annual program support. Consideration should be given to programs that reduce financial barriers for audience members to participate in the arts. Decisions on specific programs funded are out of scope for this policy, as they are considered day-to-day operations. Refer to the Management Framework, section 6.3.</u> - What We Did: ○ Draft 1: re. application and funding processes being transparent / having access to funders, refer to Policy section 6.1.11, as shown below ○ Updates recommended: Ensure to include addressing barriers related to grant applications. ○ Draft 2: see below.
Equity and inclusion • Support for underrepresented artists and art forms • Attention to intersecting identities	Support for underrepresented artists and art forms - What We Heard: "Participants stressed the importance of creating a more <u>inclusive and equitable arts sector</u>. They highlighted the need to better <u>support underrepresented artists</u> and <u>art forms</u>, ensuring that resources and opportunities are accessible to diverse groups, including Indigenous, Racialized, disabled, and <u>emerging artists</u>." - What We Did: ○ Draft 1: re. inclusive and equitable art sector, refer to Policy section 6.1.9, as shown below ○ Updates recommended: no additional changes – comments are already addressed.



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- What We Did:
 - Draft 1: re. underrepresented artists (diverse groups, including Indigenous, Racialized, disabled), refer to Policy section 6.1.10 The arts sector should prioritize investments in underserved areas. Align with The City of Calgary's values related to equity and Truth and Reconciliation, where possible. This includes the recognition of historical inequalities connected with equity-deserving groups, diverse Racialized communities and Indigenous peoples; and actions taken to remedy inequality.
 - Updates recommended: Clarify "resources and opportunities" being available. From below: ensure concepts are included re. "fair and transparent resource allocation" and the supporting programs being led by equity-deserving groups. From below: ensure the concept of systemic barriers impacting artists' ability to create is included.
 - Draft 2: **6.1.10 The arts sector should prioritize investments in underserved areas. Support may focus on more balanced representations of the stories of equity-deserving groups, cultures and various communities in art themes and productions; eliminating systemic barriers that impact artists' ability to create; and more balanced representation of equity-deserving groups in leadership and decision-making positions. Support of both opportunities and resources is needed to address a long history of inequity. Municipal arts funding recipients should align with The City of Calgary's values related to equity and Truth and Reconciliation, where possible. This includes the recognition of historical inequalities connected with equity-deserving groups, diverse Racialized communities and Indigenous peoples; and acknowledging the arts sector's role as a leader in taking actions to remedy inequality. It is recommended that equity programs are led by representatives of equity-deserving groups, where possible. Transparency and open communications on resource allocation is important.**
- What We Did:
 - Draft 1: re. underrepresented artists (emerging), refer to Policy section 6.1.2, as shown above.
 - Updates recommended: no additional changes – comments are already addressed.
 - Draft 2: see above.
- What We Did:
 - Draft 1: re. underrepresented art forms, refer to Policy

	section 6.1.1, as shown above. ○ Updates recommended: no additional changes – comments are already addressed. Attention to intersecting identities - What We Heard: “Concerns were raised about how equity and inclusion are implemented, with some noting that not enough attention is paid to the ways that <u>intersecting identities lead to inequity</u> in the arts sector and how there is no one size fits all approach to equity when it comes to certain groups.” - What We Did: ○ Draft 1: refer to Policy section 6.1.13 The arts sector should champion the understanding of the needs and wants of equity-deserving groups. Arts organizations should encourage awareness and understanding of the history, perspectives and worldviews of equity-deserving groups, diverse Racialized communities and Indigenous peoples. This includes education of internal teams and choices in arts programming. ○ Updates recommended: Ensure to add idea re. intersecting identities leading to inequity. ○ Draft 2: <u>6.1.13 The arts sector should champion the understanding of the needs and wants of equity-deserving groups. Arts organizations should encourage awareness and understanding of the history, perspectives and worldviews of equity-deserving groups, diverse Racialized communities and Indigenous peoples. This includes education for internal teams and choices in arts programming. Attention should be paid to the ways intersecting identities may exacerbate inequity. Avoid a one-size-fits-all approach to understanding equity.</u>
Community involvement and support • Engagement and education • Artist involvement • Promoting economic and social impact of the arts	Engagement and education - What We Heard: “Participants emphasized the importance of <u>engaging both artists and Calgarians in shaping the arts sector</u>. They suggested that organizations collaborate with these groups through events to <u>share the value of the arts</u>, offer <u>educational opportunities</u>, and <u>gather input</u> on the types of art the community wants to see.” - What We Did: ○ Draft 1: re. engaging artists in shaping the arts sector, refer to Policy section 6.1.8, as shown above. ○ Updates recommended: ensure engaging artists in shaping the arts sector is included. ○ Draft 2: see above. - What We Did: ○ Draft 1: re. share the value of the arts with Calgarians, refer to Policy section 6.1.15 The arts sector should



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celebrate the positive impact the arts have on social resilience. Celebrate and promote the positive impact the arts have on individuals and society, highlighting the benefits related to social inclusion, mental and physical health, and youth learning.

- Updates recommended: connect the value statements at the beginning of the policy to sharing the value of the arts. From below: ensure the idea of promotion of the arts to youth is included
- Draft 2: **6.1.15 The arts sector should celebrate the positive impact the arts have on social resilience, economic resilience, inclusive and equitable communities and promotion of Calgary's reputation on the world stage. Celebrate and promote the positive impact the arts have on individuals and society, highlighting the benefits related to social inclusion, mental and physical health, and youth learning. Consider promotions and arts education programming focused on schools and/or engaging young people with the arts. Consider cross-promotional opportunities that support community-driven events.**

- What We Did:

- Draft 1: re. offer educational opportunities to Calgarians, and gather input on the types of art the community wants to see, refer to Policy section 6.1.16 The arts sector should encourage a better understanding of the preferences of audiences and participants in the arts. Increase awareness and understanding of what audiences want and need, such as research and education of internal teams. These considerations can then be applied to the engagement, education, communication and promotion used to address barriers and nurture the expansion of arts audiences.
- Updates recommended: add reference to events and gathering input on the types of art the community wants to see. From below: ensure community engagement is included.
- Draft 2: **6.1.16 The arts sector should encourage a better understanding of the preferences of audiences and participants in the arts. Consider initiatives to increase awareness and understanding of what audiences want and need, such as research and education of internal teams. Consider the value of public events to gather input on the types of art the community wants to see, as well as artists who actively connect with the community being valuable resources. These considerations can then be applied to the engagement, education, communication and**



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promotion used to address barriers and nurture the expansion of arts audiences.

Artist involvement

- What We Heard: “**Artists** who actively connect with the arts community were identified as valuable resources for arts organizations, serving as liaisons and community connectors.”
- What We Did:
 - Draft 1: re. promoting artists as valuable resources, refer to Policy section 6.1.14 The arts sector should celebrate the contributions of the arts community. Celebrate and promote local artists in Calgary, benefits of the arts sector and the extensive contributions of the arts sector to Calgary’s communities.
 - Updates recommended: Update to clarify the value of local artists. Move “benefits of the arts sector to section 6.1.15. Move references to contributions to communities to 6.1.7. From below: ensure “local artists and their work” is included; “Consider diversifying promotional and communication methods in order to reach the widest range of audiences.” Note that the details of the methods for promotion would go in the Management Framework.
 - Draft 2: **6.1.14 The arts sector should celebrate the contributions of local artists and arts organizations, and their work. Celebrating and promoting local artists in Calgary will support talent retention, in addition to supporting artists’ careers. Consider diversifying promotional and communication methods in order to reach the widest range of audiences. See related sections 6.1.2, 6.1.15, and 6.1.7.**
- What We Did:
 - Draft 1: re. artists as liaisons and community connectors, refer to Policy section 6.1.16, as shown above
 - Updates recommended: Ensure the idea of “artists as liaisons and community connectors” is included.
 - Draft 2: see above.

Promoting economic and social impact of the arts

- What We Heard: “Additionally, participants highlighted the importance of promoting the economic and social impact of the arts, demonstrating how creativity strengthens local economies and enriches community life.”
- What We Did,
 - Draft 1: re. promoting economic and social impact, refer to Policy section 6.1.15, as shown above.
 - Updates recommended: Ensure that 6.1.15 is expanded to include economic benefits (and others as listed in

	section 1.1). Note that 6.1.14 should focus only on promoting artists. ○ Draft 2, see above.
Partnerships and collaboration • Academic institutions • Private sector • Healthcare • Collaborations between arts organizations	Academic institutions - What We Heard: “Participants identified key industries where partnerships and collaboration could greatly benefit the local arts community. Responses highlighted academic institutions... that could assist artists and arts organizations.” - What We Did: ○ Draft 1, refer to Policy section 6.1.7 The arts sector should advocate for the expansion of the creative economy in all Calgary communities. Advocacy builds understanding of arts sector needs and/or how the sector could benefit a wide range of communities, groups and/or fields of interest. Examples include seeking out opportunities for resource sharing and/or cross-promoting arts and culture activities; and seeking out opportunities to support local business that are either employed by the arts sector or benefit from their proximity to arts and culture events. ○ Updates recommended: Ensure to add the concept of partnerships. Include example of academic institutions if possible (we may need either a comprehensive list, or move the list to the Management Framework). As referenced above, include reference to engaging artists in shaping the arts sector. From below: ensure cross-sector collaboration is included (and also community partnerships outside the arts sector). ○ Draft 2: 6.1.7 The arts sector should advocate for engagement and partnerships throughout all Calgary communities. Advocacy for engagement builds understanding of how the sector could benefit a wide range of Calgary communities, groups and/or fields of interest. Consider seeking out opportunities for resource sharing and/or cross-promoting arts and culture activities. Seek out opportunities to support local business that are either employed by the arts sector (e.g., electricians) or benefit from their proximity to arts and culture events. Municipally-funded artists and organizations should consider partnerships with for-profit arts organizations, supporters from the private sector, and various community groups, including academic institutions, where appropriate. Private sector - What We Heard: “Participants identified key industries where partnerships and collaboration could greatly benefit the local arts



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community. Responses highlighted ... **the private sector**... and **government** ... that could assist artists and arts organizations.”

- What We Did:

- Draft 1: Refer to Policy section 6.1.18 The arts sector should continue to seek out funding and support in addition to the Municipal government. Although the Municipality has a key role in ensuring the success of Calgary’s arts sector through ongoing funding and support, it is not possible for The City of Calgary alone to meet all the needs of the sector. The arts sector should seek out collaborations with the private sector, other levels of government and other interested parties, when possible.
- Updates recommended: Expand the guiding principle to indicate collaboration and partnerships (not just funding).
- Draft 2: **The arts sector should continue to seek out funding and support in addition to the Municipal government. Although the Municipality has a key role in ensuring the success of Calgary’s arts sector through ongoing funding and support, it is not possible for The City of Calgary alone to meet all the needs of the sector. The arts sector should seek out funding and support with the private sector, other levels of government and other interested parties, when possible. See also section 6.1.7.**

Healthcare

- What We Heard: “Participants identified key industries where partnerships and collaboration could greatly benefit the local arts community. Responses highlighted... **healthcare organizations** that could assist artists and arts organizations.”
- What We Did:
 - Draft 1: re. healthcare / mental health support, note that this content is not contained in draft 1 of the Policy.
 - Updates recommended: Clarify in project communications that decisions about the types of grants provided are out of scope for the Civic Arts Policy, as they are day-to-day operational decisions. This includes examples such as an artist wanting to incorporate mental health support themes in their artwork, or recommendations for the types of human resources programs provided by organizations in the arts sector, e.g., healthcare. Recommendations, if available, would be recorded in the Management Framework. See the related principle 6.1.15.

Collaborations between arts organizations

- What We Heard: “Participants also felt that there is a need for **greater collaboration between arts organizations** to support



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	the arts sector, increase audiences, share resources, and promote events to ensure that organizations thrive together.” - What We Did: - o Draft 1: re. collaboration (shared vision) between arts organizations, refer to Policy section 6.1.8, as shown above. - o Updates recommended: ensure “promote events” is included - What We Did: - o Draft 1: re. collaborative support for the arts sector / shared resources, refer to Policy section 6.1.20, as shown above. - o Updates recommended: no additional changes – comments are already addressed - What We Did: - o Draft 1: re. increasing audiences, refer to Policy section 6.1.16, as shown above. - o Updates recommended: no additional changes – comments are already addressed.
Supportive and accessible arts • Inclusion and equity • Transparency and accountability • Resources	Inclusion and equity - What We Heard: “Participants emphasized the need to build a supportive and accessible arts sector. They highlighted the importance of inclusion and equity, ensuring that all artists, especially those from underrepresented groups, have equal opportunities to thrive.” - What We Did: - o Draft 1: re. need for accessible, inclusive, equitable arts sector, refer to Policy section 6.1.9 The arts sector should celebrate Calgary’s diversity. Encourage inclusiveness and equitability so people of all backgrounds feel they belong. This may include better recognition of barriers that may discourage people from participating in the arts. This applies to a wide variety of equity-deserving groups. - o Updates recommended: no additional changes – comments are already addressed. - o Draft 2: 6.1.9 The arts sector should celebrate Calgary’s diversity. Encourage inclusiveness and equitability so people of all backgrounds feel they belong. This may include better recognition of barriers that may discourage people from participating in the arts. This applies to a wide variety of equity-deserving groups. See also section 3.7. - What We Did: - o Draft 1: re. underrepresented groups, refer to Policy section 6.1.10, as shown above. - o Updates recommended: ensure the idea of prioritizing



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- underrepresented groups is clear.
 - Draft 2: see above.
 - What We Did:
 - Draft 1: re. equal opportunities to thrive, refer to Policy section 6.1.11, as shown below.
 - Updates recommended: ensure the idea of “equal opportunities to thrive” is included.
 - Draft 2: see above.
- Transparency and accountability
- What We Heard: “**Transparency** and **accountability** were also seen as crucial, with participants calling for **clear processes** and **open communication**, especially relating to jury selection.”
 - What We Did:
 - Draft 1: refer to Policy section 6.1.12 The arts sector should collaborate on and share successes related to tools, processes and policies that improve equal access. Develop tools, processes and policies that increase opportunities for equity-deserving groups to participate in the arts.
 - Updates recommended: Ensure these terms are included (transparency, accountability, clear, open communication). Note that “jury selection” is very specific – the Policy is supposed to be high level. See the Management Framework. From below, ensure resources / shared tools / knowledge ideas included. From below: ensure that the concept of collaboration and collective resources are included
 - Draft 2: **6.1.12 The arts sector should collaborate on and share successes related to tools, processes and policies that improve equitable access. Continuously improving clear processes, with transparency through open communication is key. Improvements should focus on expanding opportunities for equity-deserving groups to participate in the arts. This requires education for arts sector workers to increase their understanding about systemic inequity (see 6.1.13) and eliminating barriers (see 6.1.11).**
- Resources
- What We Heard: “Access to **resources**, such as **shared tools**, **spaces**, and **knowledge**, was another priority to help organizations and artists succeed.”
 - What We Did:
 - Draft 1: re. resources... shared tools... knowledge... refer to Policy section 6.1.12, as shown above.
 - Updates recommended: ensure resources / shared tools / knowledge ideas included.
 - Draft 2: see above.



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	- What We Did: - o Draft 1: re. resources... spaces... refer to Policy section 1.2.2 The City of Calgary is committed to ongoing capital investment in arts infrastructure, as a net-gain in facilities and arts spaces as Calgary continues to grow is critical to the success of the arts sector. The City is aware that long-term sustainability of the sector requires support to improve the affordability of artist work and performance spaces. The City will work with the private sector to both protect existing arts spaces and include the creation of new spaces as part of developing buildings and neighbourhoods. - o Updates recommended: Ensure need for spaces / shared spaces is identified. From below: Ensure the ideas of infrastructure and accessibility / physical accessibility is included. - o Draft 2: <u>1.2.2 The City of Calgary is committed to ongoing capital investment in arts infrastructure, as a net-gain in facilities and arts spaces as Calgary continues to grow is critical to the success of the arts sector. The City is aware that long-term sustainability of the sector requires support to improve the affordability of artist work and performance spaces, including shared spaces. The City will work with the private sector to both protect existing arts spaces and include the creation of new spaces as part of developing buildings and neighbourhoods. The City is aware of the positive impact that accessible spaces have on the ability of audiences and artists to participate in the arts. See also 6.1.11.</u>
Resource allocation • Funding and resources for arts organizations • Transparency in resource allocation • Support for underserved and equity-deserving artists	Funding and resources for arts organizations - What We Heard: "Participants emphasized the importance of <u>fair and transparent resource allocation</u> to champion equity in the arts. They highlighted the need for funding and resources that go directly to equity-deserving groups that support arts organizations and individual artists, across all career stages, including emerging and underserved artists." - What We Did: - o Draft 1: Refer to Policy section 6.1.10, as shown above. - o Updates recommended: ensure concepts are included re. "fair and transparent resource allocation" and the supporting programs being led by equity-deserving groups. - o Draft 2: see above. Transparency in resource allocation - What We Heard: "<u>Transparency in how resources are</u>

	<u>distributed</u> was seen as essential to building trust and ensuring equitable opportunities for all.” - What We Did: - o Draft 1: Refer to Policy section 6.1.10, as shown above. - o Updates recommended: ensure the idea of “transparency” is included. - o Draft 2: see above. Support for underserved and equity-deserving artists - What We Heard: “They also called for greater support for <u>diverse artistic practices, intergenerational collaboration, and artists working in various media.</u>” - What We Did: - o Draft 1: re. diverse artistic practices... artists working in various media... refer to Policy section 6.1.1, as shown above. - o Updates recommended: ensure the idea of “diverse artistic practices”, i.e. diverse cultures is included. - o Draft 2: see above. - What We Did: - o Draft 1: re. intergenerational collaboration... refer to Policy section 6.1.2, as shown above. - o Updates recommended: add “Support artists of all generations and seek out opportunities for intergenerational collaboration.” - o Draft 2: see above.
Infrastructure and accessibility • Inclusive language • Financial barriers • Physical barriers	Inclusive language - What We Heard: “They emphasized the need to use inclusive language that highlights key terms like “accessibility” and “disability”.” - What We Did: - o Draft 1: re. inclusive language, refer to Policy section 6.1.11 The arts sector should champion the elimination of systemic issues creating barriers that prevent or discourage participation in the arts. To improve systems, barriers must first be identified and understood through the effective engagement of interested parties, meaning that research is needed with the people who are directly impacted. Most research should be undertaken by larger organizations, with the results being shared across the arts sector. This includes issues felt by artists, arts organizations, audiences and/or participants in arts programming. All municipal arts funding recipients should contribute to the reduction or elimination of barriers to participation, whether through advocacy or the constant improvement of processes and services, where possible. - o Updates recommended: Add references to barriers, e.g., ensuring language is inclusive, and disability /



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accessibility. From above, Ensure to include addressing barriers related to grant applications; ensure the idea of “equal opportunities to thrive” is included.

- Draft 2: **6.1.11 The arts sector should champion the elimination of systemic issues creating barriers that prevent or discourage participation in the arts.** To improve systems, barriers must first be identified and understood through the effective engagement of interested parties, meaning that research is needed with the people who are directly impacted. Research, in general, should be undertaken by the organizations with the mandate or capacity to do so, with the results being shared across the arts sector. This includes issues experienced by artists, arts organizations, audiences and/or participants in the arts. The underlying causes of systemic issues often relate to exclusionary processes, but also include ableist physical systems and infrastructure, so awareness of accessibility and disabilities is recommended. Consideration should be given to inclusive language. All municipal arts funding recipients should contribute to the reduction or elimination of barriers to participation, whether through advocacy or the constant improvement of processes and services, where possible. Good news stories should be shared with Calgarians.

Financial barriers

- What We Heard: “**Financial barriers** were noted as a significant challenge, impacting both artists’ ability to create and **audiences**’ ability to participate in the arts.”
- What We Did:
 - Draft 1: re. financial barriers impacting the ability for audience members to participate in the arts, refer to Policy section 1.2.1, as shown above.
 - Updates recommended: ensure the concept of financial barriers for audiences are included
 - Draft 2: See above.
- What We Did:
 - Draft 1: re. impacting artists’ ability to create, refer to Policy section 6.1.10, as shown above.
 - Updates recommended: ensure the concept of systemic barriers impacting artists’ ability to create is included.
 - Draft 2: See above.

Physical barriers

- What We Heard: “Participants highlighted the importance of addressing **infrastructure** and accessibility to advance equity in the arts.” and “Additionally, **physical accessibility** issues, such

	as venues that are not accessible to individuals with disabilities or those who use public transit, were identified as critical barriers that need to be addressed to ensure the arts are inclusive for everyone.” - What We Did: - o Draft 1: Refer to Policy section 1.2.2, as shown above. - o Updates recommended: Ensure the ideas of infrastructure and accessibility / physical accessibility is included. - o Draft 2: see above.
Equity and representation • Leadership and boards • Authentic and inclusive representation	Leadership and boards - What We Heard: “Participants emphasized the need for greater equity and <u>representation</u> in the arts. They highlighted the importance of <u>diverse leadership and board memberships that reflect the communities they serve.</u>” - What We Did: - o Draft 1: refer to Policy section 6.1.10, as shown above - o Updates recommended: ensure concept of representation in the arts (i.e., stories) and representation in leadership and decision-making positions. - o Draft 2: see above. Authentic and inclusive representation - What We Heard: “Authentic and inclusive <u>representation</u> of artists was also seen as essential, ensuring that artists from equity-deserving groups are genuinely <u>included and celebrated</u>. These changes were viewed as key to building a more equitable and representative arts sector.” - What We Did: - o Draft 1: Refer to Policy section 6.1.10, as shown above. - o Updates recommended: ensure the concepts of representation is included. - o Draft 2: see above.
Role of arts organizations in championing equity • Collaboration and collective resources • Primary focus of arts organizations	Collaboration and collective resources - What We Heard: “Participants discussed the role of arts organizations and emphasized that <u>collaboration and sharing collective resources</u> were valuable ways to champion equity.” - What We Did: - o Draft 1: refer to Policy section 6.1.12, as shown above. - o Updates recommended: ensure that the concept of collaboration and collective resources are included. - o Draft 2: see above. - Primary focus of arts organizations What We Heard: “Some participants felt that the focus should be on artistic creation and raised <u>concerns about the capacity</u> of



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	smaller organizations to take on additional responsibilities to advance these initiatives.” - What We Did: - o Draft 1: Refer to Policy section 6.2 Roles and responsibilities: 6.2.7 Individuals or organizations receiving municipal funding for the arts from The City of Calgary directly, or indirectly through Civic Partners. 6.2.7.2 Implement the Guiding Principles/best practices listed in section 6.1 of the Policy, as indicated in contracts or agreements for municipal funding, on a case-by-case basis. - o Updates recommended: clarify the connection between the Policy and the funding grants. - o Draft 2: <u>6.2 Roles and responsibilities: 6.2.7 Individuals or organizations receiving municipal funding for the arts from The City of Calgary directly, or indirectly through Civic Partners. 6.2.7.2 Implement the Guiding Principles/best practices listed in section 6.1 of the Policy, as indicated in contracts or agreements for municipal funding, on a case-by-case basis. Keep in mind that the requirements for funding related to the Policy need to be clearly communicated as part of the grant opportunity release.</u>
Community engagement and collaboration • Community outreach • Cross-sector collaboration	Community outreach - What We Heard: “Participants emphasized the importance of <u>community engagement and collaboration</u> to better promote the arts and their contributions to Calgary. They suggested reaching out directly to all neighborhoods and audiences that may not currently engage with arts to understand their interests and remove barriers to participation.” - What We Did: - o Draft 1: Refer to Policy section 6.1.16, as shown above. - o Updates recommended: ensure community engagement is included. - o Draft 2: see above. Cross-sector collaboration - What We Heard: “<u>Cross-sector collaboration</u> with non-arts organizations, such as private businesses and corporations, was highlighted as a way to create opportunities to reach wider audiences and foster greater community involvement.” - What We Did: - o Draft 1: Refer to Policy section 6.1.7, as shown above. - o Updates recommended: ensure cross-sector collaboration is included (and also community partnerships outside the arts sector) - o Draft 2: see above.



Targeted Promotion - Youth and education - Promotion tactics	Youth and education - What We Heard: “Participants highlighted the need for <u>targeted promotion tactics</u> to better showcase the arts. They suggested focusing on youth and education by integrating arts education into schools and providing opportunities for young people to engage with the arts.” - What We Did: ○ Draft 1: Refer to Policy section 6.1.15, as shown above. ○ Updates recommended: ensure the idea of promotion of the arts to youth is included. ○ Draft 2: see above. Promotion tactics - What We Heard: “Additionally, participants emphasized the importance of using diverse media platforms such as journalism, social media, TV programs, and podcasts to <u>promote local artists and their work.</u>” - What We Did: ○ Draft 1: Refer to Policy section 6.1.14, as shown above. ○ Updates recommended: ensure “local artists and their work” is included; “Consider diversifying promotional and communication methods in order to reach the widest range of audiences.” Note that the details of the methods for promotion would go in the Management Framework. ○ Draft 2: see above.
Promotion supports for artists - Underrepresented and equity-deserving artists - Local artists and events - Funding and supports	Underrepresented and equity-deserving artists - What We Heard: “Participants emphasized the need for stronger support for artists, particularly those who are underrepresented and don’t receive adequate support, such as early-career artists and those from equity-deserving groups.” - What We Did: ○ Draft 1: re. support... early-career artists, refer to Policy section 6.1.2, as shown above. ○ Updates recommended: no additional changes – comments are already addressed. ○ Draft 2: see above. - What We Did: ○ Draft 1: re. support... equity-deserving artists, refer to Policy section 6.1.10, as shown above. ○ Updates recommended: no additional changes – comments are already addressed. ○ Draft 2: see above. Local artists and events - What We Heard: “They highlighted the importance of <u>elevating independent and local artists</u>, as well as <u>promoting smaller, community-driven events.</u>”



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	- What We Did: - o Draft 1: re. elevating local artists, refer to Policy section 6.1.14, as shown above. - o Updates recommended: no additional changes – comments are already addressed. - o Draft 2: see above. - What We Did: - o Draft 1: re. promoting smaller, community-driven events, refer to Policy section 6.1.15, as shown above. - o Updates recommended: “Consider cross-promotional opportunities that support community-driven events.” - o Draft 2: see above. Funding and supports - What We Heard: “Providing dedicated resources and funding for these artists and initiatives would ensure they have the <u>tools and opportunities needed to thrive in Calgary’s arts sector</u>.” - What We Did: - o Draft 1: Refer to Policy section 1.2.4 The City of Calgary is committed to ensuring resources are secured that enable artists to remain in Calgary, as talent attraction and retention is critical to the success of the arts sector. The City is aware that the sustainability of Calgary’s art sector is closely tied to the affordability and availability of spaces to live and work, as well as opportunities for artists to maintain a consistent income. - o Updates recommended: from below - recommend update to The City’s commitment that’s focused on the desired outcome of keeping artists in Calgary as related to efficiency / effectiveness. - o Draft 2: <u>1.2.4 The City of Calgary is committed to ensuring resources are secured that enable artists to remain in Calgary, as talent attraction and retention is critical to the success of the arts sector. The City is aware that the sustainability of Calgary’s art sector is closely tied to the affordability and availability of spaces to live and work, as well as opportunities for artists to maintain a consistent income. Talent retention is key to the effective implementation of this Policy and the achievement of the desired outcomes listed in section 1.1.</u>
Support and resources • Clear direction and guidance • Mental health support • Mentorship & Training	Clear direction and guidance - What We Heard: “Participants emphasized the need for adequate support and resources to effectively implement the Guiding Principles. They <u>highlighted the importance of clear guidance and direction</u>... Specific support needs mentioned... <u>ongoing funding</u>... However, some participants pointed out that diversifying programming is necessary to ensure resiliency



and accountability and that while these **Guiding Principles may work well for some organizations, they may not be suitable for all arts organizations.**

- What We Did:
 - o Draft 1: re. clear guidance and direction, refer to Policy section 6.1.17 (strategic planning), as shown above.
 - o Updates recommended: no additional changes – comments are already addressed.
 - o Draft 2: see above.
- What We Did:
 - o Draft 1: re. ongoing funding, refer to Policy section 1.2.1, as shown above.
 - o Updates recommended: no additional changes – comments are already addressed.
 - o Draft 2: see above.
- What We Did:
 - o Draft 1: re. diversifying programming is not suitable for all..., refer to Policy section 6.2.7.2, as shown above.
 - o Updates recommended: refer to a clarification statement under the “roles and responsibilities” section 6.2.7.2. To summarize, there is an expectation that municipal arts funding benefits Calgary in the ways described in section 1.1 of the policy, but how specific guiding principles apply to individual artists and arts organizations is determined on a case-by-case basis by the funders.
 - o Draft 2: see above.

Mental health support

- What We Heard: “Specific support needs mentioned included... **mental health resources.**”
- What We Did:
 - o Draft 1: re. mental health support, note that this content is not contained in draft 1 of the Policy.
 - o Updates recommended: Clarify in project communications that decisions about the types of grants provided are out of scope for the Civic Arts Policy, as they are day-to-day operational decisions. This includes examples such as an artist wanting to incorporate mental health support themes in their artwork, or recommendations for the types of human resources programs provided by organizations in the arts sector, e.g., healthcare. Recommendations, if available, would be recorded in the Management Framework. See the related principle 6.1.15.

Mentorship & Training

- What We Heard: “They highlighted the importance of... **opportunities to learn best practices and collaborate with other arts organizations to learn and share resources.**”



	Specific support needs mentioned included... <u>training in data collection, business strategies, grant research and writing... resources...</u> - What We Did: - o Draft 1: re. opportunities to learn, collaborate and share resources... refer to Policy section 6.1.12, as shown above. - o Updates recommended: information is already included above. - o Draft 2: see above. - What We Did: - o Draft 1: re. training in data collection, business strategies, grant research and writing... refer to Policy section 6.1.20, as shown above. - o Updates recommended: ensure training in data collection, grant research and writing is included. Note that training in business strategies is already included. - o Draft 2: see above. - What We Did: - o Draft 1: re. mentorship... refer to Policy section 6.1.2, as shown above. - o Updates recommended: included above. - o Draft 2: see above.
Reporting and accountability • Accountability • Data collection	Accountability - What We Heard: "Participants stressed the importance of <u>balancing accountability and reporting requirements</u> for arts organizations. They felt that accountability should focus more on the process of creating art rather than just the outcomes, especially for new, innovative projects which are often difficult to measure at first but can have significant impact." - What We Did: - o Draft 1: re. accountability and reporting, refer to Policy section 6.1.19 The arts sector should champion the promotion of success stories. Encourage accountability for the use of municipal funding. Accountability generally starts with an understanding of the outcomes that are expected for the funding provided, includes definitions of what success means, performance measures, and then communicating the successes. This has benefits not only for accountability to the funders, but also with the support for the arts in general from citizens at large. - o Updates recommended: "Funders need to balance the level of requests for reporting with the level of funding provided." - o Draft 2: see <u>6.1.19 The arts sector should encourage accountability for the use of municipal arts funding, and champion the related promotion of success stories. Accountability generally starts with an</u>



	understanding of the outcomes that are expected for the funding provided, and includes definitions of what success means and the related performance measures. Funders need to include risk assessment in their processes, but the tolerance of risk needs to be balanced with the need to support creativity and innovation. Communicating the successes achieved by artists and arts organizations has benefits not only for accountability to the funders, but also with the support for the arts in general from citizens at large. Funders need to balance the level of requests for reporting with the level of funding provided. See also 6.1.20. Data collection - What We Heard: “Some participants expressed concerns about the extensive reporting demands, noting that the time and effort required for detailed data collection is overwhelming. They suggested that reporting should be proportionate to the grant amount and that qualitative data, such as stories and personal experiences, should be valued more than quantitative metrics.” - What We Did: - o Draft 1: re. reporting should be proportionate, refer to Policy section 6.1.19, as shown above. - o Updates recommended: no additional changes – comments are already addressed. See above. - What We Did: - o Draft 1: re. stories, refer to Policy section 6.1.10, as shown above. - o Updates recommended: include reference to the inequitable telling of stories - o Draft 2: see above.
Community involvement • Inclusivity • Engagement	Inclusivity - What We Heard: “Participants emphasized the importance of involving the community and artists in decision-making processes. Ensuring that artists from diverse backgrounds, including Indigenous artists, are supported and represented in funding opportunities was also noted as a key priority. Well-balanced committees, with diverse and inclusive members, were seen as essential for making fair decisions.” - What We Did: - o Draft 1: Refer to Policy section 1.2.3 The City of Calgary is committed to working collaboratively with leaders in the arts sector on Calgary’s long-term planning, ensuring arts and culture considerations are included in Municipal urban planning. The City is aware of the critical impact that municipal planning decisions have on the sustainability of Calgary’s arts sector, including zoning,



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	the development of shared public spaces and the distances people need to travel to participate in the arts. ○ Updates recommended: Expand the commitment statement to include artists and community. ○ Draft 2: <u>1.2.3 The City of Calgary is committed to working collaboratively with the arts sector on Calgary's long-term planning, ensuring arts and culture considerations are included in municipal urban planning. Engagement of arts sector Civic Partners, arts organizations, artists and Calgarians is recommended. The City is aware of the critical impact that municipal planning decisions have on the sustainability of Calgary's arts sector, including zoning, the development of shared public spaces and the distances people need to travel to participate in the arts.</u> Engagement - What We Heard: They suggested <u>gathering input from artists before starting projects</u> and ensuring communication is ongoing, as different art disciplines require specific approaches. - What We Did: ○ Draft 1: re. gathering input from artists before starting projects, refer to Policy section 6.1.8, as shown above. ○ Updates recommended: It's unclear what "input from artists" is specifically being suggested, but it possibly relates to including artists in planning and visioning. Ensure this idea is included. ○ Draft 2: see above.
Policy and Resource Demand • Policy implementation • Resources and Infrastructure	Policy implementation - What We Heard: "Participants emphasized the importance of effective policy implementation and <u>resource management</u> to support the arts community." - What We Did: ○ Draft 1: re. resource management, refer to Policy section 1.2.4, as shown above ○ Updates recommended: Although it's unclear what specific actions are being requested related to policy implementation and resource management, no additional changes are recommended, as the comments are already addressed. See above. Resources and Infrastructure - What We Heard: "They highlighted the need for <u>clear</u> and <u>equitable resource allocation</u> to address the growing demands on artists and organizations. <u>Affordable and accessible infrastructure</u>, such as mid-sized art spaces, was seen as critical to fostering creativity and inclusivity."

	- What We Did: - o Draft 1: re. clear and equitable resource allocation, refer to Policy section 6.1.10, as shown above - o Updates recommended: no additional changes – comments are already addressed. See above. - What We Did: - o re. infrastructure, refer to Policy section 1.2.2, as shown above. - o Updates recommended: no additional changes – comments are already addressed. See above.
Artist Support • Financial stability • Inclusivity and focus on Calgary	Financial stability - What We Heard: “Participants highlighted the need for greater support and stability for artists in Calgary. They called for long-term financial stability for artists through sustained funding and paid opportunities, allowing artists to focus on creating without constant financial uncertainty.” - What We Did: - o Draft 1: re. financial stability, refer to Policy section 1.2.1, as shown above - o Updates recommended: no additional changes – comments are already addressed. See above. - What We Did: - o Draft 1: re. need for greater support, refer to Policy section 1.2.4, as shown above - o Updates recommended: no additional changes – comments are already addressed. See above. Inclusivity and focus on Calgary - What We Heard: “Emphasizing <u>Calgary’s unique artistic identity</u>, participants suggested policies that <u>prioritize local talent</u> and ensure representation for <u>Indigenous artists from all Nations</u>.” - What We Did: - o Draft 1: re. promote artists, refer to Policy section 6.1.14, as shown above - o Updates recommended: no additional changes – comments are already addressed. See above. - What We Did: - o Draft 1: re. prioritize local talent / ensure representation for Indigenous artists from all Nations, refer to Policy section 6.1.4 The arts sector should support the inclusion of national and international artists. Include and celebrate the contribution of artists beyond the local arts scene of residents from Calgary and the Treaty 7 area. National and international artists benefit Calgary’s artists in many ways, including bringing in new audience members, participants and private funding sources; and providing mentorship opportunities for local artists.



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	○ Updates recommended: Ensure Treaty 7 artists are included in local initiatives. Note the inclusion of the benefits to all when we also welcome regional, national and international talent. ○ Draft 2: <u>6.1.4 The arts sector should support the inclusion of regional, national and international artists. Include and celebrate the contribution of artists beyond the local arts scene of residents from Calgary. Ensure locally-focused initiatives include representation from Indigenous artists throughout the Treaty 7 area. National and international artists, including Indigenous artists from all Nations, benefit Calgary's artists in many ways, including bringing in new audience members, participants and private funding sources; and providing mentorship opportunities for local artists.</u>
Concerns over Guiding Principles • Clear priorities • Capacity of arts organizations See page 9, 11 and 17 in the WWHR	Clear priorities - What We Heard: "Participants shared concerns about the guiding principles for improving <u>collaboration</u>, suggesting a need for clearer <u>explanations of key terms</u> and more detailed <u>success measures</u>. They also expressed uncertainty about whether arts organizations are <u>expected to fulfill all the guiding principles</u> and raised concerns about potential penalties for not meeting every objective." - What We Did: ○ Draft 1: re. collaboration (throughout the arts sector), refer to Policy section 6.1.8, as shown above. ○ Updates recommended: no additional changes – comments are already addressed. See above. - What We Did: ○ Draft 1: re. key terms, refer to Policy section 6.1.20, as shown above. ○ Updates recommended: Ensure the idea of needing consistent understanding of key terms and industry/sector standards. ○ Draft 2: see above. - What We Did: ○ Draft 1: re. more detailed success measures, refer to Policy section 6.1.19, as shown above. ○ Updates recommended: no additional changes – comments are already addressed. See above. - What We Did: ○ Draft 1: re. support being needed for more detailed success measures, refer to Policy section 6.1.20, as shown above. ○ Updates recommended: no additional changes – comments are already addressed. See above. - What We Did:

	○ Draft 1: re. expressed uncertainty about whether arts organizations are expected to fulfill all the guiding principles and raised concerns about potential penalties for not meeting every objective, refer to Policy section 6.2.7, 6.2.7.1, and 6.2.7.2, as shown above. ○ Updates recommended: No additional changes – comments are already addressed. Capacity of arts organizations - What We Heard: “What We Heard: “Participants noted that different arts organizations have unique roles and <u>should not be expected to meet all the guiding principles</u>. A balanced arts ecosystem with specialized organizations is needed. Concern was raised about phrases like “valuing a range of art practices,” which could lead to unrealistic expectations, such as supporting all art forms or artists at every stage.” And “Participants raised concerns about the guiding principles, particularly around the resources needed and the capacity of arts organizations to implement them fully. There were also concerns about the disconnect between the guiding principles and the mandates of the arts organizations themselves.” - What We Did: ○ Draft 1: re. expectation to meet all the guiding principles, refer to Policy section 6.2.7, 6.2.7.1, and 6.2.7.2, as shown above. ○ Updates recommended: No additional changes – comments are already addressed.
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Next steps

- The next steps for the updated policy include internal reviews, The City collaborating with Civic Partners, Calgary Arts Development, and the Cultural Leadership Council to ensure feedback from Phase 1 engagement is addressed.
- In February 2025, the draft updated policy will be shared with the arts sector as part of Phase 2 engagement to gather further feedback.
- Following this, the policy will be finalized and proposed to the Community Development Committee for consideration.
- If supported, it will proceed to City Council in summer 2025.
- If the policy is approved by City Council, its content will inform the upcoming update to the Cultural Plan for Calgary (2016-2025), with that report expected to be presented to Council in early 2026.