



Strategic Direction #1

Building Cultural Capacity

#	Action / Tasks	Status	Notes
1.	Strengthen Municipal Capacity		
1.1	<ul style="list-style-type: none"> Convene a staff forum to introduce the CMP and explore additional opportunities to connect culture with agendas in other departments. 	Complete and ongoing	Interdepartmental collaboration and understanding of culture initiatives has increased dramatically since the CMP was implemented.
1.2	<ul style="list-style-type: none"> Establish mechanism to support cultural planning and development across departments and to identify opportunities to integrate culture into City plans and priorities. 	Complete and ongoing	Environment for support and identification of culture opportunities has increased. Council's Strategic Plan has great emphasis on culture priorities. Amalgamation of Recreation and Culture departments has raised profile of culture.
1.3	<ul style="list-style-type: none"> Investigate a Cultural Development Officer position to assume a community development and capacity building role in support of the cultural sector in Spruce Grove. 	Complete	Amalgamation of Recreation and Culture departments has created greater community development emphasis and staffing focus.
1.4	<ul style="list-style-type: none"> Ensure that any new cultural investment by the City is supported by strong return on investment (ROI) arguments and evidence. The calculation of ROI should include both social and economic returns. 	Complete	Projects and initiatives have focused on ROI arguments which has resulted in approvals and support from Administration, Council, and the community (i.e. Civic Centre, Columbus Park)



#	Action / Tasks	Status	Notes
1.5	<ul style="list-style-type: none"> Produce a “Cultural Report Card” on a regular (annual, biennial) basis to celebrate progress in implementing the CMP and other cultural achievements. The Report Card will make use of indicators and performance measures established to monitor progress in implementing by CMP. Produce the Report Card to coincide with an annual Cultural Summit (below). 	Complete	<p>This was produced early on following the development of the CMP.</p> <p>This summary closes the loop on the CMP by providing an overall reporting of the status and finalization of the CMP.</p>
1.6	<ul style="list-style-type: none"> Convene issue-based forums to gain input from the community on specific recommended Actions in the CMP or other cultural issues as they arise. 	Complete	<p>Implemented early on after CMP development. Ongoing community development and engagement continues to take place and has been enhanced over the last several years.</p> <p>CSAC will provide additional and ongoing input from community representatives as well.</p>
1.7	<ul style="list-style-type: none"> Establish and sustain a cooperative environment between the City and schools. 	Complete	Updated JUPA and increased collaboration/relationship building related to Horizon Stage.
2.	Integrate Culture in Municipal Planning		
2.1	<ul style="list-style-type: none"> Examine opportunities to connect the CMP with the Social Sustainability Plan (SSP) particularly in those Strategies and Actions related to <i>Community Engagement</i> and <i>Spruce Grove as an Inclusive City</i>. Implementation of the CMP should also be guided by the planning and decision-making processes set out in <i>Civic Governance and Administrative Services</i> particularly its emphasis on value-driven and cross-departmental ways of working. 	Complete	As mentioned, cross-departmental collaboration has increased dramatically and opportunities to enhance programming or differentiate programming has become clearer.



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2.2	<ul style="list-style-type: none"> Consistent with leading practice, work toward extending the SSP's "three pillar" (i.e., social, economic, environmental) understanding of sustainability to include the "fourth pillar" of culture⁶. 	Complete	<p>While not formalized in any particular documentation, the emphasis and profile on culture has increased, recognizing the importance related to community sustainability.</p> <p>Examples include investments in Civic Centre, Columbus Park, Re-imagined Central Park, numerous policies (Public Art), MDP and Strategic Plan priorities/actions.</p>
2.3	<ul style="list-style-type: none"> As one component of the soon to be launched Economic Development Strategy for Spruce Grove, examine opportunities for growing cultural industries as part of an expanding creative economy. 	Ongoing	It is anticipated that the Event Hosting project being led by the EDAC committee will consider cultural events as part of this project.
3.	Build Community Capacity		
3.1	<ul style="list-style-type: none"> Communicate the CMP widely in the community. Identify key messages stressing the breadth of cultural resources and their contributions to economic prosperity and quality of life in Spruce Grove. 	Complete	Document has been widely referenced in both internal and external programs and planning. Continue to communicate the value of cultural resources and opportunities.

⁶ United Cities and Local Governments. Culture: The Fourth Pillar of Sustainability.



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3.2	<ul style="list-style-type: none"> Establish a Cultural Resource Centre similar to the Recreation Resource Centre to support sustainability and capacity building in the cultural sector. Examine the potential to extend the Recreation Resource Centre to address cultural sector needs. 	Complete	Amalgamating Recreation and Culture together has allowed for better alignment. While the Resource Centre is not being utilized fully as originally intended, it is because other community development opportunities and support have replaced and enhanced the capacity building in both recreation and culture sector.
3.3	<ul style="list-style-type: none"> Establish a cultural hub where members of the cultural sector in Spruce Grove can gather, share information and forge new partnerships. Consider the Cultural Resource Centre as a venue for this activity. 	Incomplete	As mentioned above, a specific physical cultural hub has not been created; however, community development and collaboration within the cultural sector and with the City has increased. In short, a different and better approach was taken, and efforts continue to support partnerships and share information.
3.4	<ul style="list-style-type: none"> Establish a Cultural Leadership Group (CLG) connecting the City with representatives of the cultural sector, together with community and business leaders to support implementation of the CMP and ongoing cultural plans and initiatives. The City should provide administrative support to this group. The Group functions by establishing task-based working groups to take responsibility for specific actions. The working group draw expertise from the community in implementing the action. 	Incomplete	A specific CLG was not created; however, representatives of the cultural sector are regularly brought together and/or have worked with the City on implementation of the CMP and other initiatives. Examples include both the library and Allied Arts Council that has worked with the City on Civic Centre needs/opportunities and other programming (i.e. public art / murals).



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3.5	<ul style="list-style-type: none"> A key responsibility of the group should be to convene an annual (or biennial) Cultural Summit that engages a wide cross-section of the cultural sector and the broader community to celebrate achievements in implementing the CMP and other cultural initiatives over the past year (or alternate timeframe to be determined). Use the gathering as a forum for “opportunity citing” to identify new cultural development ideas or initiatives. Examine best practices for such events in other Canadian municipalities. Some municipalities have used Cultural Summits to launch their cultural plans, building visibility and momentum and identifying individuals interested in joining working groups charged with implementing specific recommended Actions. 	Complete	Several “summits” were conducted in the early years of the CMP. These paused during COVID and have not been re-introduced in the same format. As mentioned previously, collaboration with municipal and community partners takes place regularly for the support and development for tri-regional initiatives.
3.6	<ul style="list-style-type: none"> Leverage the City’s existing Volunteer Opportunities program to reach out to recruit young adults to assume leadership roles in cultural organizations. Recruiting the next generation of volunteer leaders can also bring new perspectives to “refresh” programs and services. 	Complete	<p>Much work has been done to promote volunteer opportunities both for City recreation and culture initiatives as well as with groups and organizations from a capacity building standpoint.</p> <p>Examples include the City’s Leaders in Training program, Canada Day and other events, Funders Forum, Public Art, Youth Council, Stagelighters, etc.</p>
4.	Strengthen Municipal Collaboration		
4.1	<ul style="list-style-type: none"> Establish a Tri-Municipal cultural leadership group to extend existing cultural collaboration across the three municipalities. Ensure both municipal and culture sector representation. 	Complete	While this is currently not a formalized group, there is ongoing information sharing and collaboration occurring as opportunities arise.
4.2	<ul style="list-style-type: none"> Convene a Tri-Municipal Cultural Summit on a regular (to be determined) basis. The Summit will connect people working in the cultural sector across the three municipalities with municipal staff. A less frequent Summit (e.g., every five years) could provide additional resources to mount an ambitious program including speakers and opportunities for professional development. 	Complete	As mentioned earlier, this happened early days after the CMP was developed. It now takes the form of regular collaboration amongst Tri-region municipal and community partners from an enhanced community development perspective.



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4.3	<ul style="list-style-type: none">Consider the potential to use Cost Sharing agreements currently restricted to cultural facilities to support cross-municipal collaboration on initiatives such as shared programming, marketing and promotion, professional development, among other areas of shared interests and needs.	Complete and ongoing	Cost share agreements are in place for both recreation and culture facilities. Cross-municipal sharing of information, partnerships and training continues as opportunities arise.



Strategic Direction #2 Strengthen Marketing & Communication

#	Action / Tasks	Status	Notes
5.	Develop and Implement an Integrated Marketing Strategy		
5.1	<ul style="list-style-type: none"> Strengthen coordinated marketing for cultural programs delivered by the City with recreation programs, and Horizon Stage and Library programs. 	Complete	Enhance promotion and focus on programs. This has been seen with increased participation, sales, public engagement, etc.
5.2	<ul style="list-style-type: none"> Develop a cultural brand for Spruce Grove to support marketing and cross-promotion of programs and events as well as stimulating a stronger sense of community within the cultural sector. The brand should be available to any organization for use in print or web-based marketing materials, event banners, etc. 	Partially complete	There has been increased attention given to certain aspects of branding related to culture (i.e. Horizon Stage). Overall City of Spruce Grove branding is currently under development.
5.3	<ul style="list-style-type: none"> Investigate the potential for establishing a “What’s on in Spruce Grove this week?” as a web-based marketing tool resource promoting a wide range of cultural and, potentially, other community events or activities. 	Incomplete	This is currently on the radar for implementation once other priorities have been completed and website upgrades are complete.
5.4	<ul style="list-style-type: none"> Building on the shared calendar of events established by the Library and Art Gallery, investigate best practices in cultural calendars in use in other Canadian municipalities. 	Complete	Much of the work in understanding best practices for community event calendaring has been completed. It is now a matter of implementation following the completion of several other priorities and website upgrades are complete.



#	Action / Tasks	Status	Notes
5.5	<ul style="list-style-type: none">Investigate the creation of a Spruce Grove Cultural Portal as a “one-window” point of access to culture in the city. Elements of the portal could include a blog, a calendar of events, an interactive map spatially locating and promoting different categories of cultural resources (geo-coded data can be produced based on cultural mapping findings) and a platform for collecting and sharing important community or cultural stories, etc. Again examine best practices in other municipalities.	Complete and ongoing	Much of the “investigation” has been completed. There are several initiatives under development that need to take place before full implementation can be actioned. Examples include way-finding signage, branding, website enhancements, etc.



Strategic Direction #3

Support City Centre Revitalization

#	Action / Tasks	Status	Notes
6. Use Programming to Attract People to the Area			
6.1	<ul style="list-style-type: none"> Working through the BRZ and Horizon Stage, consider opportunities for bringing music performances and other public events including heritage events to the City Centre. 	Complete	Investment in Columbus Park and collaboration with CCBA.
6.2	<ul style="list-style-type: none"> Investigate the feasibility of purchasing moveable staging for performances in the area. 	Partially complete	Capital plan limitations: however, a permanent stage was created in Columbus Park.
6.3	<ul style="list-style-type: none"> Acquire a temporary cover for outdoor spaces to support group gatherings in inclement weather. 	Complete	Investments in Columbus Park include some cover. Other events utilize temporary covering.
7. Establish Small Scale Cultural Spaces			
7.1	<ul style="list-style-type: none"> Identify empty or underutilized spaces in buildings in the City Centre as locations for artists' studios. With sufficient space, an artists' co-op could be formed to exhibit and support the work of a range of Spruce Grove visual artists. 	Ongoing	Investments in the City Centre have just been completed over the last several years. Exploring further investments and promotional opportunities is ongoing.
7.2	<ul style="list-style-type: none"> Use similar vacant or underutilized space as venues for outreach programming delivered by organizations such as the Library and Art Gallery. 	Incomplete	To date, no outreach programming specific to the City Centre has been implemented.
7.3	<ul style="list-style-type: none"> Support growth in creative cultural industries by using underutilized space as a shared workspace. 	Ongoing	Some small business supports through Economic Development and City events are related to cultural industries and markets.
7.4	<ul style="list-style-type: none"> In response to the call for a smaller performing arts venue than Horizon Stage, consider constructing a small "black box" theatre for use by cultural groups and to support programming in the City Centre. 	Complete	This has been developed as part of the Civic Centre, although obviously not located within the City Centre. The Columbus Park "stage" can be utilized as a smaller



			performing arts venue within the City Centre.
#	Action / Tasks	Status	Notes
7.5	<ul style="list-style-type: none"> Use effective lighting and urban design features to establish a visual identity for City Centre and to define/demarcate specific outdoor spaces. 	Complete	Several investments in the City Centre from both a lighting, urban design, landscaping, and outdoor spaces.
7.6	<ul style="list-style-type: none"> Work toward establishing a critical mass of cultural facilities and activities in order to create a Culture District with amenities within easy walking distance from one another. 	Partially complete	While a “critical mass” of cultural facilities has not been advanced in a significant way, the investments and programming associated with the larger City Centre area have increased this. From Columbus Park, Library, Central Park, etc. there are a number of cultural amenities close together.
8.	Investigate the Potential for a Cultural Centre as a Catalyst for Revitalization		
8.1	<ul style="list-style-type: none"> Examine the experience of other Cities that have used cultural facilities as catalysts for downtown renewal/redevelopment. 	Complete	This has been explored; however, capital limitations would not make a significant cultural facility in the City Centre feasible at this time.
8.2	<ul style="list-style-type: none"> Undertake a feasibility study for building a Cultural Centre in the City Centre. 	Incomplete	Not economically feasible at this time with other capital priorities of the City.



Strategic Direction #4 Strengthen City Identity

#	Action / Tasks	Status	Notes
9.	Use Cultural Programming to Bolster and Express a Unique Identity		
9.1	<ul style="list-style-type: none"> Establish a collaborative program to collect and share community stories related to people, places, events or achievements that have shaped the city's identity. These stories are one vehicle for responding to the Social Sustainability Plan's recommendation to mark accomplishments and milestones and celebrate the strengths of the community as a means of bolstering community engagement.⁷ 	Partially complete	This has not been formalized in any particular way to date. Informally, there have been a number of examples where stories, events, etc. have been implemented. Ongoing work planning by the Agricultural Society – Archives also aligns with this Action. More to come.
9.2	<ul style="list-style-type: none"> Establish an environment for a new “signature festival” that would distinguish Spruce Grove from other communities in the region and which would connect to some aspect of the city's identity or character. 	Partially complete	<p>The environment around community capacity building and additional events (not just City led but City supported) has increased significantly. The definition of “signature festival” is debatable. Development of regular markets/events by the CCBA, the re-introduction of Agra Fair, Ribfest, Alberta Days, Grove Gatherings, etc. are all examples of how the “environment” has been created to enable local groups to take on additional programming/events.</p> <p>A major festival/event is currently being proposed for consideration as part of the Corporate Plan; however, does come with large resource requirements.</p>



#	Action / Tasks	Status	Notes
9.3	<ul style="list-style-type: none"> Strengthen attention to heritage in the city by undertaking a Cultural Heritage Management Plan. Such a plan will produce information about the physical heritage resources (including archaeological sites) to inform planning decisions related to new development. It can also identify important heritage stories and themes that could inform programming through such vehicles as small traveling exhibitions, historical plaques, historical “iTours” of the area, etc. 	Incomplete	There is a proposed Corporate Plan initiative in this regard for 2027.
9.4	<ul style="list-style-type: none"> Strengthen the use of historically important people, places or events/achievement when naming spaces in the city (e.g., new streets, parks or green spaces, municipal buildings, etc.). 	Ongoing	Re-development of the City Naming Policy is currently in progress and should be completed late 2024 or early 2025.
10.	Address Diversity and Inclusion		
10.1	<ul style="list-style-type: none"> Working through the Rotary Club’s Aboriginal Communities Committee, engage in a conversation with Aboriginal representatives to explore how Spruce Grove’s cultural organizations and activities can help respond to the cultural aspirations of Aboriginal communities. 	Complete	Relationships with several Indigenous partners have been enhanced. Support to the Skydancer Indigenous Cultural Centre has been given both from a human and financial resources perspective. Other programming has been enhanced with partnerships and learnings to support their programming as well as the City’s.

⁷ Moorhouse and Associates (2016). *City of Spruce Grove Social Sustainability Plan*. pg. 52



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10.2	<ul style="list-style-type: none"> Leverage the power of public art to increase the profile for Aboriginal communities within Spruce Grove. Whenever possible use Aboriginal artists to produce these works. 	Complete	Several public art initiatives have been completed or will be completed that emphasizes Indigenous artists, history, and reconciliation.
10.3	<ul style="list-style-type: none"> Make Aboriginal participation a central programming feature for Canada Day celebrations. 	Complete	With collaboration from Indigenous partners, this is now a core element to Canada Day Celebrations.
10.4	<ul style="list-style-type: none"> As Spruce Grove's population becomes increasingly diverse, develop a coordinated strategy for responding to the cultural needs and interests of these new residents. In keeping with leading practice, plan for cultural programs or events built on <i>intercultural</i> (not multicultural) assumptions focused on cross-cultural exchange. 	Complete and ongoing	Support by both Recreation and Culture and Community Social Development departments has been provided to identified cultural groups for programming and events.
10.5	<ul style="list-style-type: none"> As diversity increases, encourage cultural groups to reach out to members of diverse communities to join boards of directors and committees to bring new voices and perspectives. 	Complete and ongoing	Diversity and inclusion has become a standard lens for City involvement, and through community development staff (CSD and Rec & Culture) community groups are also encouraged to apply this lens.



Strategic Direction #5 Support Cultural Programs & Facilities

#	Action / Tasks	Status	Notes
11.	Increase Access to Cultural Facilities/Spaces		
11.1	<ul style="list-style-type: none"> In considering the feasibility of a multi-purpose Cultural Centre examine the potential of it including a large performing arts facility (550-800 seats) equipped with ample front of house amenities and reception space. Other elements could be a new location for the Library and an art gallery or exhibition space for visual arts. Feasibility would also determine possible locations other than the City Centre. 	Partially complete	<p>A large (550-800 seats) cultural centre has been explored at a high-level and is simply not economically feasible at this time. At the same time, the new Civic Centre under development includes a spectator arena that could host certain cultural initiatives, art gallery, branch library, and a smaller black box theatre. This facility is ultimately both a recreation and cultural centre.</p> <p>A second branch of the Spruce Grove Public Library will open in Q1 of 2025 at the Heavy Metal Place, resulting in expanded opportunities for access to culture and literary arts programming.</p>
11.2	<ul style="list-style-type: none"> Conduct an “audit” of existing facilities in the city currently or potentially used for cultural programming including schools, churches, restaurants or pubs with exhibition space for visual arts and performance space for live music. Once collected, make this information available to the community to facilitate access to these spaces. 	Complete and ongoing	Staff continue to work on an inventory of spaces and facilities where various art and culture activities and events can be hosted.
11.3	<ul style="list-style-type: none"> Monitor the plans of the Agricultural Society to build a tourism centre including archives adjacent to the Grain Elevator. 	Complete	The development of a tourism centre has not been completed per se; however, the City has enhanced its partnership and relationship with the Agricultural Society and is well aware of and helps to support any planning that is taking place (i.e.



			archives).
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