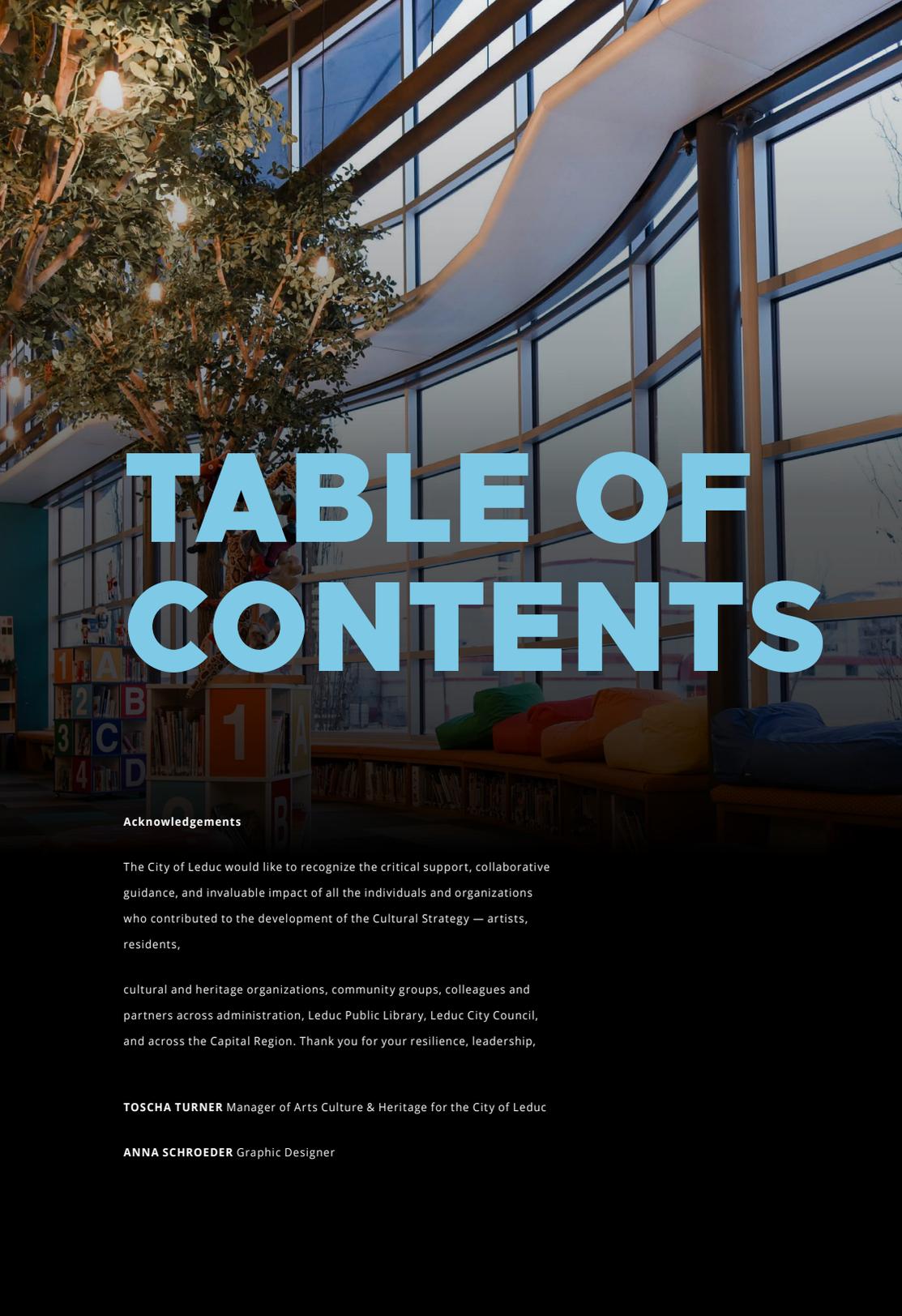




2021 - 2025

**CULTURAL DEVELOPMENT STRATEGY:**

# **BUILDING THE FOUNDATION**



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## Acknowledgements

The City of Leduc would like to recognize the critical support, collaborative guidance, and invaluable impact of all the individuals and organizations who contributed to the development of the Cultural Strategy — artists, residents,

cultural and heritage organizations, community groups, colleagues and partners across administration, Leduc Public Library, Leduc City Council, and across the Capital Region. Thank you for your resilience, leadership,

**TOSCHA TURNER** Manager of Arts Culture & Heritage for the City of Leduc

**ANNA SCHROEDER** Graphic Designer

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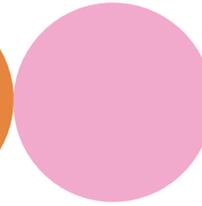
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# INTRODUCTION



## CULTURE & CULTURAL PLANNING

UNESCO<sup>1</sup> defines culture as “that complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by [a human] as a member of society.”<sup>2</sup> Culture encompasses communities’ identities, values, beliefs, aspirations, attitudes, knowledge, memories, and heritage, as well as how those aspects of human experience are expressed through stories, artistic and cultural practices, customs, language, food, environmental stewardship, dress and adornment, design and architecture, rituals, and religion. Culture reflects the times and lands where traditions and innovations emerge and is intertwined into every aspect of our lives. Cultural heritage is expressed through both objects and practices. Intangible cultural assets include the knowledge and practices of communities, including performing, and visual arts, crafts, food and medicines, social practices, rituals and cultural events as well as more tangible objects including instruments, artifacts and cultural spaces.

<sup>1</sup> United Nations Educational, Scientific and Cultural Organization

<sup>2</sup> UNESCO, [Cultural diversity](#)

The definition is broad yet speaks to the rich and complex importance of culture in the identity, landscape and history of Leduc as well as the potential it holds for our future. This strategy, and indeed any of the work preceding and resulting from it, is built from the holistic understanding of culture as presented by UNESCO, and indeed the Province of Alberta, which states that “culture is the glue that connects us as individuals to our communities, fostering unity, civility and a sense of belonging, pride and caring for our fellow citizens.”<sup>3</sup> In strategically realizing our mission of [People. Building. Community.](#), it is vital to recognize culture and its significance go well beyond the narrow limits of art and heritage to encompass ways of life and forms of knowledge with deep connections to the region that are passed down across generations and are very much present today.

<sup>3</sup> Alberta, [The Spirit of Alberta: Alberta's cultural policy](#)

**CULTURE IS THE GLUE THAT CONNECTS US AS INDIVIDUALS FOR OUR COMMUNITIES, FOSTERING UNITY, CIVILITY AND A SENSE OF BELONGING, PRIDE AND CARING FOR OUR FELLOW CITIZENS.**



**PEOPLE. BUILDING. COMMUNITY.**

A cultural planning process translates the cultural needs and identity of a community into a tool for implementing recommendations. The intention here is to **plan for culture** and not to **plan the culture**. Leduc is a dynamic and complex place, and so the culture of Leduc and culture in Leduc is perpetually evolving. The recommendations included in this strategy address gaps in cultural service delivery; expand participation; broaden the impact of culture on the wider community; identify new opportunities for a city's future audience; stake out a city's identity through cultural expression; but it is intended to be a living document that provides a path towards **increased focus on arts and culture in Leduc**. The pace at which steps are taken along this path is linked to the evolving needs and resources of our community and our municipal body.

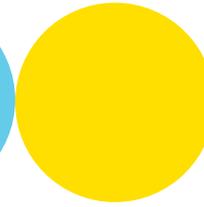
There are great reasons to set a brisk pace. Understanding culture and cultural activity as resources for human and community development, rather than merely as cultural "products" to be subsidized because they are good for us, unlocks possibilities of inestimable value. And when our understanding of culture is inclusive and broader than the traditionally Eurocentric vision of "high culture,"<sup>4</sup> then we have increased the assets with which we can address civic goals, ensuring the needs and aspirations of the community into the future are met through a variety of cultural activities, opportunities, and facilities, growth of citizen participation, partnership development, and value for all future generations.

<sup>4</sup> For more on, "What is Culture?", see Appendix A

Applying a cultural lens to municipal planning and decision-making allows all aspects of a community's cultural life as community assets, and the purpose of the Cultural Development Strategy is to create an initial roadmap for the City of Leduc as it begins to think strategically about how these assets can help our community achieve its goals — identifying and leveraging cultural resources, strengthening the management of these resources, and integrating them across all facets of municipal government planning and decision-making. While not a cultural plan, the scope of which requires extensive community engagement and synthesis, the aim is still to represent the cultural needs of Leduc's citizens as drivers that can propel their city forward. With this strategy document, the City can respond to the growth and evolution of its identity, reflecting a distinct community at once proud of its origins and passionate about a shared future.

**THE AIM IS TO  
REPRESENT THE  
CULTURAL NEEDS OF  
LEDUC'S CITIZENS AS  
DRIVERS THAT CAN  
PROPEL THEIR CITY  
FORWARD**

# BACKGROUND



## CULTURE, PLACE-MAKING, & COMMUNITY RESILIENCE

The movement towards sustainable communities has taken root across Canada, building the critical perspectives economic prosperity, social equality and environmental responsibility into planning and strategic paradigms. Since the 2006 publication of the final report of the External Advisory Committee on Cities and Communities (the Harcourt Commission), municipalities across the country have increasingly embraced cultural vitality as a critical fourth dimension of sustainability, integrating culture into a broad range of decision-making processes. The Harcourt Commission report remains a watershed document that calls for critical change in municipal planning and leadership; requiring a cross-pollination of ideas, greater openness to risk-taking, nimble partnerships and compelling solutions capable of bridging the traditional silos of city-building. The report's key findings and recommendations acknowledge the complexity and creativity that is needed to build resilient communities for the future, and locates culture at the core of this work:

*We found that those Canadian cities and communities that have recognized the importance of culture are better positioned to meet future challenges and opportunities, that Canada's culture of the future will be shaped by, and shape, how we learn, work and live, and that strong cultural engagement can substantially improve the cohesiveness, confidence and international image and attractiveness of places, with attendant economic, environmental and social benefits.<sup>5</sup>*

Underpinning this work is a commitment to the importance of place and a place-based approach to planning and policymaking. Understanding the unique natural, physical, and human characteristics of a community over time and at a particular time allows for more efficient and impactful investments, and locally-built solutions that utilize and build upon locally-specific assets. It is important to note that the objective of place-based approaches is to build the capacity of the community to take charge of its own future, to speak for itself, and to build social capital and connections within the community.



<sup>5</sup> Canada, [Restless Communities to Resilient Places: Building a Stronger Future for All Canadians: Final Report of the External Advisory Committee on Cities and Communities](#).

# PURPOSE

## BUILDING THE FOUNDATION

The fundamental premise of the Cultural Development Strategy comes from the understanding that culture has a place in all aspects of building a sustainable city as a binding agent of economic prosperity, environmental responsibility, and social equality. Strategically, it aims to advocate for culture as a fourth pillar of sustainability in order to hardwire culture into the broader paradigm of city planning and the processes, practices, and decisions that shape Leduc. Operationally, this requires the integration of land-use planning, infrastructure services, community development, economic development, social development, recreation, tourism, conservation, and the traditional 'arts and culture'. Whereas traditional approaches to cultural planning have focused on delivery of flagship facilities, objects or events, this new approach integrates culture into all aspects of city-building. It affects planning processes that will inevitably result in better cultural products. It aims to facilitate collaboration across institutions, disciplines, ethnicities, and generations to strengthen partnerships, build capacity, retain

talent, and celebrate the mosaic of culture in Leduc. City-building is concerned with place-making; that is, establishing identity and pride of place and creating high quality functional urban environments which, in turn, attracts and retains talent and tourism, and supports an enriched quality of life economically, environmentally, and socially. A shared commitment to impactful and sustainable city-building is at the heart of cultural development and the heart of this document's purpose: **A transparent, forward-looking, and responsive foundational framework to incorporate the value of culture, as both a driver and reflector of change, into all decision making; honouring, supporting, and promoting Leduc's tangible and intangible cultural expressions of its values, traditions, and beliefs.**

# VALUES



**GROWING COMMUNITY CAPACITY**



**CONNECTING THE DOTS**



**STRONG SHARED IDENTITY**



**DIFFERENCE IS STRENGTH**

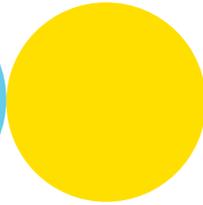


**EFFICACY, ACCOUNTABILITY, SUSTAINABILITY**



**RESILIENCE FROM THE ROOTS**

# SCOPE



## **CULTURAL DEVELOPMENT IN THE CITY OF LEDUC**

This Cultural Development Strategy is the first of its kind in Leduc. Building upon the City's existing Vision, Mission, and Values, it is intended to achieve Council's strategic goal of an increased focus on arts and culture in Leduc. The Strategy establishes a shared Mission and Vision for culture in Leduc and provides a set of guiding Values, specific to the area of Cultural Development, that are used to approach cultural participation, sustainability, identity, and representation. Four distinct Areas of Focus map out the directions for achieving the Vision, in response to the community's most pressing cultural needs; and each Area is supported by a commitment that the City is making to its citizens and stakeholders. The directions are implemented through Strategies (approaches to realize each Area of Focus) and associated Actions.

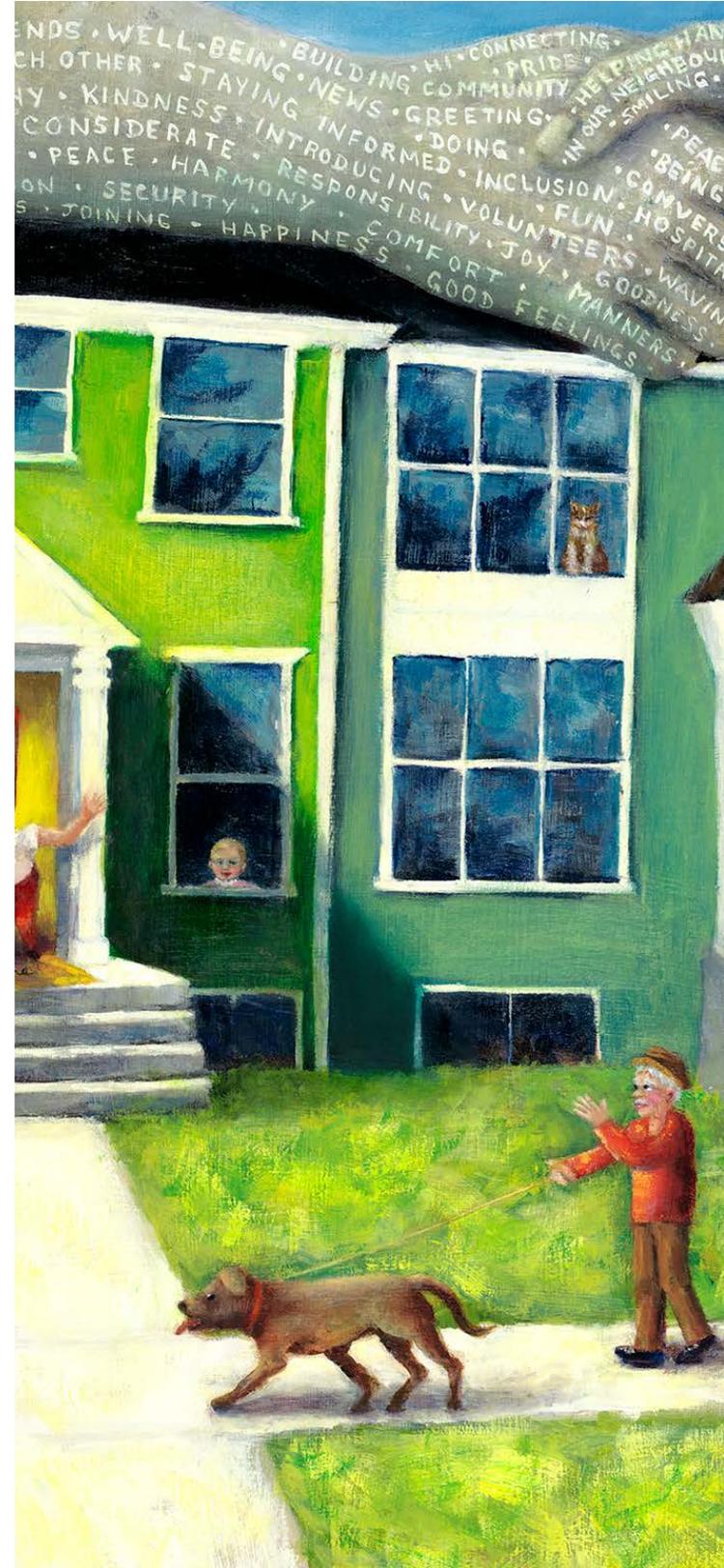
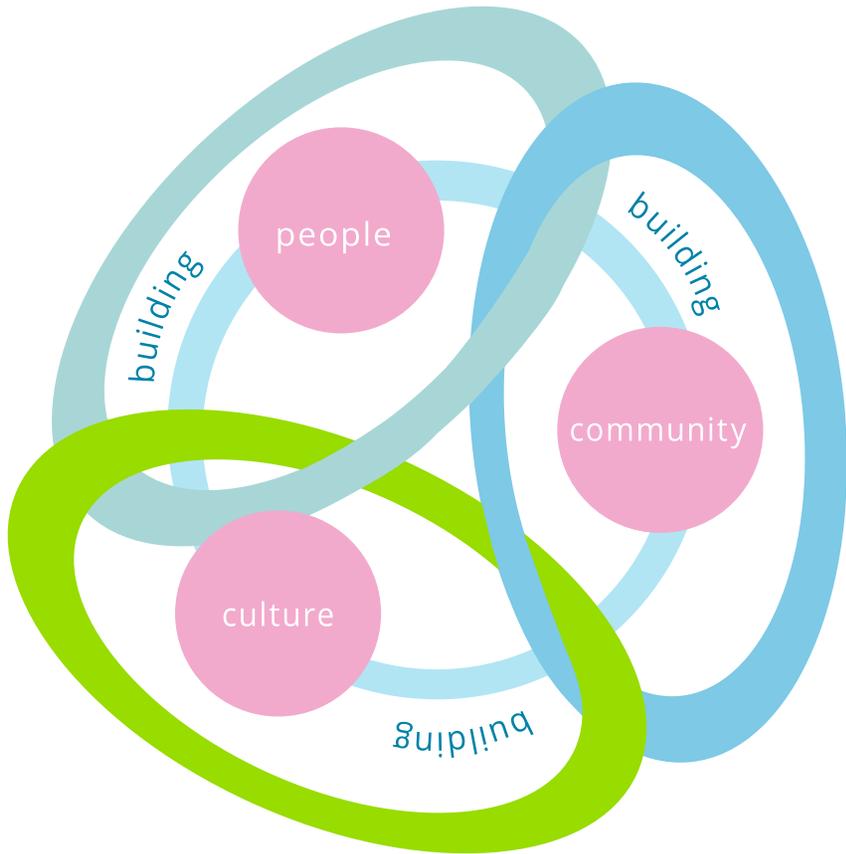
The Cultural Development Strategy is a strategic document that will guide the City's policy, priorities, and decision making in terms of the allocation of resources, role definition, and actions of the City with respect to culture over the next five years. The implementation timeline is based on 2020 capacity and resourcing levels, and represents the most effective recommended use of existing staffing and budget. For a full list of recommended actions for an increased focus on arts and culture in Leduc, see Appendix B.

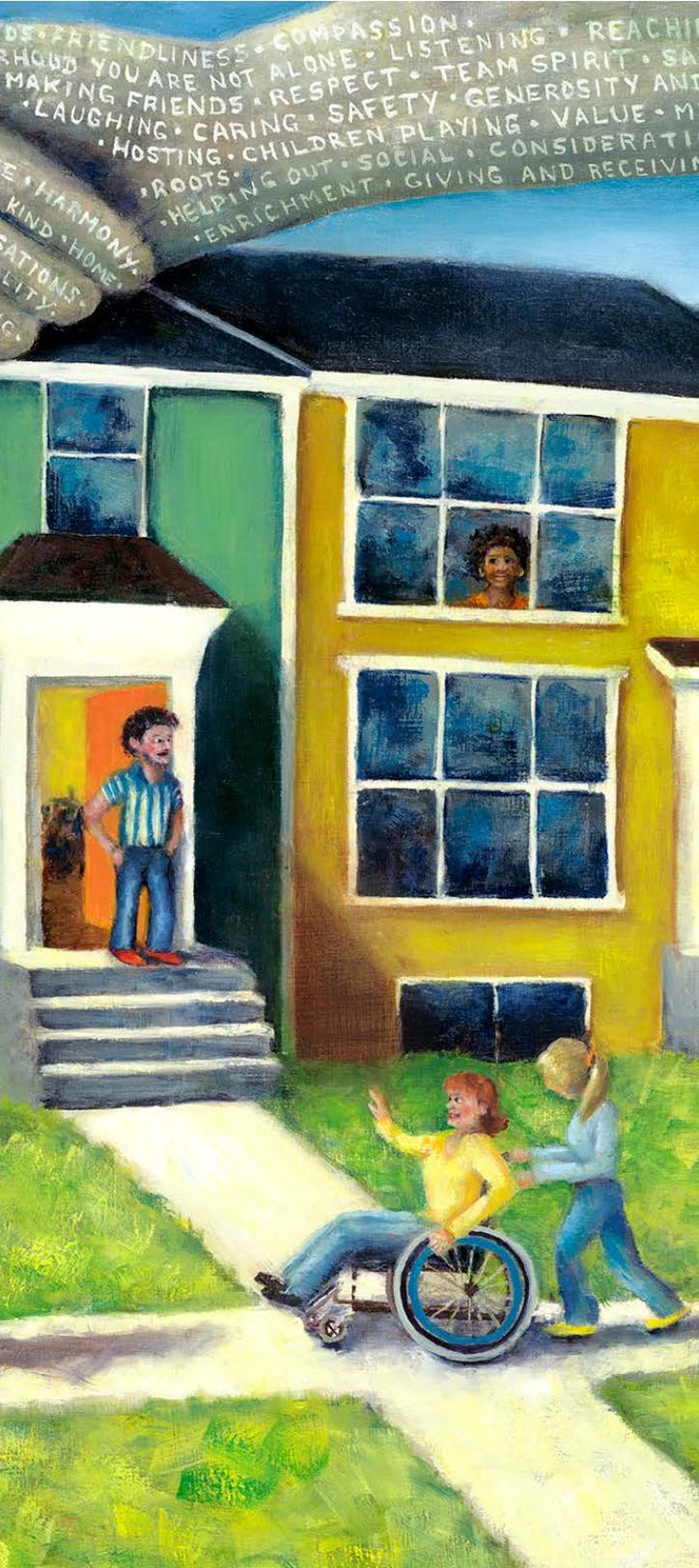
## **MISSION**

**INCREASE FOCUS ON  
ARTS AND CULTURE  
WITHIN LEDUC**



# VISION





**BUILDING**

**CULTURE**

**BUILDING**

**PEOPLE**

**BUILDING**

**COMMUNITY**

# FOCUS AREAS



1

**UNDERSTANDING &  
PROMOTING THE VALUE  
OF CULTURE**

2

**CREATING SUPPORTIVE  
STRUCTURES FOR  
CULTURAL GROWTH**

3

**DISCOVERING, PROTECTING,  
& LEVERAGING EXISTING  
CULTURAL ASSETS**

4

**ENSURING DIVERSITY,  
INCLUSIVITY, &  
ACCESSIBILITY**

**COMMITMENT**

**STRATEGIES**

We are committed to moving towards conscious competence.

**1.1 Cultural "what" & "why"**  
Build cultural knowledge, integrate cultural understanding

**1.3 Cultural Showcase**  
Commit to cultural pride

**1.2 Cultural Identity**  
Strengthen culture in community & everyday life

**1.4 Cultural Toolbox**  
Incorporate culture into existing initiatives

We are committed to community service before customer service.

**2.1 Agile Administration**  
Create the infrastructure, share the tools, allow the community to build

**2.3 Empowered Citizens**  
Nurture the capacity of citizens to actively shape their community

**2.2 Strong Community Organizations**  
Strengthen the capacity of community organizations to achieve sustainable & scalable impact

**2.4 Collaborative System Stewardship**  
Realize maximum results by sharing responsibility

We are committed strengths-based development.

**3.1 Discovering**  
Explore the cultural wealth that already exists within our community

**3.3 Leveraging**  
Foster collaboration, scalability, & innovation

**3.2 Protecting**  
Conserve significant natural and material resources with equal priority

We are committed to representing every citizen.

**4.1 Nothing about us without us**  
Take guidance from lived experience

**4.3 Knowledge is power, community is strength**  
Increase impact through dissemination

**4.2 Living our values**  
Improve critical understanding & practical strategies

**4.4 Accountability for equity**  
Assess strengths & address gaps

# 5 YEAR IMPLEMENTATION TIMELINE

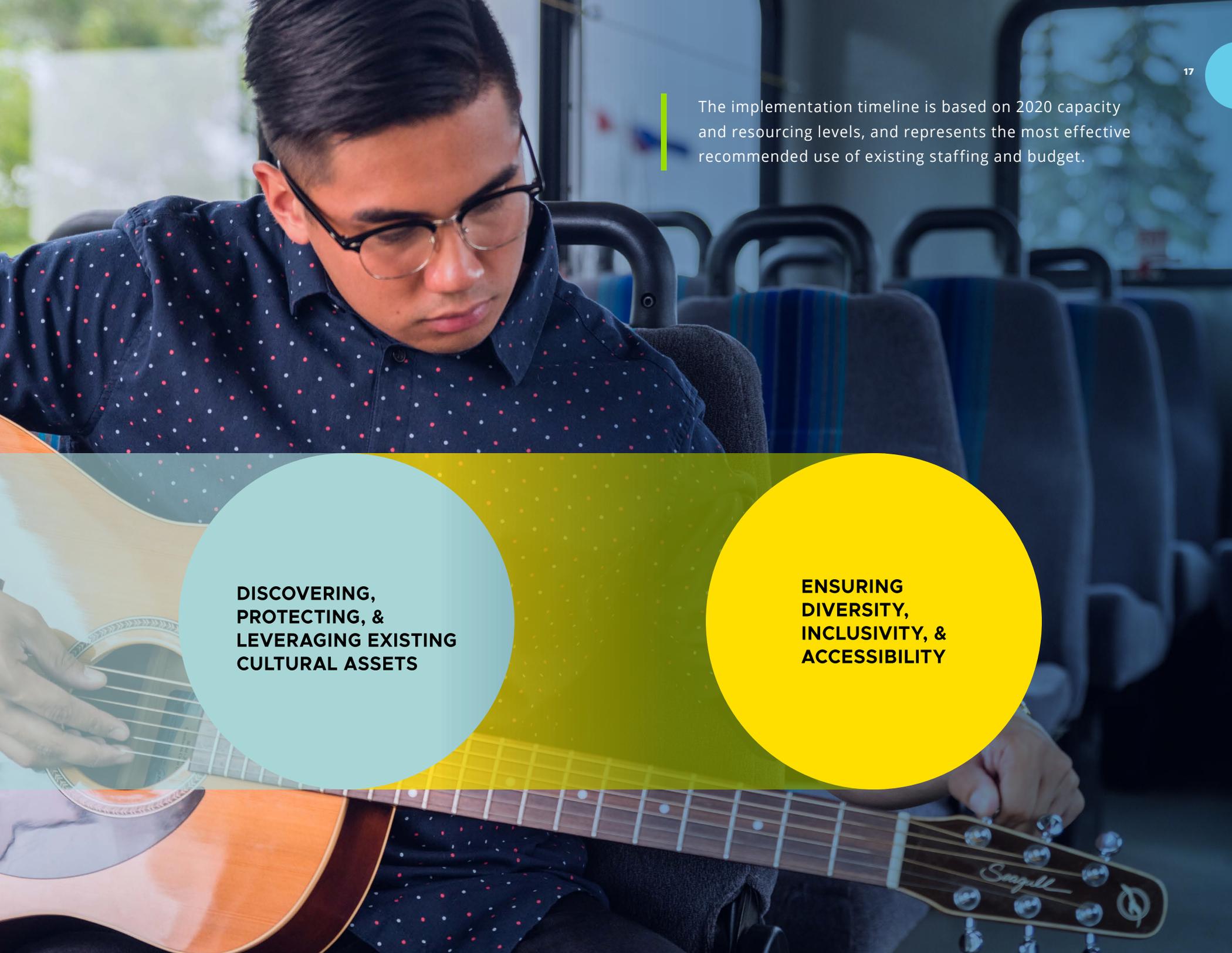
**UNDERSTANDING &  
PROMOTING THE VALUE  
OF CULTURE**

**CREATING SUPPORTIVE  
STRUCTURES FOR  
CULTURAL GROWTH**

The implementation timeline is based on 2020 capacity and resourcing levels, and represents the most effective recommended use of existing staffing and budget.

**DISCOVERING,  
PROTECTING, &  
LEVERAGING EXISTING  
CULTURAL ASSETS**

**ENSURING  
DIVERSITY,  
INCLUSIVITY, &  
ACCESSIBILITY**





# UNDERSTANDING & PROMOTING THE VALUE OF CULTURE

1.1.1 Build a cultural campaign that ties into “This is Our Leduc” for internal and external delivery

1.1.2 Develop cultural literacy workshops, toolkits, glossaries to build a common cultural awareness and language

**2021**

**2022**

**2023**

**2024**

**2025**

1.2.4 Support the growth of Culture Days as a catalyst for community capacity-building around the themes of Heritage, Arts, Intercultural, Learning, and Neighbourhood

1.4.1 Incorporate art and heritage into infrastructure projects (e.g. commission public art along bicycle paths, wrap waste receptacles with art/historical pieces, require that art be an integral part of new buildings and urban developments, use sewer covers as surfaces for unique art, include historical street names, incorporate designs in new sidewalk pavers that evoke historical or environmental elements of the neighbourhood, etc.)

# CREATING SUPPORTIVE STRUCTURES FOR CULTURAL GROWTH

**2021**

**2022**

**2023**

**2024**

**2025**

**2.1.4** Co-create a comprehensive Art in Public Places program, sharing responsibility with private and community stakeholders, that both showcase local talent and facilitates large scale installations

**2.2.1** Work with Volunteer Leduc to expand collaborative capacity programs, peer-to-peer learning, knowledge-sharing, training, cultural internship and mentorship programs for artists, creative entrepreneurs and cultural organizations

**2.4.3** Explore coordination between Leduc Performing Arts & Cultural Foundation, Creative Culture Connections, and Edmonton Community Foundation to ensure charitable investment funds are set up for long-term growth sustainability, providing the legacy of ongoing support to creative individuals and cultural organizations in the Leduc community





# DISCOVERING, PROTECTING, & LEVERAGING EXISTING CULTURAL ASSETS

3.2.1 Develop a Business Case to dedicate an appropriate civic space to enable the safe accessibility, organization and preservation of artworks, records and objects of historic significance to the City and the community

**2021**

**2022**

**2023**

**2024**

**2025**

3.2.3 Approve and implement the Cultural Collections Policy Framework to guide acquisition and stewardship of cultural assets

3.3.1 Pursue the creation of a Leduc Heritage Authority - an arms-length organization to provide governance, leadership, and fiscal stewardship that ensures Leduc's heritage grows and flourishes as a foundation of community life

# ENSURING DIVERSITY, INCLUSIVITY, & ACCESSIBILITY

**2021**

**2022**

**2023**

**2024**

**2025**

**4.4.1** Assess if, through policy, all City facilities, forms, and events include accessible and inclusive infrastructure, services and language

**4.3.3** Partner with “Good Neighbours” initiative to support and enable cultural development and expression at the neighbourhood level, increasing acceptance of different traditions, customs, and identities



Culture, through this lens, is not a decoration added after a society has dealt with its basic needs. Culture is the basic need. It is through cultural work that we make sense of our existence and the environment around us, we find common expressions of our values and needs, and we collectively strive to innovate and overcome challenges. Without culture, We are, quite literally, not human.





IS CULTURE #THISISOURLEDUC

# APPENDIX **A**

## SO WHAT IS CULTURE ANYWAYS?

### ARTS + HERITAGE ≠ CULTURE

The word “culture” is one of the most complex and contested words in the English language. “Culture” is a term that fluidly embraces different meanings when used by different people for different purposes, and can be so broadly or narrowly understood that, if not explicitly articulated, can hold virtually no meaning at all.

A society’s values are the basis upon which all else is built - these values and the ways they are expressed are a society’s culture. The way a municipality governs itself relies on clear avenues for the expression of community values, and these expressions, in turn, directly affect the directions society takes. These processes are culture at work. Government, civil service, volunteering, voting, and tweeting about potholes are all examples of culture at work. If you are reading this (and thinking about it), you are, in fact, a cultural worker.

*Congratulations!*

Still a bit unsure about what this means?

Here is how some other Canadian cities, all recent winners of CCNC<sup>5</sup> Cultural Planning Award of Excellence, have defined “culture”:

[Municipality of Maple Ridge, BC \(2019\)](#): Culture is who we are and how we live.

Culture is more than art. Culture embraces what defines us as a community and that begins with our unique sense of place and identity.

[Municipality of Victoria, BC \(2018\)](#): [Culture is] practices and values, heritage and place, the arts, diversity and social history.

[Municipality of Moncton, NS \(2017\)](#): The definition of culture can vary widely, but for Moncton residents, it translates into a collective identity, diverse in its origins, forming a colourful tapestry of language, arts, built heritage and spaces that inspire.

Culture refers to the shared experiences that shape the way a community defines and expresses itself. This can be represented through art and entertainment as well as through other factors such as public spaces and municipal policies. The importance that a community gives culture plays a significant role in how it perceives itself and how it is perceived by the outside world.

With this understanding, culture is about the past, present, and future. It is about creative expression and life-long learning, and it is about community identity and sense of place. Heritage, arts, education, wellness, leisure, community diversity, and economic development are all fundamental to the cultural equation.

[Municipality of Hamilton, ON \(2016\)](#): Culture is a broad concept which encompasses the people, places and things that reflect our community identity and channel creative expression including: cultural heritage; festivals and events; creative cultural workers; natural heritage; creative cultural industries; cultural spaces and facilities; cultural organizations; and stories; and, values and traditions.



*Hmmmmm. Culture is things and ideas and past, present, and future? Culture is you and me and everything we do and the reasons we do those things? This is not getting easier. You didn't realize what you were in for when you became a cultural worker at the top of this page.*

Culture has three aspects:

- Our values and aspirations
- The processes and mediums through which we develop, receive, and transmit these values and aspirations
- The tangible and intangible manifestations of these values and aspirations in the real world

Part of the complexity in defining “culture” is that these aspects are overlapping and are content, action, and form all at once. Culture encompasses the inherent assumptions (content), method (action), and product (form) of social expression. It covers both the values upon which a society is based and the embodiments and expressions of these values in the day-to-day world of that society. Put in technical terms: \*

Culture enfolds every aspect of human interaction: family, education, legal, political and transport systems, mass media, work practices, welfare programs, leisure pursuits, religion, built environment... a more appropriate question than, “what is culture?” is actually, “what isn’t culture?”

Culture, through this lens, is not a decoration added after a society has dealt with its basic needs. Culture is the basic need. It is through cultural work that we make sense of our existence and the environment around us, we find common expressions of our values and needs, and we collectively strive to innovate and overcome challenges. Without culture, we are, quite literally, not human.

# \* CULTURE IS THE STORIES WE TELL OURSELVES ABOUT OURSELVES<sup>2</sup>

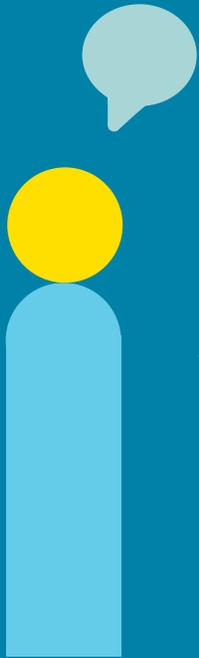
## FORM

- Customs, faiths and conventions;
- Codes of manners, dress, cuisine, language, arts, science, technology, religion and rituals; norms and regulations of behaviour, traditions and institutions

## ACTION!

## CONTENT

- Identities, meanings, knowledge,
- Beliefs, values, aspirations, memories, purposes, attitudes and understanding



*You are a cultural worker.*

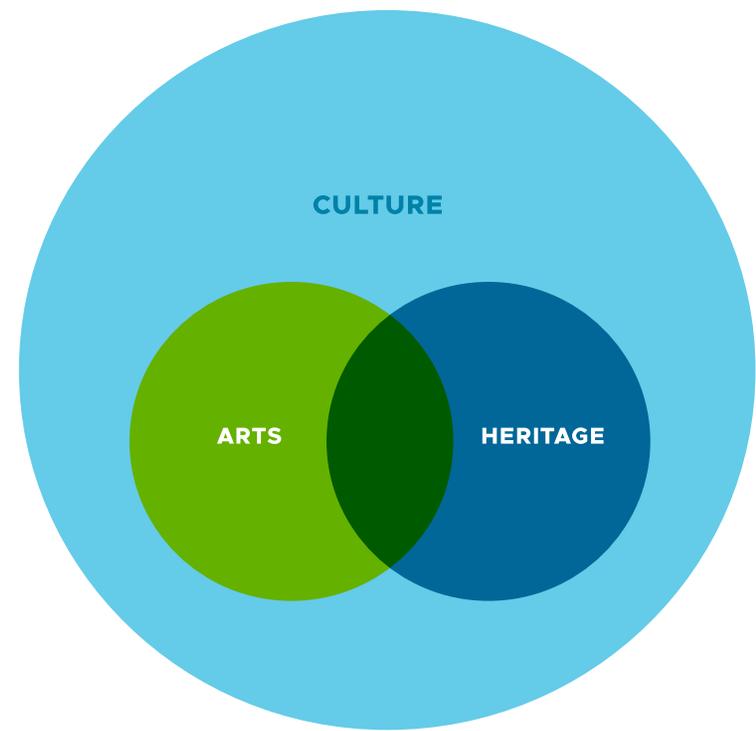
*Culture is all the forms, actions, and contents of social expression.*

*Social expression is what makes us human.*

*Everything is culture.*

*So far so good? Wait a minute – you thought this was about “Culture”, not “culture”? Glad you brought that up!*

Some aspects of our way of life are more cultural than others - while meaning is inherent in all our activities, in some it is deliberately purposeful while in others it is less so. “Arts” and “Heritage” are two areas in which culture is purposefully created, preserved, and explicitly classified into cultural forms, cultural actions, and cultural products. Education, communication, built environments, recreation, and sport are other areas of everyday life that are also intrinsically cultural - our way of life is being celebrated, explored, passed on, threatened, tested, revisited, examined, developed, expanded, diminished, reinterpreted, reinvented, transformed and adapted.



Knowing where we have come from helps us to discover where we want to go. Our social memory and our repositories of insight and understanding are essential elements to our sense of belonging. Without a sense of our past, we are adrift in an endless present with the constant need for reinvention. Heritage is vital to any healthy community’s sense of itself, acting as a touchstone for our personal and collective identity. It moors us to place.

## HERITAGE: THINGS VALUED FROM THE PAST

### INTANGIBLE HERITAGE

- Knowledge and practises on nature and the universe
- Traditional craftsmanship
- Oral traditions an expressions
- Performing arts
- Social practises, rituals, an festive events

### TANGIBLE HERITAGE

- Material heritage
- Built heritage
- Natural, archeological, historically, important areas

### MATERIAL (MOVABLE) HERITAGE

- Artifacts
- Museums
- Archives
- Artworks

### HISTORIC PLACES (IMMOVABLE HERITAGE)

- Material heritage
- Built heritage
- Natural, archeological, historically, important areas



# WHAT IS HERITAGE

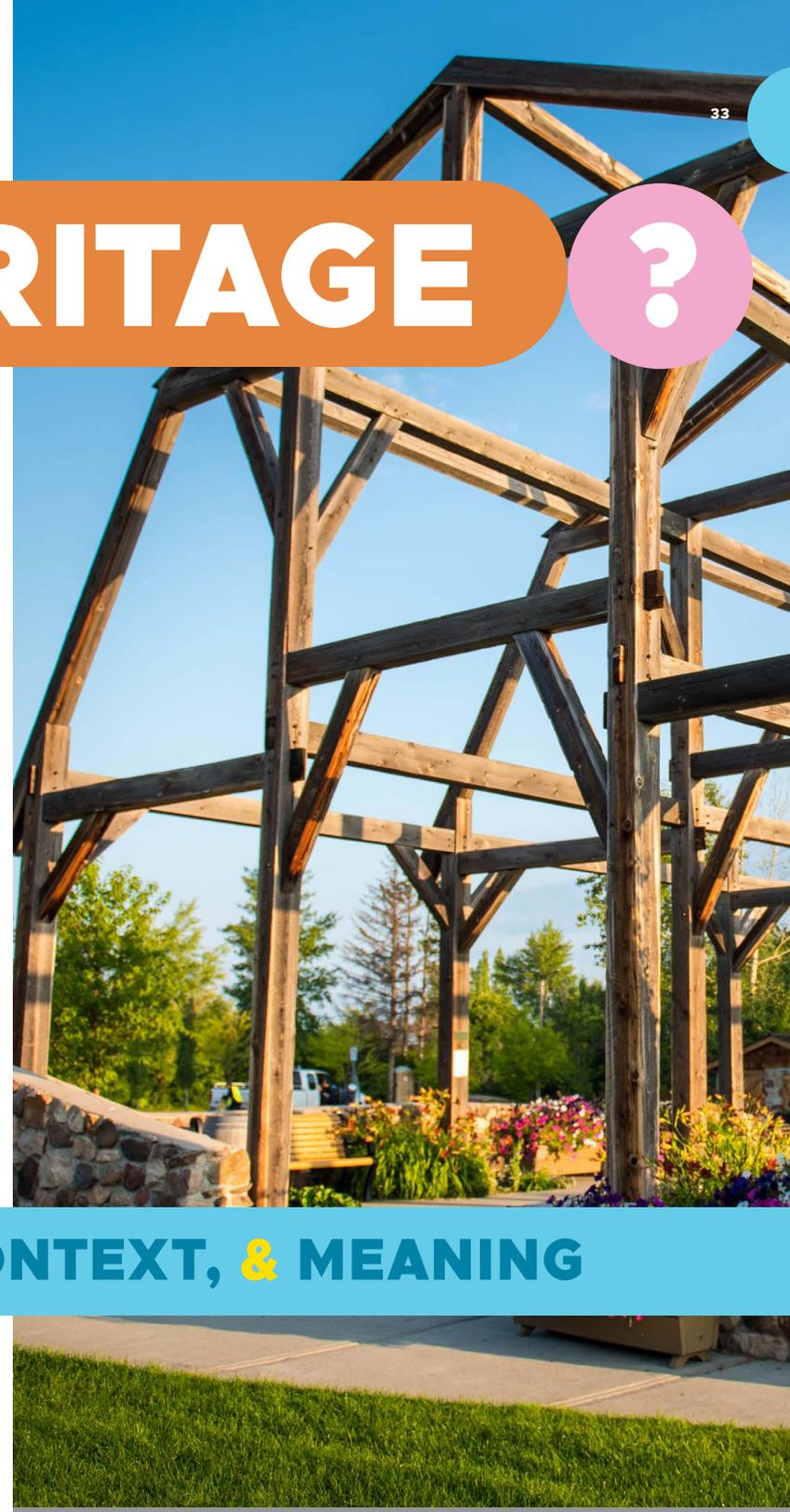


The broadest definition of heritage includes all aspects of natural environment (everything that comprises the natural world around us), as well as human heritage (the arts and sciences, religion and spirituality, built places and things, and archives and artifacts). It is a wide-ranging concept that includes literally everything that has been or may be inherited.

*So heritage is also everything? And also arts?*

Kind of. There are many notable overlaps between arts and heritage. Perhaps the most obvious is that heritage is often captured, expressed, and shared in the dance, music, language, stories, and visual expressions of a people. In a related sense, the arts is interwoven into spirituality custom, and ritual. Artworks and artifacts from the past are considered to be key evidence of heritage, and contemporary artists often use heritage themes for their work. Key values underlying heritage are:

**TRADITION, AUTHENTICITY, CONTEXT, & MEANING**



# WHAT IS ARTS



**EXPRESSION  
CREATIVITY  
INNOVATION**

Arts are the core symbolic language through which social meanings are negotiated, debated, and understood. Like “culture” and “heritage”, arts can be content, action, form, or any combination of the three at once. Key values underlying the arts:

*Isn't the arts something that happens at galleries, museums, and theatres, and has nothing to do with real life?*

In short, no. Arts' reputation as an irrelevant frivolity comes from the historical commodification of Western European art and heritage forms, known as “Culture” (with a capital C). The arts is much more down to earth than that - it is actually just the creative imagination at work (and play). The techniques required for the arts are the aspects of human behaviour that social scientists have identified as being the source and manifestation of creativity and innovation – the essential elements for the survival of the species.

Its techniques involve improvisation, intuition, spontaneity, lateral thought, imagination, co-operation, serendipity, trust, inclusion, openness, risk-taking, provocation, surprise, concentration, unorthodoxy, deconstruction, innovation, fortitude and an ability and willingness to delve beneath the surface, beyond the present, above the practical and around



@leducartclub

## ARTS: CREATIVE IMAGINATION AT WORK

### LITERARY ARTS

- Poetry
- Journalism
- Creative Writing

### VISUAL ARTS

- Painting
- Drawing
- Printmaking
- Sculpture
- Ceramics
- Glass

### PERFORMING ARTS

- Music
- Dance
- Theatre

# RECOMMENDED STRATEGIC ACTIONS & COMMITMENTS

# APPENDIX B



## 1

# UNDERSTANDING & PROMOTING THE VALUE OF CULTURE

## STRATEGIES

### 1.1 Cultural “what” & “why” - build cultural knowledge, integrate cultural understanding

1.1.1 Build a cultural campaign that ties into “This is Our Leduc” for internal and external delivery

1.1.2 Develop cultural literacy workshops, toolkits, glossaries to build a common cultural awareness and language

1.1.3 Create train-the-trainer programs for internal and external cultural advocacy partners and expand the delivery of resources developed

1.1.4 Create regular “cultural sharing & learning” opportunities with Council

1.1.5 Build a framework to measure and evaluate the inputs, processes and outcomes of cultural initiatives

### 1.2 Cultural Identity - strengthen culture in community & everyday life

1.2.1 Ensure cultural values are at the centre of all place-based (legacy-based) branding and marketing (brand heritage as a differentiator that can be grown)

*Culture is an integral feature of everyday life, delivering multiple community benefits both as a sector of activity in itself, and as an intrinsic component of success in other areas of community safety, sustainability, and growth. A vibrant culture contributes to personal and cognitive development and to community wellbeing. Living and learning the traditions of our heritage instill a sense of pride in who we are and in the achievements of those who came before. Learning about the culture of others promotes understanding, appreciation, and mutual respect. By intentionally adopting a cultural lens, Leduc can grow its capacity for creative solutions to key municipal issues from quality of life to social cohesion, civic engagement to economic development, and attracting investment to long-term growth.*

1.2.2 Enhance the function of the Culture page to create a centralized, interactive portal that promotes and communicates cultural assets, events, opportunities, initiatives, and connections; ensuring consistent cultural messaging across City platforms

1.2.3 Invest in the outreach and engagement capacity of cultural assets through virtual, mobile, and community rental capacity development

1.2.4 Support the growth of Culture Days as a catalyst for community capacity-building around the themes of Heritage, Arts, Intercultural, Learning, and Neighbourhood with Council



## COMMITMENT

### **WE ARE COMMITTED TO MOVING TOWARDS CONSCIOUS COMPETENCE.**

Leduc's cultural development strategy seeks to increase the awareness of culture in order for creative practices to be applied to City goals. It will establish the central role of culture and the power of creativity to express a city's identity, draw people in, create a sense of connection and belonging and transform the economy. It will recognize that intentionally understanding values is critical in adding value, and consciously integrating a cultural lens when contemplating changes and challenges ahead will ensure Leduc continues to prosper and thrive.

### **1.3 Cultural Showcase - commit to cultural pride**

- 1.3.1 Explore the co-creation of a Leduc Cultural Brand and marketing platform with community cultural partners to develop more impactful cross-promotion, information-sharing, event coordination/scheduling; working towards building a healthy and connected cultural "scene"
- 1.3.2 Create a "made in Leduc" product hub that promotes locally-made consumer products and incentivises Leduc's legacy-based brand
- 1.3.3 Commission and utilize local creative products and representations as civic gifts and promotional items
- 1.3.4 Collaborate, with Leduc Composite High School and Leduc Performing Arts & Cultural Foundation, to grow the Cultural Wall of Fame to honour Leducians who have made a significant cultural contribution at a local, national or international level, bringing fame and honour to the City of Leduc



# WORKING TOWARDS BUILDING A HEALTHY AND CONNECTED CULTURAL SCENE

## 1.4 Cultural Toolbox - incorporate culture into existing initiatives

1.4.1 Incorporate art and heritage into infrastructure projects (e.g. commission public art along bicycle paths, wrap waste receptacles with art/historical pieces, require that art be an integral part of new buildings and urban developments, use sewer covers as surfaces for unique art, include historical street names, incorporate designs in new sidewalk pavers that evoke historical or environmental elements of the neighbourhood, etc.)

1.4.2 Prioritize the preservation of cultural heritage by incorporating it into Development Plans (heritage statements, markers and overlays, registry and incentives, heritage density transfers, community land trusts, and other mechanisms to mitigate further loss of heritage assets)

1.4.3 Explore a joint planning process aligning cultural tourism with Sports Tourism to ensure sustainable and consistent Value-Added Tourism is a part of Leduc's economy and community



## CREATING SUPPORTIVE STRUCTURES FOR CULTURAL GROWTH

*Culture is built by people and communities; cultural development is a set of practices and methods that focus on harnessing the innate abilities and potential of communities to become active agents in their own development. People are the most valuable resource in a community, and a thriving culture relies on the capacity of people to access, navigate, participate, and engage with that community. In approaching our community as a living work of art, where our citizens can actively involve themselves in creating, crafting, writing, designing, building, or staging the future; the role of municipal government is to activate, empower, and build the capacity of those people to build community and culture.*

### COMMITMENT

#### **WE ARE COMMITTED TO COMMUNITY SERVICE BEFORE CUSTOMER SERVICE.**

Leduc's cultural development strategy seeks to facilitate enabling conditions for citizens to meaningfully build, shape, and contribute to community outcomes. It will foster collaborative approaches to civic administration and community development by building strong cooperative partnerships across sectors, generations, disciplines and narratives. It will support every inhabitant to discover cultural roots, create cultural expressions, share cultures and creativity, enjoy the city's cultural spaces, and protect Leduc's common cultural resources.

## STRATEGIES

### 2.1 Agile Administration - create the infrastructure, share the tools, allow the community to build

2.1.1 Ensure coordinated, seamless service-delivery to cultural stakeholders across City departments through the creation of a standing cultural services working group

2.1.2 Pursue policy and bylaw review to identify barriers and possibilities for increased cultural engagement, vitality, and entrepreneurship

2.1.3 Develop and employ a cultural impact assessment tool to ensure consequences for cultural resources are made explicit in decision-making processes

2.1.4 Co-create a comprehensive Art in Public Places program, sharing responsibility with private and community stakeholders, that both showcase local talent and facilitates large scale installations



### 2.2 Strong Community Organizations - strengthen the capacity of community organizations to achieve sustainable & scalable impact

2.2.1 Work with Volunteer Leduc to expand collaborative capacity programs, peer-to-peer learning, knowledge-sharing, training, cultural internship and mentorship programs for artists, creative entrepreneurs and cultural organizations

2.2.2 Regularly convene Cultural Leadership Roundtable gatherings with local organizations, on a sectoral basis and across sectors, to review service gaps and opportunities to address them cooperatively

2.2.3 Facilitate cooperative service-delivery, funding, and governance models; reviewing funding and support criteria to incentivize cooperation between organizations of all scales

2.2.4 Convene diverse groups of stakeholders to encourage cross-pollination of sectors and build networks between industries; bolstering support to creative networks that enable the exchange of information and ideas, training in business practices and marketing, access to capital, and connections between commercial and non-profit enterprises

## 2.3 Empowered Citizens - nurture the capacity of citizens to actively shape their community

2.3.1 Build a framework for supporting locally-based curriculum development and place-based education offerings that leverage Leduc's natural and community resources

2.3.2 Create a civic engagement and innovation centre, responsible for initiatives like City School, City of Learning Network, Community Impact Incubator

2.3.3 Create an agile micro-granting, seed-funding program for creative interventions, social enterprise ideas, and innovative cultural enhancement projects

2.3.4 Build a centralized local portal where artists, creative entrepreneurs or organizations could post their projects and identified resource needs, and be matched with private donors or community funders for financial or in-kind support

## 2.4 Collaborative System Stewardship - realize maximum results by sharing responsibility

2.4.1 Align the approaches of for-profit, non-profit, and individual stakeholder stewardship across City departments to build a comprehensive framework for capacity-building and service

2.4.2 Coordinate roles and responsibilities between government, community groups, educational and corporate sectors, and individuals to increase efficacy and impact

2.4.3 Explore coordination between Leduc Performing Arts & Cultural Foundation, Creative Culture Connections, and Edmonton Community Foundation to ensure charitable investment funds are set up for long-term growth sustainability, providing the legacy of ongoing support to creative individuals and cultural organizations in the Leduc community

2.4.4 Encourage and facilitate inter-City collaboration, networking and advocacy opportunities, and region-wide cultural development agencies; ensuring participation with the County and neighbouring municipalities, as well as Rurban Ring-road areas



NURTURE THE CAPACITY  
OF CITIZENS TO ACTIVELY  
SHAPE THEIR COMMUNITY



### 3

## DISCOVERING, PROTECTING, & LEVERAGING EXISTING CULTURAL ASSETS



### COMMITMENT

*Leduc already has a rich identity that is intimately tied to unique intersections between the natural, political, industrial, and social forces that have shaped our region, province, country, and world. Understanding and respecting the existing cultural wealth that has contributed to our sense of place - whether in the form of people, places, activities, organizations, or traditions - is essential in building a safe, connected, resilient, prosperous, and welcoming community for the future. Knowing and protecting Leduc's cultural roots strengthens both our social fabric and economic potential by distinguishing both our unique identity and common bonds for all to benefit from today, and in years to come.*

### **WE ARE COMMITTED TO STRENGTH-BASED DEVELOPMENT.**

Leduc's cultural development strategy seeks to ensure the City's common cultural resources are honoured so that all citizens can access and discover their own heritage, identity and place in this community. It will advocate for the value of our cultural wealth as it exists in both tangible (objects, buildings, and places) and intangible (traditions, stories, and living expressions) assets. It acknowledges that this will require intentional collective stewardship between public bodies, cultural actors, organizations, and citizens; and it will foster stronger networks to align efforts, generate creative spillover, leverage investment, and increase the collective impact of Leduc's cultural identity.

## STRATEGIES

### 3.1 Discovering - explore the cultural wealth that already exists within our community

3.1.1 Commission a tangible and intangible Cultural Asset Inventory; Cultural Needs Assessment & Gap Analysis; and Cultural Resource Map of the City, County, & Region

3.1.2 Support multi-institutional programs to collect, curate, and share the City's living heritage stories to ensure we can learn from them in the present and preserve them for future generations

3.1.3 Establish a network mapping framework using "This is Our Leduc" as a tool for collecting, sharing, and recognizing tangible and intangible cultural assets

3.1.4 Commission a long-term cultural facility framework, to include Maclab Centre, Cultural Village, Dr. Woods House, Leduc Grain Elevator Complex, Civic Centre/Alexandra Park, and other cultural sites, to guide robust and strategic investment in these key City assets, as an addendum to 10-year Facilities Masterplan

3.1.5 Explore co-creation of a framework to preserve, enhance, and open community arts and cultural spaces, beyond City-owned facilities, within schools, places of worship, non-City-run community centres, community halls, legions, and other privately held spaces through a Joint-Use Board



### 3.2 Protecting - conserve significant natural and material resources with equal priority

3.2.1 Develop a Business Case to dedicate an appropriate civic space to enable the safe accessibility, organization and preservation of artworks, records and objects of historic significance to the City and the community

3.2.2 Initiate a long-term strategy to house the Leduc Farmers' Market, protecting this critical component of Leduc's cultural heritage for the future

3.2.3 Approve and implement the Cultural Collections Policy Framework to guide acquisition and stewardship of cultural assets

### 3.3 Leveraging - foster collaboration, scalability, & innovation

3.3.1 Pursue the creation of a Leduc Heritage Authority - an arms-length organization to provide governance, leadership, and fiscal stewardship that ensures Leduc's heritage grows and flourishes as a foundation of community life

3.3.2 Support the creation of a Leduc Area Performing Arts Consortium/Alliance, led by the Maclab Centre, to strategically guide, grow, and coordinate the learning, presentation, and experience of performing arts across venues and spaces

3.3.3 Adopt the Civic Heritage Playbook to guide decision-making around the strategic management, development, and mobilization of Leduc's heritage and local history

# 4

## ENSURING DIVERSITY, INCLUSIVITY, & ACCESSIBILITY

*Recognizing the increasing diversity of Leduc is essential in maintaining a citizen-focused government and administration, as well as ensuring our city is a caring community that is welcoming and supportive of every person. Diversity is a strength of our community, and a source of untapped potential and opportunity.*

*Inclusivity, accessibility, and equity require proactive measures that can allow all citizens to see themselves and their histories reflected, thereby inspiring marginalized communities and individuals, creating a sense of belonging, connecting newcomer populations with their new communities, and building cross-cultural understanding.*

### STRATEGIES

#### 4.1 Nothing about us without us - take guidance from lived experience

4.1.1 Convene an equity working group, comprised of internal and community stakeholders and facilitated by an external expert, to conduct a municipal equity audit to determine how the City represents the community's "diversity and inclusiveness"

4.1.2 Actively recruit advisory board membership from underrepresented populations

4.1.3 Create Cultural Ambassador roles to navigate barriers to civic participation and build connections with underrepresented groups

4.1.4 Expand current municipal literacy and civic education programs beyond youth to increase engagement capacity in

#### 4.2 Living our values - improve critical understanding & practical strategies

4.2.1 Create tools to help recognize, understand and act on the shared strategic values of "diversity and inclusiveness", supporting the recognition organizational bias and unintended consequences in municipal decision-making

4.2.2 Facilitate drop-in intercultural and inclusive Learning Circle(s)/Employee Resource Group(s) to build a safer and more supportive workplace environment

4.2.3 Implement more "Diversity in the Workplace" training opportunities for all Administration and Council

4.2.4 Increase the scope and depth of diversity, bias, and intercultural literacy offerings for all municipal representatives, administration, and volunteers

**COMMITMENT**



**We are committed to representing every citizen.**

Leduc’s cultural development strategy seeks to foster an environment that is representative of its population, including historically underrepresented racial and ethnic groups, LGBTQ\* and two-spirited people, people with disabilities, and Indigenous

and newcomer populations. It will be inclusive, so that all people feel valued and respected and have equitable access to the same opportunities. It will be accessible to all, and work to reduce barriers and foster greater participation, especially among seniors and people living with disabilities in the community.

4.2.5 Develop guidance for the inclusion of culturally expressive and culturally immersive practices and opportunities in corporate training

**4.3 Knowledge is power, community is strength - increase impact through dissemination**

4.3.1 Facilitate the development of cultural protocols resources and training to build the capacity of the City and non-Indigenous cultural organizations to collaborate with local nations in thoughtful ways

4.3.2 Coordinate the provision of publicly-accessible intercultural and intersectional learning opportunities for external stakeholder groups

4.3.3 Partner with “Good Neighbours” initiative to support and enable cultural development and expression at the neighbourhood level, increasing acceptance of different traditions, customs, and identities

**4.4 Accountability for equity - assess strengths & address gaps**

4.4.1 Assess if, through policy, all City facilities, forms, and events include accessible and inclusive infrastructure, services and language

4.4.2 Ensure the Civic Centre Atrium and Alexandra Park are inviting, safe, accessible, and vibrant spaces for cultural celebration

4.4.3 Honour the Truth & Reconciliation Commission Principles and Calls to Action that apply to all Canadian municipalities

4.4.4 Pursue recognized status as a safe, accessible, and inclusive community (through orgs such as Canadian Centre for Diversity and Inclusion, CCUNESCO Coalition of Inclusive Municipalities, etc)

2021 - 2025

# CULTURAL DEVELOPMENT STRATEGY

IS CULTURE #THISISOURLEDUC



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