



WOOD BUFFALO CULTURE PLAN



Proposed Action Plan

Note:

Short-term = 1-2 years;

Medium Term = 3-5 years;

Long-term = 5 years+

The Wood Buffalo Culture Plan was developed by a multi-stakeholder Community Advisory Committee and will serve as a guiding document to support and enhance arts and heritage initiatives for the region for the next ten years. The action plan has been drafted to focus the efforts of all partners and stakeholders and will be refined over the years to ensure progress and measure success toward achieving the Vision for culture in Wood Buffalo. There are five priority areas, each with its own strategies, responsibilities and potential funders, as well as actions, outcomes and performance indicators to measure success.

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Priority: Foster Healthy Environment for Culture: Arts and Heritage

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Clarify roles and responsibilities of all levels of government, Indigenous governments and organizations, social profit, educational and corporate sectors, and individuals	Short-term; ongoing	Implementation Committee	N/A	Establish Implementation Committee with broad representation; Establish Terms of Reference; Identify roles and responsibilities of members and of the sector each represents	Committee created and meets regularly; Committee members can easily articulate their role and that of others; Improved communication; Less duplication; Shared resources and support
Integrate culture more effectively in government and organizational planning	Short-term; ongoing	Municipality; Implementation Committee	N/A	Identify Municipal cultural staff to participate on planning teams and/or review planning documents to ensure that culture is considered	All new municipal plans reference culture taking into consideration the impact of culture on plans, and the impact of plans on culture; Art and heritage incorporated into new structures from inception stage; Strong representation from culturally diverse residents on Public Art Committee; Percentage increase in publically accessible art
Strengthen current strategies and seek opportunities to enhance cultural programming provided by the Municipality and not-for-profit cultural organizations	Ongoing	Municipality; Implementation Committee; cultural organizations	Municipality	Identify specific areas requiring strengthening and enhancement	Improved framework for support
Provide recommendations to Mayor and Council re: Municipal bylaws that should be revised to encourage cultural entrepreneurialism	Long-term; ongoing	Municipality; Implementation Committee	N/A	Identify bylaws requiring revision (e.g., framework to allow an arms-length organization to distribute municipal funds, home business licencing); Revisions recommended and approved by Council	Fewer impediments to cultural entrepreneurship; Development and support for cultural entrepreneurialism evident in new acts and plans; Increase in the number of cultural entrepreneurs operating in Wood Buffalo

Priority: Foster Healthy Environment for Culture: Arts and Heritage

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Develop capacity of cultural organizations as well as individual artists and heritage practitioners	Short-medium term; ongoing	Implementation Committee; Arts Council Wood Buffalo; Fort McMurray Heritage Society; Municipality; Keyano College; School Boards	All levels of government; Indigenous governments and organizations; corporate sector; Foundations, private funds	Benchmark success of individuals and organizations; Strengthen learning opportunities in the region; Discuss potential to reintroduce arts programs with Keyano College; Increase capacity of cultural organizations by increasing budgets, staff and improving their skills and experience; Raise the profile of arts and heritage; Continue focus on "Vocal About Local" public awareness campaign	Percentage increase in cultural experiences, organizations, and events; Percentage increase in participation in Business of the Arts workshops; Percentage increase in participation in Multicultural Association of Wood Buffalo programs; Percentage increase in the number of artists identifying as professional (as per Canada Council definition); Enrollment in educational programs; More professional artists able to support themselves
Explore opportunity to develop multi-year agreements between the Municipality and educational institutions, cultural organizations, and Indigenous governments and organizations	Medium/long-term	Municipality; identified organizations	N/A	Implementation Committee to identify organizations to receive multiyear funding Develop agreements	Agreements in place; Increased organizational sustainability: greater stability and ability to plan and implement long-term goals; Increased development of cultural organizations; Percentage increase in matching grant funding obtained as a result of leveraging multi-year agreements; Expanded programming and events; Artists/cultural leaders and heritage practitioners feel supported

Priority: Foster Healthy Environment for Culture: Arts and Heritage

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Introduce designated cultural investment streams to support capital development, festivals, operations, projects, travel, etc.	Short-medium term	Municipality; Implementation Committee	No increase in short-term	Enhance existing grant programs; Develop new investment program; Benchmark and adjust over time	Cultural funding is identified and stabilized
Develop an investment plan for culture	Medium-term	Implementation Committee	Wood Buffalo Economic Development Corporation; Indigenous governments and organizations; private sources	Develop funding database; Create a tool kit of grantsmanship 'how to' best practices	Funding database developed Improved sustainability; Investment plan in place; Less reliance on Municipality and local industry
Champion the Wood Buffalo Culture Plan	Ongoing	Implementation Committee	N/A	Implementation Committee to promote the Culture Plan within their networks and the larger community	Broad public awareness and support for the Plan
Develop a Public Art Plan	Short-term	Municipality	Municipality	Hire consultants; Develop the Plan; Approve the Plan; Update Public Art Wood Buffalo Program documents	Plan adopted by Council; Plan supports identified public art needs from the Culture Master Plan; Program documents updated
Improve relations between Indigenous organizations and artists and other residents in the region	Short-term; ongoing	Implementation Committee	N/A	Invite Indigenous participation on the Implementation Committee; Invite Indigenous artists to participate in cultural programs within the region and observe appropriate protocols	Indigenous participation on Implementation Committee; Indigenous artists routinely invited to participate and protocols acknowledged

Priority: Further Develop Cultural Facilities and Resources

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Conduct cultural facilities' needs assessment	Short-term	Arts Council Wood Buffalo; Fort McMurray; Fort McMurray Heritage Society; Municipality; Implementation Committee	Municipality; possibly corporate sector or Foundations	Identify funding; Hire consultants; Establish advisory committee; Oversee project; Include complete inventory of existing cultural facilities, condition, and recommended renovations; Update Asset Map	Needs assessment completed; Increased understanding of available spaces and gaps; Asset map updated; Improved accuracy of asset map; Increased usage of asset map; Monitor types of users and reason for use; Number of spaces being utilized for arts programming
Increase support for existing cultural facilities	Ongoing	Keyano College; School Boards; Fort McMurray Heritage Society; Municipality	All levels of government; Indigenous governments and organizations; Foundations; corporate sector; increase in earned revenues	Once deficits are identified through the needs assessment, prioritize and identify funding to remediate existing facilities and initiate renovations	Increased capacity for existing facilities
Develop indoor and outdoor resources	Short-term; ongoing	Implementation Committee; Municipality; Indigenous governments and organizations; corporate sector	Municipal and provincial governments; Indigenous governments and organizations; Foundations; corporate sector	Indoor and outdoor resources included on asset map	
Provide affordable arts centre/ artist work studios	Medium-long-term	Arts Council Wood Buffalo; Implementation Committee	Municipality; Feasibility study; Cultural Spaces Canada Fund	Undertake feasibility study; Identify funding requirements and potential sources; Create business plan; Secure funding for capital project	Feasibility study completed; Funding secured for plan development; Business plan created; Funding secured for capital project; Contracts in place; Arts Centre created; Monitor accessibility, usage and demand for studios; Monitor use of new facility once developed

Priority: Further Develop Cultural Facilities and Resources

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Explore possibility of creating a public art gallery	Long-term	Establish not-for-profit organization to work towards; consultation with Keyano College	Municipality; Feasibility study; Cultural Spaces Canada Fund; Industry sponsors; Foundations, e.g. Wood Buffalo Community Foundation; Wood Buffalo Economic Development Corporation	Implementation Committee to promote the Culture Plan within their networks and the larger community	Broad public awareness and support for the Plan
Conduct a survey and inventory of Heritage Resources and develop a Heritage Resources Management Plan	Short-medium term	Implementation Committee; Fort McMurray Heritage Society in cooperation with Municipality	Alberta Historical Resources Foundation; Municipality	Secure funding; Complete survey and inventory; Undertake oral history to identify potential resources; Develop Heritage Resources Management Plan; Approve plan; Promote plan	Survey and inventory completed; Plan completed; Research including oral histories and documentation from long term residents; Improved awareness of regional heritage resources; Preservation and interpretation of heritage resources
Provide support to any currently provincially designated heritage resources as well as to any resources listed under a future municipal program	Ongoing	Municipality; Province; Indigenous governments and organizations	Province (Alberta Historical Resources Foundation); Indigenous governments and organizations where appropriate; Municipality; corporate sector	Identify roles and responsibilities of Municipality, property owners and community members; Increase support for preservation of heritage resources; Increase support for interpretive programming including signage, brochures, guided and self-guided tours	Roles and responsibilities of Municipality, property owners and community members identified; Increased support for preservation of heritage resources; Increased support for interpretive programming
Provide support to Indigenous cultural facilities currently in the planning stages	Ongoing	Indigenous governments and organizations; other partners as requested	All levels of government; Indigenous governments and organizations; Alberta Museums Association; Aboriginal Heritage program, Museums Assistance Program; corporate sector	Identify opportunities to support the development of Indigenous cultural facilities in the planning stages, for example Métis Local 1935 Cultural Centre.	Planning completed; Fund development successful; Project(s) implemented

Priority: Support Collaboration and Innovation

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Foster an environment of true collaboration in which organizations have equal voice and power	Short-term; ongoing	Implementation Committee	N/A	Implementation Committee to identify key areas where collaboration is lacking and competition occurring; Share ownership of initiatives among stakeholders; Invite participation of Indigenous and culturally diverse residents on all community-wide event planning committees following appropriate protocols	Participation and communication in the first stages of planning of community events; Increased collaboration rather than competition Number of Indigenous and culturally diverse residents at the table; Number of individuals/ groups that indicate a change in 'sense of belonging'; Number of collaborative projects created; Increased number of volunteers supporting cultural organizations
Explore joint usage agreements as indicated in the RMWB Strategic 2018- 2021 Plan Strategy & Initiative #1b – Shared Services and approach Indigenous governments and organizations and School Boards to discuss potential for agreements	Short-term; ongoing	Municipality, Keyano College and School Boards; Indigenous governments and organizations	N/A	Approach key organizations to discuss joint usage agreements (underway)	Joint usage agreements in place

Priority: Support Collaboration and Innovation

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Provide opportunities for professional artists in all disciplines as well as heritage practitioners and cultural leaders	Medium-term; ongoing	Implementation Committee; Art Council Wood Buffalo; Municipality; Keyano College	All levels of government; Indigenous governments and organizations; Alberta Foundation for the Arts; Canada Council; Alberta Historical Resource Foundation		Benchmark number of professional artists and heritage practitioners currently working in the region; Benchmark the amount of funding currently designated for artists and heritage practitioners in the region; Municipal government to increase funding opportunities for individual artists, and artists' calls which will enable them to develop the professionalism necessary to access funding from provincial and federal sources
Encourage individuals to participate in activities outside the region	Short-term; ongoing	Implementation Committee	Municipality; external organizations	Identify opportunities for members of the local cultural community to participate in external organizations	Increase in the amount and type of funding available to individual artists and heritage practitioners; Increase in the number of artists calls; Increase in number of professional artists and heritage practitioners in the region; Increase in the number of local artists working in studio spaces; More local artists creating large-scale public art pieces; Increased awareness of local artists; Paid opportunities and showcasing opportunities available for artists (all disciplines)
Develop resilience through arts and heritage activities that seek opportunities and collaboration within the economic climate, social sector, youth and senior strategies	Short-term; ongoing	Implementation Committee	Canadian Red Cross; social profit organizations	Identify and develop potential resilience-related initiatives	Increase in the number of local artists working in studio spaces; More local artists creating large-scale public art pieces; Increased awareness of local artists; Paid opportunities and showcasing opportunities available for artists (all disciplines)

Priority: Encourage Diversity, Inclusivity and Accessibility

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Routinely include Indigenous and culturally diverse artists in planning, development and implementation of cultural programming, including exhibitions, and respect appropriate protocols	Short-term; ongoing	Implementation Committee	N/A	Develop inclusion protocol; Identify affordable opportunities to showcase local artists and heritage practitioners	Inclusion protocol developed Affordable showcasing opportunities available; More indigenous and culturally diverse arts and heritage featured throughout the region; Indigenous and culturally diverse people at the table
Conduct traditional land use/place names study, to identify and locate significant areas (e.g., lakes, creeks, streams, areas, portage sites, landings, and old communities), protect traditional harvesting and safeguard activities such as trapping, hunting, gathering foods and medicinal plants, and cultural events	Short-term; ongoing	Indigenous governments and organizations; Elders and trappers; Municipality	All levels of government; Indigenous governments and organizations; Aboriginal Heritage funding stream, Museums Assistance Program; Community Memories Program, Virtual Museum of Canada	Complete land use and place names studies	Land use study completed and accepted by all parties
Reflect Indigenous identities in the design and form of new structures, public art, signage and interpretive panels to contribute to the sense of place	Short-term; ongoing	Municipality, Indigenous governments and organizations	All levels of government; Indigenous governments and organizations	Develop protocol to determine when and how to ensure that Indigenous identities are incorporated in design	Increase in the number and quality of structures, public art, signage and interpretive panels
Establish formal agreements with Indigenous governments and organizations that support cultural programming which promotes reconciliation and addresses the many Calls to Action related to culture	Short-term; ongoing	Partnerships between Indigenous and non-Indigenous communities	All levels of government; Indigenous governments and organizations; Indigenous Affairs, Aboriginal Heritage, Museum Assistance Program; Canada Council for the Arts; corporate sector	Identify the Calls to Action related to culture; Develop a baseline inventory of current activities in communities; Provide funding and support for National Indigenous Peoples Day activities	Calls to Action related to culture identified; Inventory of current activities in communities created; National Indigenous Peoples Day funding and support continued

Priority: Encourage Diversity, Inclusivity and Accessibility

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Support cultural programming in rural areas	Short-term; ongoing	Implementation Committee	Depending on specific programs developed	Identify opportunities to develop cultural events and/or programs in rural communities in collaboration with the library, food bank, and others currently providing services in rural areas; Explore the possibility of creating a mobile recording studio	More cultural events and/or programs in rural areas
Support cultural programming that is accessible to all residents in the region	Short-term; ongoing	Implementation Committee	N/A	Increased awareness about barriers to participation; Programming available in spaces that are physically accessible to all (including deaf, blind, wheelchair, seniors, etc.), culturally accessible, financially accessible, and accessible to shift workers; Programming accessible to seniors, adults, children, youth	Increase in the number of residents engaging with arts and heritage; Increase in the number of cultural artists/performers showcasing their work; Increase in the number of Elders/cultural leaders engaged in delivering programs

Priority: Improve Awareness of the Value of Culture

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Plan and implement awareness campaign re: value of culture	Short-medium term	Implementation Committee; School Boards; Community champions; Municipality	Municipality; Arts Council Wood Buffalo; Fort McMurray Heritage Society; Multicultural Society of Wood Buffalo; Keyano College; Indigenous governments and organizations	Establish a baseline for arts and heritage activity in the community; Promote culture through board presentations, the cultural community, Council, and the broader community; Include culture as a theme for political meetings during upcoming elections Integrate statements of 'what culture means to me' into awareness campaign; Brand Arts District with street sign identifiers/ banners; Ask Council to declare Year of Culture/ Year of the Arts/ Year of Heritage; Piggy back promotion of local culture through Government of Alberta Month of the Artist; Create a bank of photographs of cultural facilities and programs that may be used for promotional purposes; Create a 'Do you know where this is?' heritage campaign; Expand the use of heritage photos on utility boxes	Increased understanding of the value of arts and heritage throughout Municipal government and the community; Increased awareness of cultural facilities and programs; Increase in the number of new and long-term sponsors interested in investing in arts and heritage; Increase in the number of arts-based businesses; Increase in memberships/ subscriptions/ admissions/ attendance/ program registrants; Increased political and government support

Priority: Improve Awareness of the Value of Culture

Strategies	Proposed Timeframe	Primary Responsibility	Potential Funders	Actions	Outcomes and Performance Indicators
Market cultural facilities and programs and improve communication of events as they're being planned	Short-term; ongoing	Arts Council Wood Buffalo and Multicultural Association of Wood Buffalo; Wood Buffalo Economic Development Corporation; Tourism/Travel Alberta; Municipal Planning and Development; Keyano Theatre and Arts Centre	All: communications streams	Arts and heritage marketing campaign, including central online calendar, summer 'Kiosks', one stop for info about arts and heritage activities; Benchmark current level of cultural tourism in the region; Wood Buffalo becomes known for culture and a destination for visitors	Increase in cultural tourism in the region; Increase in the number of visitors to cultural facilities; Increase in registration for existing programs; Increase in the number of people using and adding to the Asset Map
Promote culture within the broader community	Short term; ongoing	Implementation Committee	All stakeholders	Share regional heritage throughout the region through interpretive signage such as plaques; Exhibit art in local businesses; Purchase goods and service of local artists, heritage practitioners and cultural leaders to promote the region externally; Create meaningful public art reflective of the region	Improvement in interpretive signage; Local artists and heritage practitioners feel encouraged; Local talent developed Increased local media interest and support
Position Wood Buffalo as a destination for provincial, national and international cultural conferences and events	Ongoing	Fort McMurray Tourism; Wood Buffalo Economic Development Corporation		Seek opportunities to host large scale festivals, events, and conferences	

Wood Buffalo Culture Plan Vision

Wood Buffalo is a culturally diverse and socially inclusive municipality in which arts and heritage are vital to its social, economic, and environmental well-being.



www.rmwb.ca/cultureplan