

RED DEER *Community* CULTURE _____
_____ MASTER PLAN

**Red Deer Community Culture Master Plan Steering Committee &
Randall Conrad & Associates
September 2001**

Supporting and source materials are available for public viewing at:
The Red Deer Public Library
The Red Deer & District Archives

Acknowledgements

Randy Conrad and Associates acknowledges and sincerely thanks all participants who contributed to the development of this Culture Master Plan.

Cultural Charter Partners, Allied Arts Council and The City of Red Deer

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Community Culture Master Plan Steering Committee

Thank you for the commitment and expertise that the members of the Steering Committee brought to the table.

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Community Stakeholders and Public

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The enthusiasm, expertise, guidance, input and response of all those who participated has enabled the development of a Community Culture Master Plan that will provide visionary direction, for years to come.

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Executive Summary

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EXECUTIVE SUMMARY

In June 1999 Council of The City of Red Deer identified culture as a strategic initiative in approving their Strategic Plan. The Cultural Charter Partners responded in early 2000 by seeking funding to initiate a community wide process of consultation to prepare a first of its kind COMMUNITY CULTURE MASTER PLAN for Red Deer and region.

Over the course of this year the consulting team of Randall Conrad and Associates Ltd. and a Community Culture Master Plan Steering Committee met with and surveyed over one hundred and fifty community residents, volunteers, administrators, educators and culture professionals.

THE PLAN DEFINITION OF CULTURE

One of the challenges encountered in preparing the Community Culture Master Plan was developing a definition that was broad enough in scope to reflect culture in the community, yet practical enough to create achievable ten year objectives.

The definition of culture is not all-inclusive, but as it pertains to the Community Culture Master Plan is stated as follows:

“Culture includes visual arts, performing and literary arts, as well as heritage, including explorations of our history as a community or as individuals. It relates to the interaction of society with the arts in formal and informal settings.”

WHAT THE COMMUNITY HAS SAID ABOUT CULTURE

Leadership, Cooperation and Delivery

- More collaboration and cooperation is required
- There must be a recognition that culture is more than facilities – it is everywhere and it should be affordable
- Culture programs and opportunities are abundant in most areas but not well promoted
- Focus on public education, awareness and the benefits of culture in a social and economic context
- A greater variety of opportunities ARE required with more emphasis placed on youth, literary arts, ethno-cultural and heritage programs

Awareness & Marketing

- Advocate heritage, art and culture in our school systems
- Develop College outreach and non-curriculum program opportunities
- Integrate arts and culture in sports and athletic events
- Demonstrate economic benefits of culture in the business community
- Consider a “Festival of Festivals” celebration, an event that would bring together and build upon all the existing community events and activities
- Create greater strategic alliances with organizations like the Westerner to expose culture facilities as marketable packages to those who book facilities

Spaces and Places

- Focus culture development in the Greater Downtown in line with the community's Greater Downtown Action Plan
- Develop a new public art gallery and community theatre with concert hall and associated arts studios
- Complete the proposed Downtown Plaza/Park
- Increase the emphasis on historic displays
- Expansion of the Ghosts project and Walking Tours
- Maximize use and development potential of existing facilities before building new ones
- Create an arts district in the Greater Downtown

THE CHALLENGES

The biggest challenges that lie between what exists today and where the community wants to head are:

- Insufficient public funding to do it all and absence of committed financial resources from the private sector
- Development of a major culture leadership vehicle which represents the broader community and has the human and financial resource base to implement plan initiatives
- Development of a mechanism to educate potential supporters (residents, business, governments) about the social and economic benefits of culture to the individual and the community
- Development of a strategic plan of action designed to face the challenges head on and move towards meeting present and future needs of the community

THE VISION

Red Deer's Greater Downtown area is the primary location for major culture facilities including an arts district, theatre, spaces to exhibit art, a community culture resource centre and a wide range of ethnic restaurants, culture boutiques and street activities.

Art is displayed in private and public facilities and residents can access programs, mingle with artists or performers and learn to appreciate the heritage of the Red Deer region.

The many formal and informal culture opportunities provided are led by a major leadership vehicle which represents both public and private interests and is mandated to advance common planning initiatives, programs, and festivals. The group is funded on an ongoing basis by a culture endowment fund that is everlasting.

COMMUNITY CULTURE MASTER PLAN STRATEGY

The Community Culture Master Plan contains numerous recommendations which, if followed, will heighten the awareness of culture and culture services provision in the community. It will result in an identifiable mandate, a plan, and a strong leadership group for culture.

Recommendation #1:

That a formal culture program inventory be:

- Designed to include who provides programs, types of programs provided, program participation counts, program hours, outcomes and costs.
- Updated on an on-going basis, as it will be critical for all program providers in terms of determining where best to place scarce human and financial resources for program delivery.
- Maintained on a database that is shared among providers with program offerings updated on a regular basis.

Recommendation #2:

Consideration needs to be given to a balance in culture program opportunities with attention to areas that are not as well developed, such as:

- Programs for youth
- Heritage, particularly ethno-culture, programs
- Literary programs
- Programs for people who do not typically access culture programs

Recommendation #3:

That barriers to access to cultural opportunities be recognized by the community and strategies be identified to ensure access for all.

Recommendation #4:

That the importance of local artists and performers be recognized and supported in the planning and delivery of events, festivals and displays.

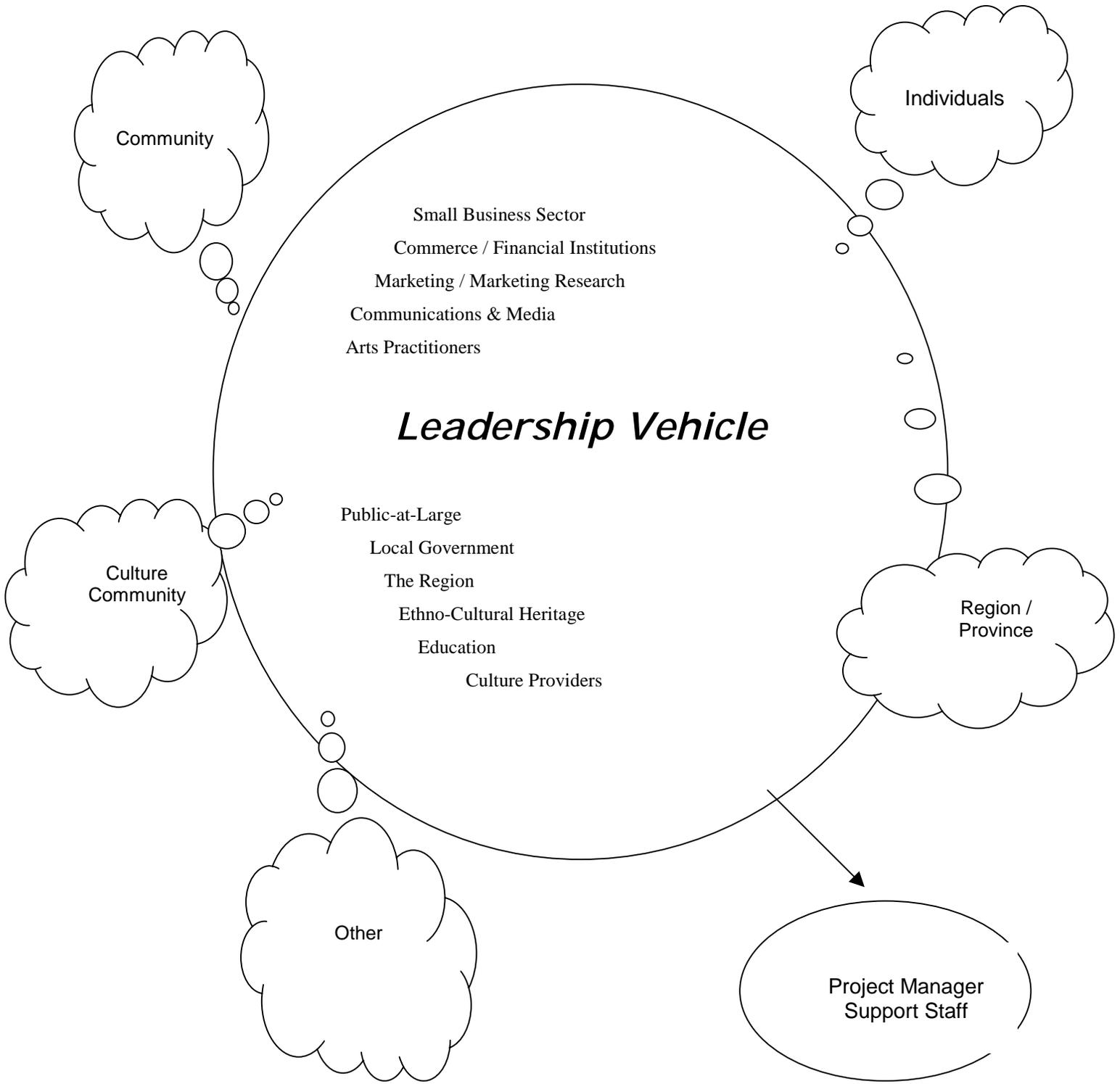
The many needs expressed by the community may not all be satisfied in the short term. Cultural needs will grow with community growth over the next ten years. The KEY to meeting these needs lies in the preparation of sound strategies for three major areas:

1. Leadership Development
2. Awareness and Marketing
3. Spaces and Places

1. Leadership Development

As this is a Community Culture Master Plan, its implementation must come from a body truly representative of the community. This body must have the resources to implement the Plan initiatives and must also have the authority vested in it to make decisions on behalf of the community at large. This body will be called a "Leadership Vehicle". The term "Leadership Vehicle", suggesting forward motion, was chosen to represent the team that will drive the process.

Proposed Leadership Model



The “Leadership Vehicle”, once formed, will work in partnership with The City’s Cultural Services Section, the business community, culture providers and the general public to undertake PHASE I of the strategy which includes:

- Obtaining operational dollars (\$650,000 has been estimated for Phase I which spans three years)
- Hiring a full time executive director and staff
- Securing a “home base” or office location, ideally in the Greater Downtown
- Preparing an Implementation Plan
- Preparing a “Culture Marketing Plan” to increase public awareness of culture and to improve upon the sharing and dissemination of information about opportunities
- Developing key partnerships that are focussed on expanding culture programs, expanding upon festivals and cultural events, and acquiring capital funding for future facilities
- Preparing feasibility studies that put greater definition on needed facility projects including what to build, where to build, and how to secure capital dollars. The opportunities identified in the Spaces and Places section will form the foundation for this work

Recommendation #5:

Develop a “Leadership Vehicle” representative of the community and mandated by the community to be the custodian of the Community Culture Master Plan and to advance Master Plan initiatives.

Recommendation #6:

That the membership of the “Leadership Vehicle” represent a broad range of community sectors.

Recommendation #7:

That the following be adopted as the mandate, roles and responsibilities of the “Leadership Vehicle”:

- ◆ Be custodian of the Master Plan
- ◆ Develop implementation plan
- ◆ Facilitate the establishment of a Patron Circle
- ◆ Secure resources required to advance plan initiatives
- ◆ Encourage art in public/private spaces with support for the inclusion of teaching components and for the development of collections
- ◆ Advocate Plan objectives to regional, provincial and federal governments
- ◆ Identify and prepare strategies to improve upon existing events and plan for a major re-occurring event / festival
- ◆ Identify the need for and advocate for the development of policies that support culture in the community
- ◆ Advocate policy initiatives to local governments
- ◆ Maintain administration staff and resources
- ◆ Implement public education and awareness initiatives
- ◆ Maintain facility and program inventories and primary contacts
- ◆ Research and monitoring
- ◆ Identify, create and sustain partnerships
- ◆ Plan feasibility studies and review architectural plans
- ◆ Secure endowment funding for the second phase of implementation

- ◆ Endeavour to coordinate with community culture organizations so that competition for funding is minimized
- ◆ Conduct annual review of the Plan
- ◆ Update the Plan, through consultation with the community, every 3 years

Recommendation #8:

That the “Leadership Vehicle” adopt an initial three-year budget and secure the necessary human, physical and financial resources to implement Phase 1 of the Master Plan.

Recommendation #9:

That a Patron Circle be developed, with the responsibility for establishing and building an endowment fund and assisting in capital fundraising.

Recommendation #10:

That the Red Deer and District Community Foundation be requested to become the manager of the Culture Endowment Fund and the capital funds being accumulated for specific projects.

Recommendation #11:

Build on the vision of the Community Culture Master Plan and develop an implementation plan that can attract broad acceptance, can be led by the “Leadership Vehicle” and is achievable in a political, social and economic context.

2. Awareness and Marketing

To garner the human and financial resources and overall support necessary to develop needed culture programs and opportunities; the full benefits of culture need to be promoted.

This includes the realization that cultural activity is integral to an individual's cognitive growth, recreational enjoyment and often career training. It provides positive opportunities for families to spend time together and it creates greater opportunity to learn and appreciate one's heritage. Last but not least, it has economic value to the community through visitor spending, increased merchandising opportunities, the ability to cross market the many events and activities that draw people to Red Deer and region, and job creation.

Awareness and Marketing will be achieved through the development of a Culture Marketing Plan and the creation of an Information Centre for culture.

Recommendation #12:

Develop and implement a Culture Marketing Plan

Recommendation #13:

Promote the vision reflected in the Community Culture Master Plan and implementation initiatives in the context of value to participants (cognitive growth, career planning, recreational value); to lifestyle (spiritual, recreating together, balanced opportunity); to community development (quality environment, choice, historic preservation, diversity); and to economics (return on investment, tourism, spending).

Recommendation #14:

Develop and promote a “One Stop Shop” for the public to access information about culture.

Recommendation #15:

That The City develop an “Art in Public Places” policy.

Recommendation #16:

That The City revise its Culture policy to strengthen The City’s commitment to culture including the development of partnerships.

Recommendation #17:

That the “Leadership Vehicle” identify the need for and advocate for the development of policies that support culture in the community.

3. **Spaces and Places**

This plan responds to a strong public demand to identify the Greater Downtown as the primary location for cultural growth.

The future development capability focuses on three areas, namely: the City Centre hub, the Rotary Recreation Park hub, and the Riverlands hub.

City Centre Hub

While, over time, this area will evolve with its own mix of arts and culture, there exists great opportunity to encourage and expedite desired culture opportunities, places, spaces and events in concert with common goals. Development goals will be set over the course of the first three years (Phase I) through the Leadership Vehicle and the partnerships that are created. The existing Greater Downtown Action Plan will serve as an excellent template to devise more specific development initiatives which include the Downtown Plaza/Park, and the 48th Street Promenade which will tie the Rotary Recreation Park hub with the Downtown and ultimately the Riverlands hub.

Rotary Recreation Park Hub

This area contains the Golden Circle Seniors Resource Centre, Red Deer & District Museum and Archives, the Recreation Centre, Rotary Park, the skating oval and Heritage Square.

Opportunities for development may include, but are not limited to, the development of a Museum and Archives addition, potential for a new museum or archives, culture additions to the Golden Circle Seniors Resource Centre and the development of an artist studio area.

This hub also represents an area with considerable potential for a major arts centre.

Riverlands Hub

The western boundary of the Greater Downtown Action Plan is located in an area bound by The City Yards. The Greater Downtown Action Plan calls for the extension of the 48th Street Promenade through this area and linking to Bower Ponds via a pedestrian bridge across the river.

This area represents a great opportunity to consider development of a culture hub that contains a major performance venue, arts studios and art gallery. The area can also serve to expand events that occur at Bower Ponds and would become an excellent staging area for river based culture opportunities which compliment activities throughout Waskasoo Park.

Recommendation #18:

That feasibility analysis be undertaken prior to development of any publicly funded culture facility.

Recommendation #19:

That The City designate the Downtown Core as a culture development hub and take steps to encourage the culture and business communities to prepare cultural themes and development plans in line with the Greater Downtown Action Plan and the Red Deer Main Street Project.

Recommendation #20:

That The City designate Rotary Recreation Park as a culture development hub with potential for culture facility development, expansion and retrofit in line with the Greater Downtown Action Plan.

Recommendation #21:

That The City designate the Riverlands area as a culture development hub and that the area be retained for the purpose of integrated indoor and outdoor culture facility development in line with the Greater Downtown Action Plan.

Recommendation #22:

That The City proceed with the development of the 48th Street Promenade, including the link to Bower Ponds, as outlined in the Greater Downtown Action Plan.

Recommendation #23:

That a representative of the culture community be included in the Greater Downtown Action Plan Policy Committee and that there be culture representation on the various Special Project work teams, as appropriate, as initiatives in the Greater Downtown Action Plan proceed.

Recommendation #24:

That support be given to recommendations in the Greater Downtown Action Plan related to Arts and Culture (4.1-4.13) and to Heritage Preservation (10.1-10.7) and that these recommendations are considered and incorporated, as appropriate, into the Implementation Plan for the Community Culture Master Plan.

Recommendation #25:

Ensure the continuing integration of the other cultural areas in the implementation of the Community Culture Master Plan.

Recommendation #26:

That the Community Services Division review the present Parks and Open Space Policy and add guidelines to promote culture opportunities in the design and operation of existing and future parks and open space resources

Recommendation #27:

That the “Leadership Vehicle” encourage the inclusion of culture components in the development of schools, commercial developments, professional offices, public facilities and facilities developed by not-for-profit organizations and that The City, in its planning role, support the “Leadership Vehicle”.

Development Opportunities

Performance Venues

What we heard

There is an expressed need for an additional venue in Red Deer and area for a larger seating capacity than is available at the Red Deer College. The substantial seating capacity at the Westerner Exhibition facility is well suited to large traveling shows, which can utilize the 5,000 (+/-) seat capacity of the main arena venue. This leaves a gap for bookable performance venues to support theatre and touring performances that require between 600 to 1,000 seats. There are expressed needs for groups to access venues for smaller performances and it is very clear that there is a need for training, practice and rehearsal spaces.

What could happen

Opportunity 1 – Upgrade existing Memorial Centre.

Location: Existing location would be retained.

Impacts & Considerations:

- ◆ An existing 750 seat facility would be retained as a valued community resource
- ◆ Provides an alternative in the short-term that is economically feasible
- ◆ Additional community access must be arranged to ensure the facility is bookable on a community basis
- ◆ Access to existing schools is maintained with ample parking in the school area for the theatre venue
- ◆ Additional support for community theatre involvement
- ◆ Explore the inclusion of potential spaces for ancillary business opportunities
- ◆ Adequate funding will be necessary to ensure the viable operation of such a facility

Opportunity 2 – Assist in the planning and development of a new performance venue at the Golden Circle Seniors Resource Centre.

Location: Expansion of the existing Golden Circle facility in the Rotary Recreation Park hub.

Impacts & Considerations:

- ◆ The addition of a multipurpose facility with seating for approximately 300 persons with access to kitchen and dining facilities provides an appropriate venue that is publicly bookable for a wide variety of smaller community requirements (small performances, training, rehearsal)

Opportunity 3 – Develop new theatre.

Location: One of the Greater Downtown hubs.

Impacts & Considerations:

- ◆ Development of a new major performance venue(s) will provide for all of the community's needs for the foreseeable future
- ◆ A new facility becomes a focal point for other cultural development in the community including galleries, studios, etc
- ◆ Both capital and operating cost support will be substantial and continue well into the future
- ◆ Memorial Centre may lose its substantive market potential and have some difficulty surviving

Public Art Gallery

What we heard

Currently Red Deer has no dedicated public gallery. Red Deer College has an art collection used for teaching purposes, and a portion of the Museum collection is art. Gallery spaces in the Red Deer and District Museum, the Culture Services Centre, Allied Arts Council, the Kerry Wood Nature Centre and the Red Deer Public Library provide limited opportunities for visual artists to display work.

There is no central focus with respect to either training/teaching or studios for the visual arts in the broader community.

What could happen

Opportunity 1 – Develop a coordinated approach for making use of existing and new spaces and places as showcases where art can be experienced.

Location: Any of the culture areas identified in this Plan

Impacts & Considerations:

- ◆ Provides for art in public and private places

- ◆ Provides a means to introduce people to art
- ◆ Economically feasible

Opportunity 2 – Develop new art gallery within one of the Greater Downtown hubs.

Location: Greater Downtown

Impacts & Considerations:

- ◆ Development of a public art gallery in the Greater Downtown will allow opportunities for the public to share in the display of the visual arts in the community. This will assist in becoming the “home” for the visual arts and provide potential links to other arts facilities including arts studios.
- ◆ Organizations currently operating galleries will need to explore their role in the display of public art
- ◆ Capital and operating cost

Opportunity 3 – Develop new art gallery in cooperation with Red Deer College.

Location: Red Deer College Campus

Impacts & Considerations:

- ◆ As the College is embarking on potential development of a display gallery for student work, there is an opportunity to multi-use this space and add on to it for the public art gallery component. Substantial savings would be available in that the support functions for the gallery spaces themselves can be shared between College and the public function. An unknown aspect at this time is whether the location at the College campus will develop the sense of a true public art gallery or whether it will act as an adjunct to the existing College facility.
- ◆ Organizations currently operating galleries will need to explore their role in the display of public art
- ◆ Capital and operating cost

Arts Studios

What we heard

Arts studios are available in the community at Red Deer College, the Recreation Centre and the Cultural Services Centre. None could be called a public centre for the arts or are of sufficient size to develop a critical mass which will assist in the further development of the arts. There is a need for a facility that will provide a variety of studio environments for artists to offer workshop and instructional opportunities.

What could happen

Opportunity 1 – Develop arts studios in conjunction with public art galleries within one of the Greater Downtown hubs.

Location: Greater Downtown hubs

Impacts & Considerations:

- ◆ Development of an arts studio environment along with opportunities for display galleries for community artists
- ◆ Cost of facility development for a stand-alone facility would be substantially greater and would provide less access to a variety of artistic environments
- ◆ Co-location of a public art gallery and the arts studios begin to center on the concept of a *Centre for the Arts* in the Greater Downtown

Opportunity 2 – Develop either new or renovated facilities providing low cost arts studios as work space, for workshops, and/or teaching environments.

Location: Possible location in peripheral building areas where low rent opportunities are available. Potential location in The City Yards should the relocation of The City facilities be realized.

Impacts & Considerations:

- ◆ The ability of the artistic community to move into existing industrial bay facilities and utilize them as artist studios is well established in a number of Canadian communities. This kind of flexible high bay space is often ideally suited for artistic endeavors and can be developed for relatively low cost.
- ◆ The location outside of the city centre may or may not have an impact on the potential for the development of a “home for the visual arts”.

Museum

What we heard

Both the Museum and Archives have reached their effective capacity in the existing facility. In addition to exhibit space, the ability to run programs is limited in the existing facility. The building has already been enlarged several times and as it ages, maintaining adequate environmental control becomes increasingly difficult. There is an increasing interest in built heritage, local history and genealogical research and additional collection, storage and work spaces are required.

What could happen

Opportunity 1 – Renovate existing Museum building and provide additional space to meet emerging needs.

Location: Rotary Recreation Park hub

Impacts & Considerations:

- ◆ The Museum’s location and function are well known in the community and the development of this existing facility will assist in anchoring the Museum as a major component of the Rotary Recreation Park hub. Direct access to the Heritage Square is of advantage in terms of connection between indoor and outdoor activity.
- ◆ The current shared resources with the Archives and the similar needs for environmental control are an asset.

Opportunity 2 – Develop new Museum building.

Location: One of the Greater Downtown hubs.

Impacts & Considerations:

- ◆ The development of a new museum building will allow the facility to be developed to current standards with respect to environmental control and space requirements.
- ◆ Impact of construction with respect to the operation of the existing facility will be minimal as the move to the facility can be made after construction is completed.
- ◆ The relocation of the Museum out of its existing facility will open opportunities for the existing facility to be turned over to other community uses. Although renovation will still be necessary it would be of a much lesser nature than that required for a museum quality environment.

Archives

What we heard

Role of Archives is expanding with the implementation of The City records management system.

What could happen

Opportunity 1 – Renovate existing Archives facility and provide additional space to meet emerging needs.

Location: Rotary Recreation Park hub.

Impacts & Considerations:

- ◆ The Archives location and function are well known in the community and the development of this existing facility will assist in anchoring the Archives as a major component of the Rotary Recreation Park hub.
- ◆ The current shared resources with the Museum and the similar needs for environmental control are an asset.

Opportunity 2 – Remain at current Archives location and take over the entire building if the Museum were to move to a new building.

Location: Rotary Recreation Park hub.

Impacts & Considerations:

- The Archives location and function are well known in the community and the development of this existing facility will assist in anchoring the Archives as a major component of the Rotary Recreation Park hub.
- Environmental controls are already in place.

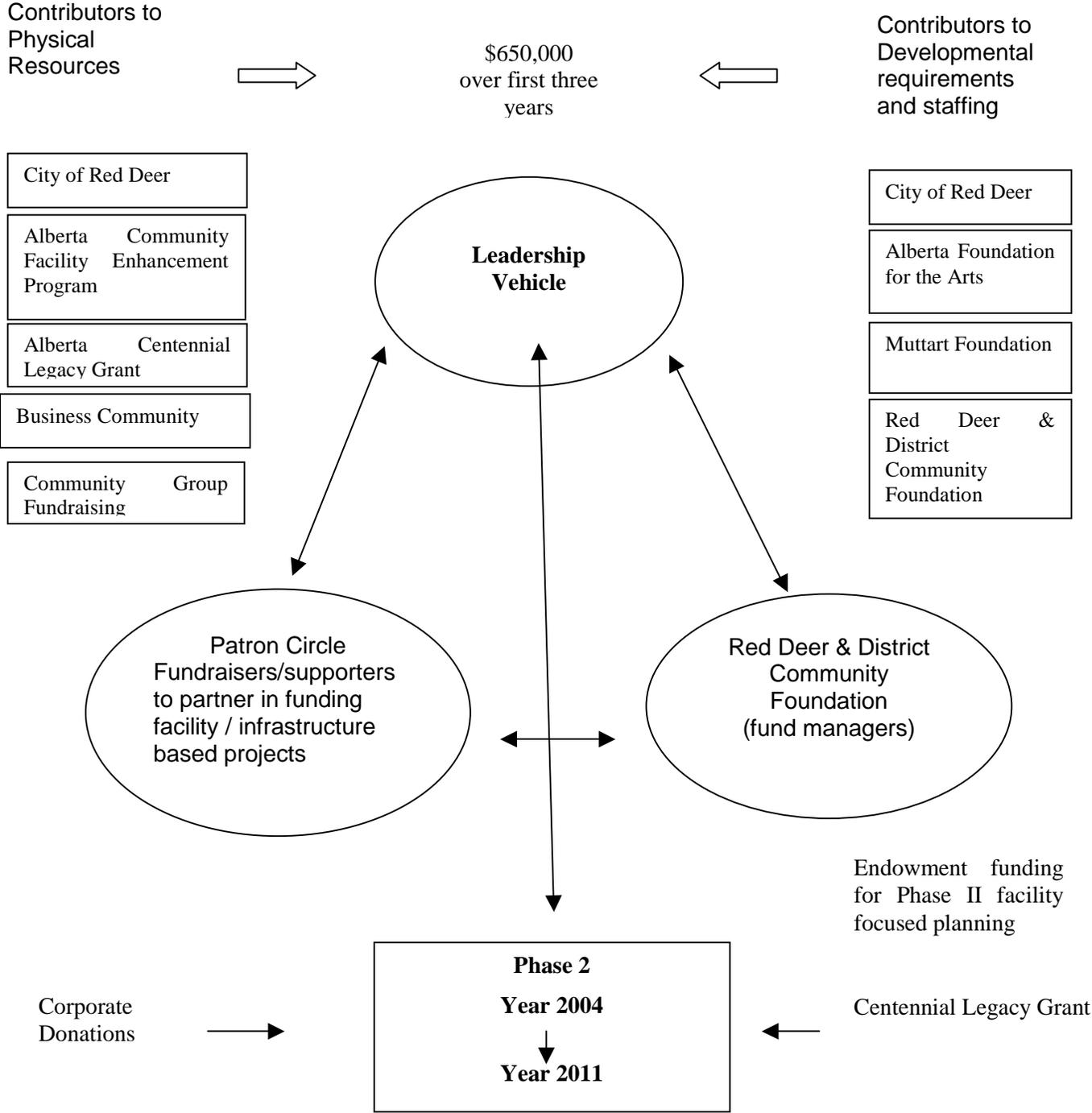
Opportunity 3 – Develop new Archives building.

Location: to be determined.

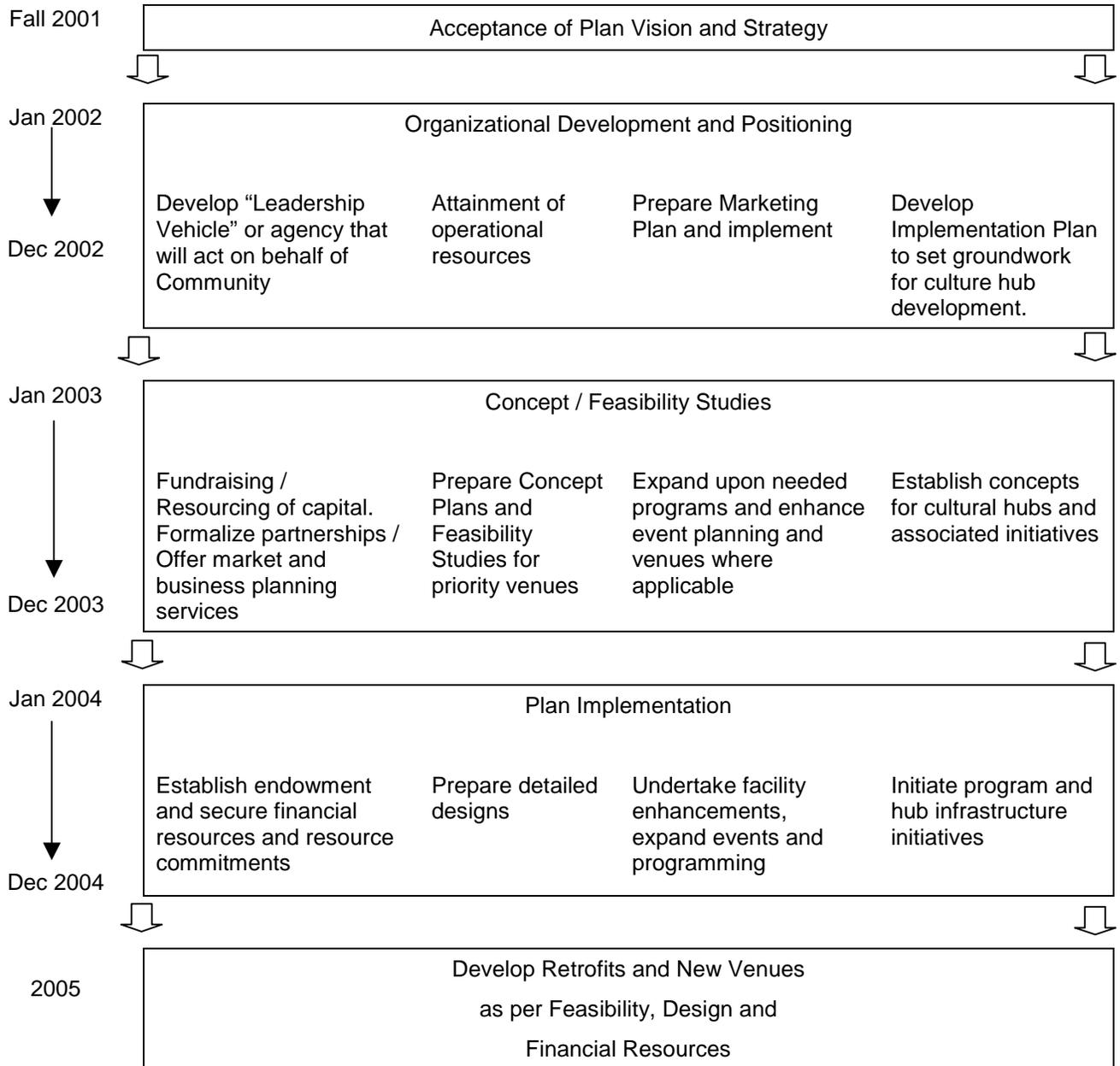
Impacts & Considerations:

- ◆ The development of a new archive building will allow the facility to be developed to current standards with respect to environmental control and space requirements.
- ◆ Allow the creation of dedicated space for City records storage.
- ◆ Impact of construction with respect to the operation of the existing facility will be minimal as the move to the facility can be made after construction is completed.
- ◆ The relocation of the Archives out of its existing facility will open opportunities for the existing facilities to be turned over to other community uses.

Proposed Funding Model



Plan Strategy Timeline



INSERT

Potential Development – A1

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1.0 BACKGROUND

In June 1999 Council of The City of Red Deer identified culture as a strategic initiative in approving their Strategic Plan. The Red Deer Cultural Charter Partners (CCP), a group representing twenty-nine community organizations that provide for, deliver and/or support art and culture in Red Deer and area (see Appendix 4), responded in early 2000 by seeking funding to initiate a community wide process of consultation to prepare a first of its kind COMMUNITY CULTURE MASTER PLAN for Red Deer and region.

The decision to prepare a Community Culture Master Plan stemmed from a public open house forum where the culture community strongly identified the need for culture amenities. The culture community indicated a need for a collaborative approach to enhance the culture activity in the community and strongly stated a need for spaces and facilities where culture activities, performances, exhibitions, programs, experiences and events could occur.

A Steering Committee was formed to oversee the study and in the fall of 2000, Randall Conrad and Associates Ltd. was retained to do the work. Over the course of this past year the consulting team of Randall Conrad and Associates Ltd. and the Culture Master Plan Steering Committee met with and surveyed over one hundred and fifty community residents, volunteers, administrators, educators and culture professionals.

This document represents the Culture Master Plan Strategy. Accompanying documents contain the Community Culture Master Plan Needs Assessment and Compendium of Background Information.

1.1 *Study Purpose*

To develop an effective planning design and feedback process with the end result being a comprehensive Master Plan that represents and promotes cultural diversity, cultural amenities, facilities and mandates for culture and the inclusion of culture in all aspects of Red Deer's community.

1.2 *Study Process*

This Community Culture Master Plan Strategy and the accompanying Community Culture Master Plan Needs Assessment reflect the documented results of a consultative process that spanned a one year period.

The public input strategy probed community and government thoughts on five points.

1. How do you define the existing "culture" in Red Deer and area? More specifically, who is served, what is provided and where does it occur? What is working well? What is not working well?
2. The kind of different cultural activities desired in the next ten-year period.

3. The identification of activities that currently give Red Deer and area a national or international presence.
4. New strategies to achieve a bigger vision (e.g. new partnerships, more public education, funding, etc.).
5. Future roles and responsibilities of the various stakeholders (e.g. government, business, providers, etc.).

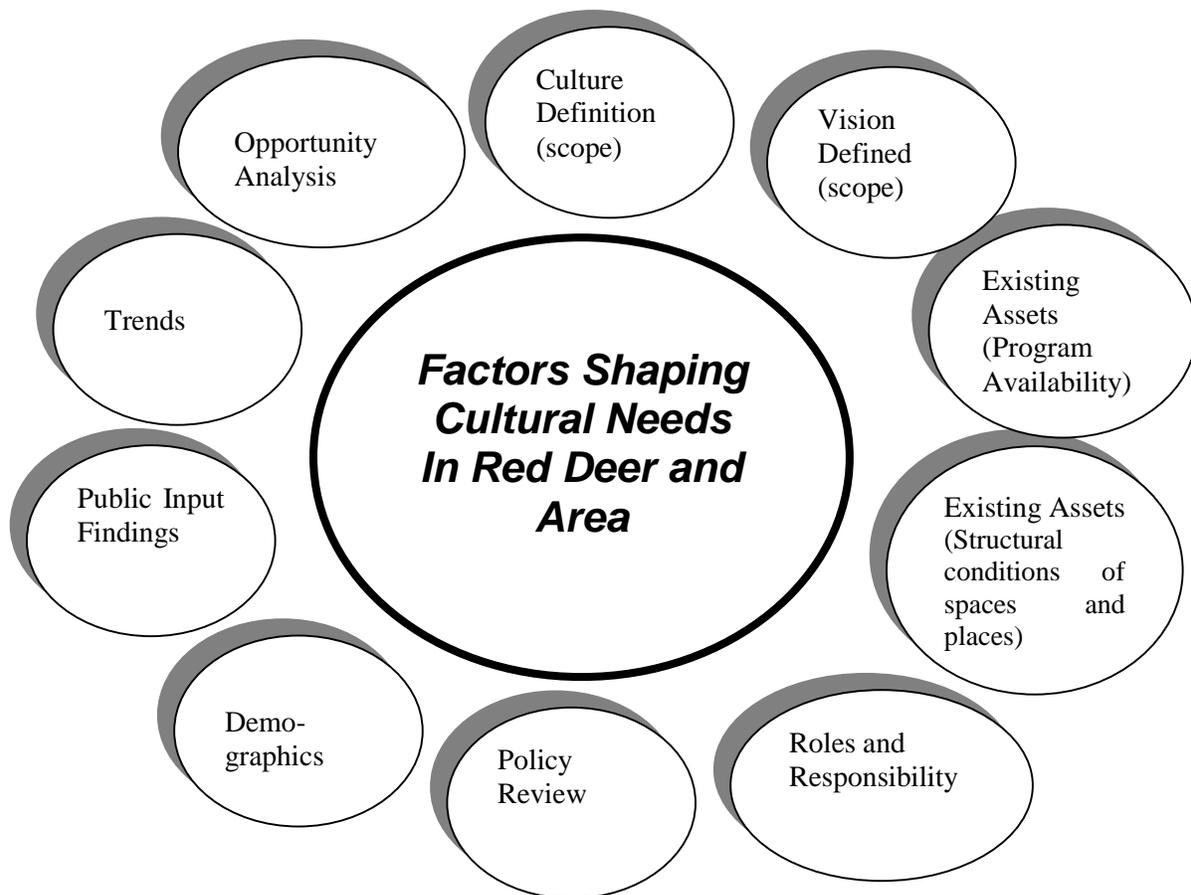
The respondents included representation from Cultural Charter Partners, the education sector (schools, College), the arts and business communities, elected officials, City of Red Deer (management and staff), the general public, the hospitality sector, and not-for-profit groups.

Meetings were held with the Steering Committee and a sub-committee to discuss progress, share results and provide valuable feedback to the consultants.

A public and user group review process served as a final check before the Plan was adopted.

2.0 FACTORS DEFINING OUR NEEDS

There are a variety of factors that will shape the future direction of the “cultural life” of the community and the Community Culture Master Plan. An understanding of these factors, both individually and collectively, will provide important clues in shaping future policy directions and strategies.



2.1 Culture Defined

There are many definitions of culture; in fact, entire books have been devoted to the topic. In its broadest sense, culture is a term used by social scientists to describe a whole way of life. It would consist of all the ideas, objects, and ways of doing things created by the group. It can include arts, beliefs, customs, inventions, language, technology and traditions.

In order to produce a manageable approach to planning over the next ten years, some key elements of culture have been isolated into a definition more suitable to the exercise. That is not to suggest that other elements are less important. Rather, it was a pragmatic decision that recognizes that other groups have jurisdiction and responsibilities in other areas. For the purposes of this study, culture is defined as follows:

“... this definition of culture is not all-inclusive but as it pertains to the Community Culture Master Plan: Culture includes visual arts, performing and literary arts, as well as heritage, including explorations of our history as a community or as individuals. It relates to the interaction of society with the arts in formal and informal settings.”

While culture is ever present in Red Deer’s broad community mosaic, there are identifiable facilities and opportunities where one can become engaged in and/or appreciate those cultural elements that form our Plan definition. An examination of these assets provides an appreciation of where we are today before we navigate to meet present and growing needs.

2.2 Cultural Facilities Inventory

Appendix 1 provides a summary of facilities typically used for culture activities, which are fully or partially dedicated to the provision of space for cultural programming. This includes facilities that are:

- ◆ Performance venues.
- ◆ Multipurpose venues.
- ◆ Dedicated venues for specific cultural uses.

Church facilities, schools and community centres were not included in the inventory, as the utilization of these spaces for public culture programming is not deemed as reliable because of conflicting uses and the lack of sustained access.

The intent of the facility inventory is to provide a review of available space in the above noted venues. Assessments regarding operational policies and cost of access are not provided in this analysis.

A review of the current facilities operating in Red Deer and their current utilization indicates the following findings:

1. Performing Venues

Generally speaking, the number of seats available in performance venues is currently acceptable for the number of cultural events in Red Deer. The combination of a 550-seat theatre in Red Deer College and a 750-seat theatre at the Memorial Centre provides for a number of performances throughout the year.

It is recognized that access to Red Deer College Arts Centre is more difficult from the community point of view, related to available times for bookings. Additionally, it is anticipated that as the activities of the College increase, due to student enrollment and development of arts programs, further community access to this theatre will be reduced.

The availability of the 750 seat Memorial Centre Theatre and the additional space being created as part of its expansion program, offers a unique opportunity for a community the size of Red Deer to have a second fixed seat theatre for a variety of community uses. This facility is currently home to the Central Alberta Theatre.

The Central Alberta Theatre (CAT), a not-for-profit organization, also provides performances in the Black Knight Inn as part of a dinner theatre program. It is anticipated that these programs will continue but will not have an opportunity to expand substantially due to the requirements of a volunteer performer base.

The number of available evenings at the Memorial Centre is considerable and can provide opportunities for both rehearsals and performances for a wide variety of groups.

Community desire for an additional theatre revolves less around the number of seats available in the community, but on the inability to book the venue for a price that is deemed reasonable for small community groups. This needs to be resolved at a policy and operational level, not at a facility level.

2. Visual Arts Venues

Currently Red Deer does not have a dedicated public gallery. Red Deer College has an art collection used for teaching purposes, and a portion of the Museum collection is art. Gallery spaces in the Red Deer and District Museum, the Cultural Services Centre, the Kerry Wood Nature Centre and the Red Deer Public Library provide limited opportunities for visual artists to display work.

There is no central focus with respect to either training/teaching or studios for the visual arts in the broader community.

3. Consolidated Arts and Culture Spaces

One of the greatest needs identified in the analysis of existing resources and in public feedback is that a consolidation of resources, as opposed to dispersed development of resources, is desired.

The excellent facilities available at Red Deer College are primarily used by the students of that institution and, although some programs and community events are made available to the broader community, cannot be construed as a home for culture in Red Deer.

There is currently no central location which allows an opportunity for ad hoc contact between people involved in cultural ventures in the community or which can act as a central depot with regard to cultural events or the booking of cultural events.

The temporary relocation of the Cultural Services Department to a location on the eastern side of the community further removes the cultural community from the sense of being located in the center of town.

2.3 Cultural Program Inventory

The ability to evaluate culture programs in Red Deer is somewhat limited by lack of market data specific to each program type. While some evaluative measures taken by The City Cultural Services Section and Red Deer College reveal high levels of public satisfaction, other agencies and not-for-profit organizations did not provide quantitative or qualitative information from which to assess effectiveness. Criteria or effectiveness measures containing the following will ultimately provide a database from which the impact of culture programming can be measured.

- ◆ The volume of programs by type (visual, performing and literary arts). Within each, the type of programs offered (painting, sculpture, etc).
- ◆ Age levels (children vs adult)
- ◆ Competency levels (introductory, intermediate, elite/professional)
- ◆ Participation rates in programs
- ◆ Anticipated program outcomes
- ◆ Offering organization (City, Red Deer College, others)
- ◆ Longitudinal program provision (e.g. how programs have evolved over time)
- ◆ Costs

This information could then be matched with surveys of the community and comparison to demographic data to assess if the program delivery system is meeting community need. In addition, we would also have a clearer picture of the roles and responsibilities of the cultural providers in the community.

In spite of these limitations there is some good anecdotal information that provides guidance for the study.

Recommendation #1:

That a formal culture program inventory be:

- **Designed to include who provides programs, types of programs provided, program participation counts, program hours, outcomes and costs.**
- **Updated on an on-going basis, as it will be critical for all program providers in terms of determining where best to place scarce human and financial resources for program delivery.**
- **Maintained on a database that is shared among providers with program offerings updated on a daily basis.**

For the purposes of this analysis, three categories of programs will be discussed - visual, performing, heritage/literary arts. There is also unavoidable overlap between programs that makes analysis more challenging. The biggest providers appear to be The City of Red Deer and Red Deer College. Outside of that, a network of not-for-profit groups provides workshops and courses. However, there was little information made available about the volume of programs or participation rates. Appendix 2 provides an inventory of the community's culture programming. This inventory has been assembled through Community Master Plan Committee members, published program brochures and from surveys submitted by user groups. It is likely that many culture program offerings are missing.

The majority of the programs offered are in the visual and performing arts. There are approximately 82 visual arts programs offered to residents of all ages by The City of Red Deer Cultural Services Section. The depth and breadth of programs is quite good, with program offerings in art appreciation, painting, drawing, sculpture, carving, printmaking, photography, jewelry, weaving, pottery, stained glass, ceramics, beadwork, etc. Many of these programs are offered in partnership with other organizations. There appears to be a good blend of children and adult programming but not much programming centered on youth aged 13-18.

Red Deer College programs are more centered on the adult market and offer a broad range of programs, though not to the breadth of programs offered by The City's Culture Services Section. Red Deer College offers approximately 49 courses on art appreciation, cake decorating, candle making, calligraphy, drawing, painting, photography, paper making, weaving, basket making, horticulture related, etc.

In addition to these programs, a number of visual art programs are offered in photography by the Central Alberta Photographic Society, art by the Red Deer Art Club, and curriculum based school and public art programs through the Red Deer & District Museum.

The diversity of visual arts programming does not appear to reflect the cultural diversity of Red Deer. There is limited ethnic centered programming apparent, although there may be opportunities within programs to address this issue to some extent.

The City Culture Services Section and Red Deer College are also the dominant providers of performing arts programs. Performing arts programs appear to have a broader range of providers than that experienced by the visual arts. Those assisting in program provision include, but are not limited to, Prime Stock Theatre, Central Alberta Theatre, Red Deer Scottish Dancers Association, Red Deer Concert Society, Red Deer Symphony, Golden Circle Seniors Resource Centre, TreeHouse Youth Theatre, Kompany! and the Red Deer Royals (Red Deer Community Band).

The City offers 68 performing arts programs to residents of all ages and reflects the cultural diversity of the community to a greater degree than that provided by the visual arts program sector. Programs offered include acting/drama, dance and, to a lesser extent, music. Red Deer College programming addresses a broad range of ages from children to adult with an emphasis on adults. Dance and drama/acting are largely the focus of the College with some ethnic centered programming. There are approximately forty-one performing arts programs made available to the community.

The number of programs offered by the other providers is not known but is thought to be substantial. Prime Stock Theatre, in addition to providing professional quality plays, also sponsors concerts and undertakes workshops. The Central Alberta Theatre undertakes amateur dinner theatre and other artistic presentations. The Red Deer Symphony has school outreach programs, and performs at Christmas, Canada Day and at other community events. The Metis Nation Locals 84 and 87 perform Metis Dancing and have workshops on Metis culture. The Golden Circle Seniors Resource Centre focuses on dance and theatre productions. The Red Deer Scottish Dancers in addition to performing have annual workshops and the TreeHouse Youth Theatre offers annual youth theatrical productions. Red Deer Symphony, Prime Stock Theatre and Central Alberta Theatre tend to address more advanced level training, whereas the other program providers generally cater to the beginner/intermediate level of participants.

Once again, there is a rich diversity of performing arts programs being offered by various providers in Red Deer. Though there is some overlap in program provision particularly in the areas of drama and dance, there is a wide range of program offerings spanning beginner to elite program training, however, the bulk of the programming is focused at the beginner to intermediate level.

Heritage programming is for the most part provided by not-for-profit groups. These groups include the Alberta Genealogical Society, Central Alberta Historical Society, Sunnybrook Farm Museum, Central Alberta Quilters Guild, the Red Deer & District Museum, the Red Deer & District Archives, and Fort Normandeau. Most of the heritage programming is offered to a broad age spectrum.

The Alberta Genealogical Society offers guest speakers, reference material, sponsors mall displays and circulates a newsletter. The Central Alberta Historical Society offers guest speakers and tours. The Sunnybrook Farm Museum sponsors Pioneer Days, summer camps for kids and other special events. The Central Alberta Quilters Guild sponsors quilt shows, fashion shows and quilting bees. The Red Deer & District Museum sponsors history programs, Heritage Fair, downtown wagon tours, cemetery walking tours, pioneer study kits, Christmas family nights, promotional exhibits and day trips to other museums. The Red Deer & District Archives programs include classroom and public presentations on Red Deer history. Program offerings that are focused towards heritage appreciation and training are targeted at the total demographic spectrum of Red Deer. The number of these programs is substantially less than that provided for in visual and performing arts.

Literary programs are limited to author readings and children's programming offered by the Red Deer Public Library, Red Deer & District Museum, Red Deer College and Chapters.

The primary focus of programs in Red Deer appears to be centered on the visual and performing arts. There is evidence of programming overlap in the visual and performing arts. Consideration needs to be given to a balance in culture program opportunities that are not as well developed with a focus on literary arts, heritage and ethno-cultural programs, the youth culture and programs for those who do not typically access culture programs. Generally, Red Deer is blessed with a broad range of culture programming opportunities and benefits immeasurably from a network of not-for-profit providers.

Recommendation #2:

Consideration needs to be given to a balance in culture program opportunities with attention to areas that are not as well developed, such as:

- **Programs for youth**
- **Heritage, particularly ethno-culture, programs**
- **Literary programs**
- **Programs for people who do not typically access culture programs**

Many people in the community face barriers to culture opportunities. These barriers include such things as not feeling comfortable in certain surroundings and atmospheres, lack of financial resources, lack of physical access, and lack of transportation.

Recommendation #3:

That barriers to the access of cultural opportunities be recognized by the community and that strategies be identified to improve access for all.

2.4 Festivals, Events and Happenings

While program outlets for culture abound for those who wish to engage in recreational, development or professional classes throughout the year, numerous scheduled events and happenings occur in the region almost on a weekly basis. Exhibits, events, historic and visual art displays and performances occur in Red Deer and regional venues and attract thousands of visitors and audiences from local, regional, provincial and out-of-province locations.

Appendix 3 outlines a sampling of these culture events as they occurred in 1999-2000. Notable services/events that were identified in fostering community pride (from Master Plan Committee Members and from survey responses) include:

- Canada Day
- First Night Celebration
- Winterfest Celebration
- Art Walk
- “Ghosts” Sculptures
- Red Deer College Series Program
- Westerner Days Fair and Parade
- Public and Farmers Markets
- Red Deer Royals
- Mayor’s Recognition Awards
- College and High School Art Exhibitions
- College Productions
- Fire and Earth
- Fort Normandeau Days
- Festival of Bands
- Productions by Central Alberta Theatre, TreeHouse Youth Theatre and Prime Stock Theatre

2.5 Local Artists and Performers

From the review of community resources, it is apparent that Red Deer and area is home to many artists and performers. It is important that local artists have the recognition and support of the community, as this enhances the awareness of the talent in our midst and also assists the artists and performers in moving forward in their work. Local support helps ensure that artists and performers are able to remain in Red Deer and continue to offer their talents and expertise to the community.

Recommendation #4:

That the importance of local artists and performers be recognized and supported in the planning and delivery of events, festivals and displays.

3.0 SUMMARY OF NEEDS

A comprehensive consultation program and needs assessment (under separate cover) identified a number of issues and needs that are relevant to planning for culture opportunities over the next ten years. At the master planning level, independent solutions for each identified need cannot be addressed. Instead, such detail needs to be retained and used as information to support and build the independent strategies that serve as outcomes of this Master Plan.

There are clearly three main areas requiring strategic development:

1. Leadership
 - A group with authority and commitment to drive the plan
 - Financial resource recruitment and procurement
2. Awareness and Marketing
 - Information networks
 - Awareness campaign
 - Education initiatives
 - Feedback and monitoring
3. Spaces and Places
 - Arts district in the downtown
 - Expansion and use of existing major venues like theatres and art galleries in the downtown
 - Smaller art spaces clustered in the downtown
 - Arts support centre
 - Inclusion of other cultural areas (see 8.4)

It is clear that the advancement of culture for many involves the development of major facilities. For others, there is the realization that before large capital investment is made, there is the need for serious organizational development. Few deny that the quality of cultural life in Red Deer has attained a degree of excellence, is evident throughout the community and prevails through the strong support of arts and culture educators, programmers, artists and hundreds of volunteers. It would appear that the biggest challenges that lie between what exists today and the attainment of the larger venues sought are:

1. Insufficient financial resources to build and operate in a market the size of Red Deer and area.
2. A major leadership body with the human and financial resources to implement planning action and the collective mandate to proceed.
3. A mechanism to educate potential funders (residents, business, governments) about the social and economic benefits of culture to the individual and collective community.

Culture in Red Deer will be sustained with or without Plan direction. This is evident in the rich opportunities that exist, have been, and will continue to be forged by many community partner groups. An aging society and changing socio-economic trends suggest that demands for heritage appreciation, expression of self, and diversity of ethno-culture groups will become more prevalent. Technology will increasingly change the way we interact with others. We will live longer and explore new ways of enriching our minds outside of regular academic channels. We will seek greater diversity and appreciation for our surroundings and we will likely be less insular than previous generations as we are exposed to greater cultural diversity.

We cannot plan a community's culture. This occurs on its own through societal change and values. We can, however, begin to set the stage for positive change by drawing attention to the aspects and impacts of positive cultural experiences, creating diversity and choice, and working together to garner the finances necessary to provide quality programs and venues. This Master Plan Strategy provides a means to set this stage. It reacts to the salient needs identified in this report and outlines an achievable approach to goal attainment and satisfaction of needs. It responds to:

What Groups and Individuals are saying

Leadership, Cooperation, Delivery

- Common theme expressed is cooperation and collaboration between all stakeholders
- More partnership opportunities should be explored
- All residents need access to culture
- Cultural Charter Partners can play key role in partnership promotion and development
- We must tailor plan to Red Deer and area
- Must be more than facilities... culture must be everywhere
- Direction must be affordable
- More music and theatre activities and programs desired
- More festivals desired
- Greater variety required
- Expose economic benefits of culture
- More public education is critical
- Need to broaden interest and knowledge of culture through better expression of benefits
- Need to focus on target marketing
- More promotion of the arts in schools

Awareness & Marketing

- Advocate heritage, art and culture in our school systems
- Develop College outreach and non-curriculum program opportunities
- Integrate arts and culture in sports and athletic events
- Demonstrate economic benefits of culture in the business community
- Consider a “Festival of Festivals” celebration, an event that would bring together and build upon all the existing community events and activities
- Create greater strategic alliances with organizations like the Westerner to expose culture facilities as marketable packages to those who book facilities

Spaces and Places

- Maximize existing facilities before building new
- Expansion of Ghosts project
- Walking tours
- Introduction of web tours
- Completion of Downtown Plaza/Park
- Focus on development in the Downtown
- Creation of Arts District in the Downtown
- More historic displays
- Parks system advantages
- New Public Art Gallery
- Multi-purpose Cultural Center in the Downtown
- Community Theatre with Concert Hall

How Trends and Demographics will affect Planning for Culture

- Slow but steady growth insures retention of existing markets, opportunities to plan in line with growth and the expectation of increases in market demands over time
- Swing in service delivery and opportunities, from youth focus to adult and senior focus
- Market affordability is good due to corporate resources and family incomes. There is a need to monitor that affordable access remains
- Growth in ethnic populations and diversity will increase demand for ethno-cultural opportunities

Public Corporate Strategy suggests that...

- Public service delivery will continue to emphasize facilitation and promotion of partnerships. Direct provision of programs at grass roots levels will be based upon public need
- Non-local grant and financial assistance for development of culture will remain at low levels thus funding for advancement must be based upon localized funding partnerships
- The City will consider funding assistance through the tax base where broad scale public acceptance is evident and non-tax sources where corporate and community fund raising sector are evident

- Promotion of planning and growth in the Downtown area is vital
- In the absence of majority public demand to do so, The City will discourage the development or promotion of facilities or programs which require higher than average levels of tax subsidy for operations
- The City, while encouraging growth in all sectors, will not undertake debenture borrowing and tends to fund projects based upon available reserves and partnerships

Assessment of Program Availability

- Excellent overall supply of program opportunities exist. The assessment indicates the need to expand literary, youth, ethno-cultural programs, and programs for people who do not typically access culture programs.

Assessment of Program Delivery

- Excellent leadership, volunteer, professional and technical resources but no formal body mandated to prepare and advance planning.
- Lack of financial resources to implement planning initiatives.
- Need to better communicate opportunities among providers and market users and further, a need to formalize monitoring and program goal attainment, e.g. statistical base – ongoing, including:
 - facility availability
 - primary contacts roster
 - programs available
 - participant satisfaction
 - participant members

4.0 MASTER PLANNING FOR CULTURE

Through a combination of direct observation and a significant degree of consultation with Red Deer's culture community, it is clear that, when it comes to culture, a high degree of pride, volunteer strength, diversity, and opportunity exists.

Red Deer can boast a higher ratio of performing arts seating than communities of comparable size. In fact, at the current ratio of 25 seats per 1,000 population, Red Deer has double the ratio found in the City of Edmonton. There are close to 385 separate arts, culture and heritage programs that residents can access and over 100 opportunities each year where residents and families can see an exhibit, take part in a festival, attend a performance or visit a fair.

Red Deer's Greater Downtown is evolving as a showcase to many prominent culture resources. These include the Museum and Archives, the Downtown Public Library, City Hall, Heritage Square, the old CPR station, the old court house, boutiques, private art galleries, venues offering ethnic cuisine, a soon to be developed Plaza/Park, and the many bronze "Ghost" sculptures that highlight walking tours and reflect the community's rich history.

Not far from the downtown are the historic Cronquist House and the Memorial Centre. Red Deer College, which has achieved international fame for its arts curriculum, is located in the southern part of The City. The Westerner, a major exhibition facility and arena, attracts people from throughout North America to fairs, agricultural events, performances and major sales events.

The essence of the Plan is to formalize culture planning as a key prerequisite to planning for future growth.

While most recognize that the community has developed rich cultural amenities, there is the belief that rapid growth without proper planning may erode that which has been achieved and stall the many opportunities to improve upon Red Deer's cultural lifestyle.

Communities across Alberta exist, grow, and sustain growth at varying degrees. And, while there are fundamental pre-requisites to sustainability (essential services, education, health, finances, good governance, employment), there are many value added quality of life opportunities that go beyond sustenance and set one community apart from others. These include a healthy supply and balance of opportunities for individuals and families to advance

It was found that culture opportunities in Red Deer and region are abundant.

Good planning will result in:

- *Greater opportunity*
- *Greater choice*
- *Lifestyle balance*
- *Healthy minds*
- *Creative minds*
- *Economic development*
- *Pooling of resources through partnerships*

their education, socialize, play sports and enjoy nature, and experience arts, heritage and culture.

Proper planning for the development of culture in all forms will allow Red Deer's to:

- ◆ Sustain those opportunities that have been created
- ◆ Create additional opportunities that will provide greater choice and thus enhance lifestyle
- ◆ Ensure that culture is considered in all forms of civic planning
- ◆ Create greater opportunity to ensure the balanced growth of the individual and thus healthy creative minds
- ◆ Create opportunities for business partnerships and economic development
- ◆ Create opportunities for greater partnerships between municipalities, independent artists, business groups, agencies and institutions, and thus a strong base of resources that includes money, technical resources, training, volunteers, professionals and shared markets
- ◆ Maintain access for a diverse population

This Community Culture Master Plan has been developed to guide Red Deer's culture community. It is a first of its kind for the community and, as such, does not extend culture recommendations or directives contained within previous works. It does reflect The City's strategic philosophy, conforms to approved community plans, such as the Greater Downtown Action Plan, and reflects broad community input.

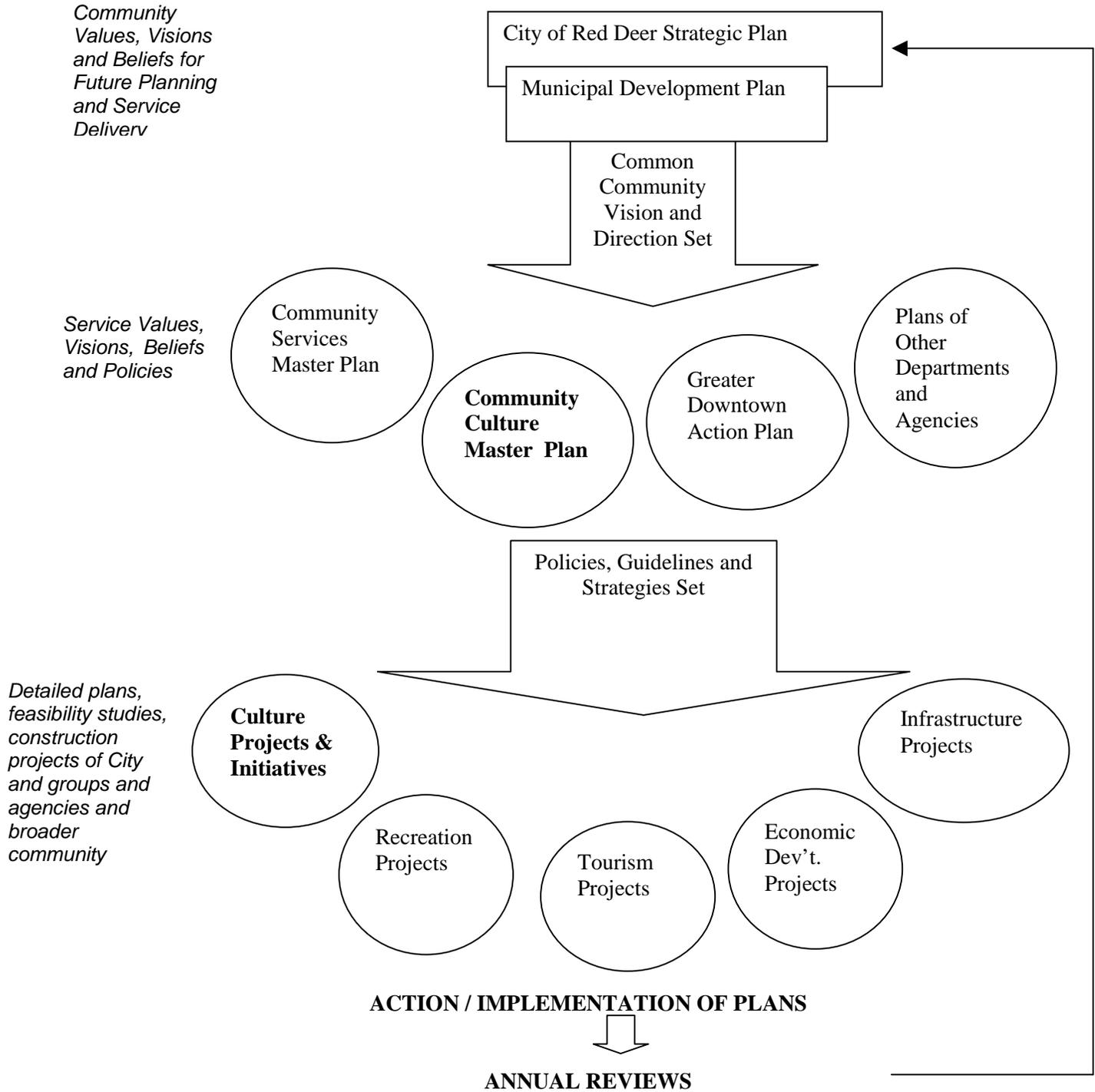
As a Master Plan, the recommendations contained within are broad in nature and designed to allow flexibility as conditions change and as new ideas are brought forth during the life-span of the document.

The Plan broadly reflects the expressed needs of culture providers and provides an approach and blueprint from which specific solutions to specific problems can be tackled. In this regard, the Community Culture Master Plan will spawn recommended program and event initiatives and facility development plans over the short and the long term.

***This is a Community
Plan for Culture –
the first of its kind***

***The Plan is meant to
provide a blueprint
from which
individual and group
needs can be
responded to
collectively.***

The Hierarchy of Community Culture Master Planning



5.0 MASTER PLAN INTRODUCTION

The Community Culture Master Plan responds to identified needs in the form of three major planning thrusts:

1. LEADERSHIP
2. AWARENESS and MARKETING
3. SPACES and PLACES

The Plan is designed to provide sufficient direction to implement those initiatives that should occur over the next three-year period. Direction for year four (2005) through year ten (2011) is presented in a generalized format, recognizing that the outcome of the initial three year period will likely identify new ideas by the community and, subsequently, new initiatives.

What is lasting and serves as a cornerstone to advance all forms of cultural development is a need to maintain the Community Culture Master Plan as a living document, which is updated on a three-year basis. By doing so, culture is re-enforced as an important aspect of overall Community Development Planning.

Plan initiatives will change over the long term, but short-term needs must be addressed now.

Annual Culture Master Plan reviews and formal updating every three years are important.

5.1 THE VISION

Red Deer's Greater Downtown area is the primary location for major arts and culture facilities including an arts district, theatre, spaces to exhibit art, a community culture resource centre and a wide range of ethnic restaurants, culture boutiques and street activities.

Art is displayed in private and public facilities and residents can access programs, mingle with artists or performers and learn to appreciate the heritage of the Red Deer region.

The many formal and informal culture opportunities provided are led by a major leadership group which represents both public and private interests and which is mandated to advance common planning initiatives, programs and festivals. The group is funded on an ongoing basis by a culture endowment fund that is everlasting.

6.0 PLANNING FOR LEADERSHIP

6.1 *Current Situation*

There are many service providers doing great things, but there is lack of common vision and lack of human, financial and, in some cases, physical resources.

Culture opportunities in Red Deer and area are as abundant as are the many institutions, groups, agencies and individuals that provide them. However, no one organization is mandated to advance a common vision and a plan to achieve goals. Some operate within defined mandates and set budgets while others meet market demands and rely on grants, fundraising and fees for service. Lack of overall funding has been a primary deterrent to expanding cultural opportunities. Other deterrents identified are competition for funding, a lack of common community vision, and a lack of full time and experienced leadership, particularly among the many not-for-profit groups that make up the cultural community. The formation of the Cultural Charter Partners, an umbrella group for culture providers, has been an excellent first step in creating a common advocate for overall development. However, at the present, they lack the necessary resources to implement action.

There exists a dependency on public funding and a need to attract greater resources from non-governmental sources.

The largest and most capable organizations that have, or have the ability to, access resources are The City, Red Deer College and the business sector. The College can play an instrumental role in sharing resources, but is mandated as an educational institution and not chartered for widespread community culture delivery. The business community has the resources necessary, but will need convincing in the form of return on investment for resources expended.

The City, through a Culture Services Section of 3.4 full time staff, helps groups and directly provides basic level culture programs. The City is reluctant to risk public tax dollars in advancing culture that requires significant tax subsidy. However, The City has demonstrated leadership in the development of fee for service funding for culture programs and operation of facilities. The City must balance the expenditure of dollars based upon demonstrated needs from all areas and philosophically will partner in initiatives that demonstrate need, have a committed investment in dollars from non-tax sources, and can be sustained at reasonable costs.

Plans remain dreams until they are actualized. Actualization requires leadership; good leadership attracts the necessary resources.

As this is a Community Culture Master Plan its implementation must come from a body truly representative of the community. This body must have the resources to implement the Plan initiatives and must also have the authority vested in it to make decisions on behalf of the community at large. The term “Leadership Vehicle”, suggesting forward motion, was chosen to describe the team that will drive the process.

6.2 Recommended Solution

Recommendation #5:

Develop a “Leadership Vehicle” representative of the community and mandated by the community to be the custodian of the Community Culture Master Plan and to advance Master Plan initiatives.

6.2.1 Suggested Membership

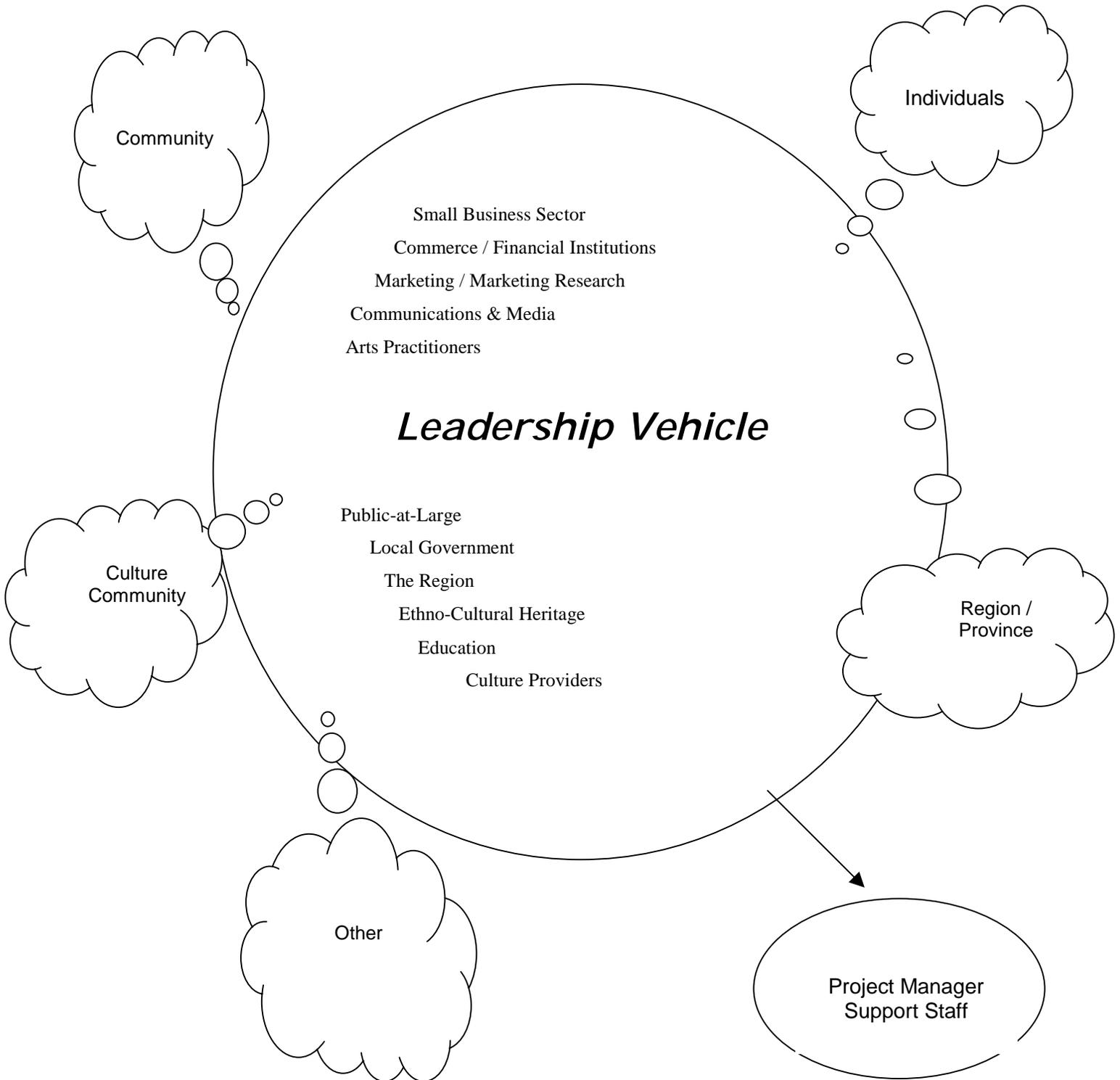
Recommendation #6:

That the membership of the “Leadership Vehicle” represent a broad range of community sectors.

Individuals from the community including, but not necessarily limited to:

- ◆ The small business sector
- ◆ Commerce/financial institutions
- ◆ Marketing/marketing research
- ◆ Communications and media
- ◆ Arts practitioners
- ◆ Public at large
- ◆ Local government
- ◆ The region
- ◆ Ethno-cultural heritage
- ◆ Education
- ◆ Culture providers

Proposed Leadership Model



6.2.2 Suggested Mandate, Roles and Responsibilities

Recommendation #7:

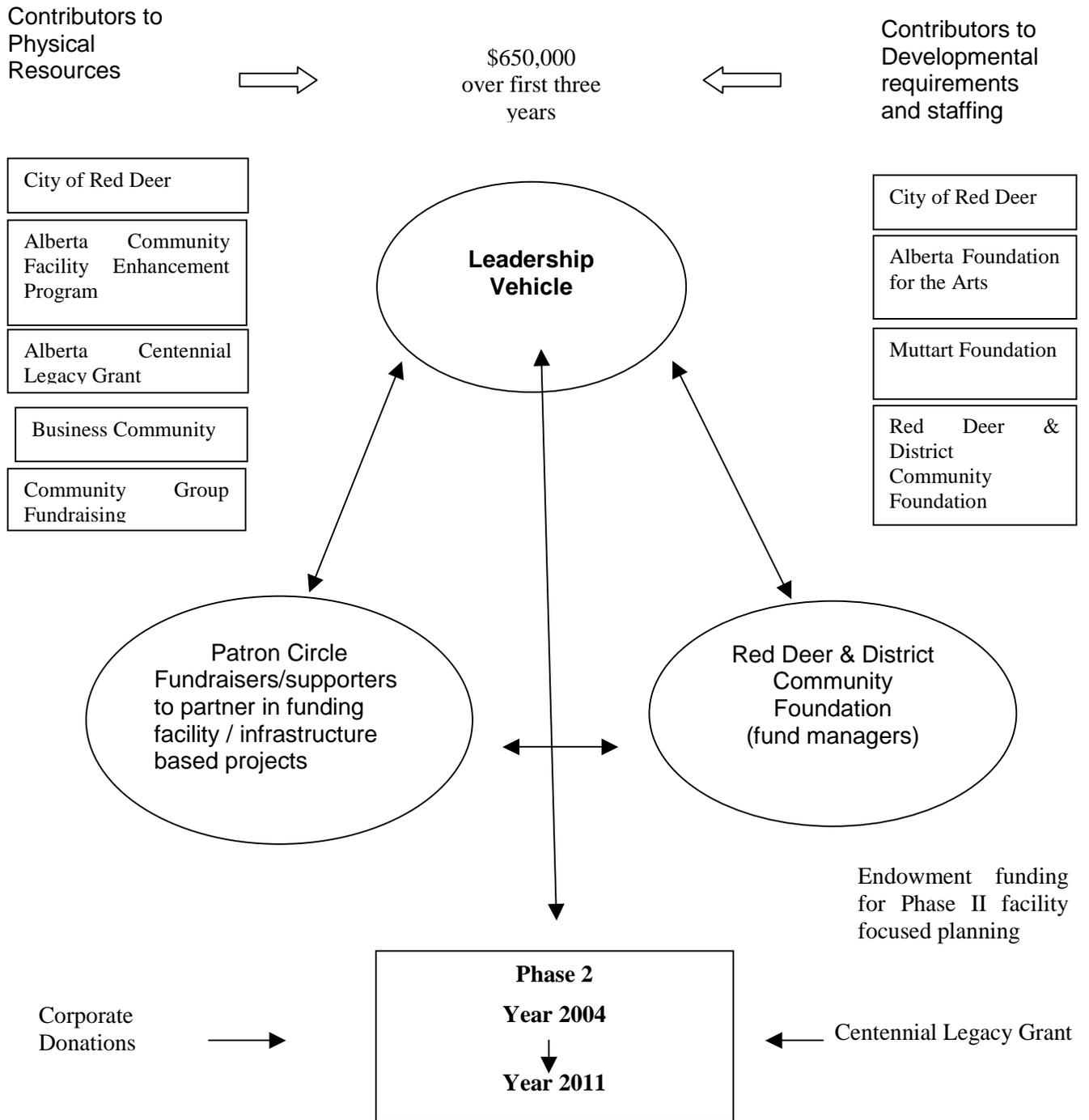
That the following be adopted as the mandate, roles and responsibilities of the “Leadership Vehicle”:

- ♦ **Be custodian of the Master Plan**
- ♦ **Develop implementation plan**
- ♦ **Facilitate the establishment of a Patron Circle**
- ♦ **Secure resources required to advance plan initiatives**
- ♦ **Encourage art in public/private spaces with support for the inclusion of teaching components and for the development of collections**
- ♦ **Advocate Plan objectives to regional, provincial and federal governments**
- ♦ **Identify and prepare strategies to improve upon existing events and plan for a major re-occurring event / festival**
- ♦ **Identify the need for and advocate for the development of policies that support culture in the community**
- ♦ **Advocate policy initiatives to local governments**
- ♦ **Maintain administration staff and resources**
- ♦ **Implement public education and awareness initiatives**
- ♦ **Maintain facility and program inventories and primary contacts**
- ♦ **Research and monitoring**
- ♦ **Identify, create and sustain partnerships**
- ♦ **Plan feasibility studies and review architectural plans**
- ♦ **Secure endowment funding for the second phase of implementation**
- ♦ **Endeavor to coordinate with community culture organizations so that competition for funding is minimized**
- ♦ **Conduct annual review of the Plan**
- ♦ **Update the Plan, through consultation with the community, every 3 years**

6.3 Suggested Resource Requirements & Funding (Phase 1)

It is recognized that the implementation process will require financial assistance until an endowment fund is established. The projected timeline to ensure the processes are in place is a three-year period. The first three years in the leadership model are necessary to establish the foundation on which the project is based. Funding for the physical, developmental and staffing requirements is recommended to come from various sources including government, corporate, foundation and community contributions. It is anticipated that the endowment funding for Phase II will be well established by the third year and that this source of funds, as well as continuing “other” contributions, will ensure the continuance of this project.

Proposed Funding Model



Recommendation #8:

That the “Leadership Vehicle” adopt an initial three-year budget and secure the necessary human, physical and financial resources to implement Phase 1 of the Master Plan.

	Year 1	Year 2	Year 3	Total (3 years)
Project Management	60,000	60,000	60,000	180,000
Office Overhead	60,000	60,000	60,000	180,000
Marketing Budget	30,000	30,000	30,000	90,000
Marketing Plan & Feasibility Studies	30,000	70,000	0	100,000
Research & Development (Technical Expertise)	40,000	30,000	30,000	100,000
Total Seed Funding	220,000	250,000	180,000	650,000

A variety of funding sources will be sought, including government grants, community based resources, and donations in kind.

6.4 Patron Circle

Funding for the implementation of the Community Culture Master Plan is crucial. Many questions arise as to where funding for capital projects might be found, and further, how ongoing funding will be secured such that the Plan can be implemented and maintained. Phase I of the Plan has been discussed, whereby the first three years would be seen as laying the initial groundwork.

In the latter part of Phase I it is recommended that an endowment fund be established and that capital fundraising campaigns be initiated. It is anticipated that the Patrons Circle will attract and generate funds from new sources for this endowment fund.

In order for the funding to be generated there needs to be a body with the focus and responsibility to undertake the necessary work. It is envisioned that this body would be linked to the Leadership Vehicle but will maintain focus on funding.

Through discussions with the community, it was suggested that there are people in the community who have the energy, profile and connections with many sectors (including government, foundations, private sector, private donors) and a strong commitment to culture....true patrons. These are the ideal type of people to recruit to become a “Patron Circle”.

Recommendation #9:

That a Patron Circle be developed, with the responsibility for establishing and building an endowment fund and assisting in capital fundraising.

6.5 Fund Management

Once funding is generated, both for an endowment fund and for capital project funds, it is important that sound management of the funds be undertaken. It is also important that available resources be utilized in order to avoid duplication and to maximize coordination with other funders. The Red Deer and District Community Foundation has experience and a good track record on both counts.

Recommendation #10:

That the Red Deer and District Community Foundation be requested to become the manager of the Culture Endowment Fund and the capital funds being accumulated for specific projects.

6.6 Leadership Plan Implementation

Subsequent to review and acceptance of this Community Culture Master Plan, immediate action is required. It is recognized that while many service providers hold expectations that this Plan will render immediate culture facility development, such goals cannot be met without Plan acceptance, authority vested in the Plan and financial resources. This is expected to take approximately three years of organizational development, awareness and marketing, and more detailed feasibility and design planning. The following outlines the predicted approach to implementing the Phase 1 portion of the Community Culture Master Plan.

It will take time to gather momentum and set specific implementation plans – this will take three years to accomplish.

Phase 1 Implementation

Recommendation #11:

Build on the vision of the Community Culture Master Plan and develop an implementation plan that can attract broad acceptance, can be led by the “Leadership Vehicle” and is achievable in a political, social and economic context.

This means demonstrating the return on investment to the cultural community, selecting or developing an organization that is capable of leading the plan initiatives, attaining the financial and human resources necessary to achieve

objectives over time, and monitoring success through qualitative and quantitative measures.

Recommended implementation is as follows:

Oct – Dec 2001

1. Acceptance of Community Culture Master Plan and formation of “Leadership Vehicle”.
2. Fully develop vision as contained within this plan starting with . . .
 - ♦ A culture community that is led by a representative body (see Recommendations #5, 6, & 7) that administers the Plan, advances common goals, undertakes plans, operates with adequate funding and advocates the advancement of culture partnerships and opportunities for the betterment of the community
 - ♦ A public that recognizes the importance of all aspects of culture
 - ♦ A city with designated culture development hubs that are interconnected and include a City Centre hub, a Rotary Recreation Park hub and a Riverlands hub. Also, that major development of performing arts theatres, public art galleries, arts studios, heritage resources and major culture events are staged to occur in part or in whole at these locations
3. Solicit funding for “Leadership Vehicle”

Jan – June 2002

4. Secure Administrative offices, ideally in one of the designated cultural hubs
5. Develop detailed Implementation Plan
6. Staff recruitment and development of formal working relationship with City, Cultural Charter Partners and other major partners
7. Formalize process and approvals to create culture hubs
8. Promotion of the Master Plan and set terms of reference for major marketing study

July – Oct 2002

9. Develop Marketing Plan

Oct – Dec 2002

10. Implement Marketing Plan

Jan – Sept 2003

11. Prepare design plans and initiatives surrounding culture development hubs and implement as ongoing ten-year program
12. Begin process for feasibility and concept design plans for culture facility retro-fits and new development

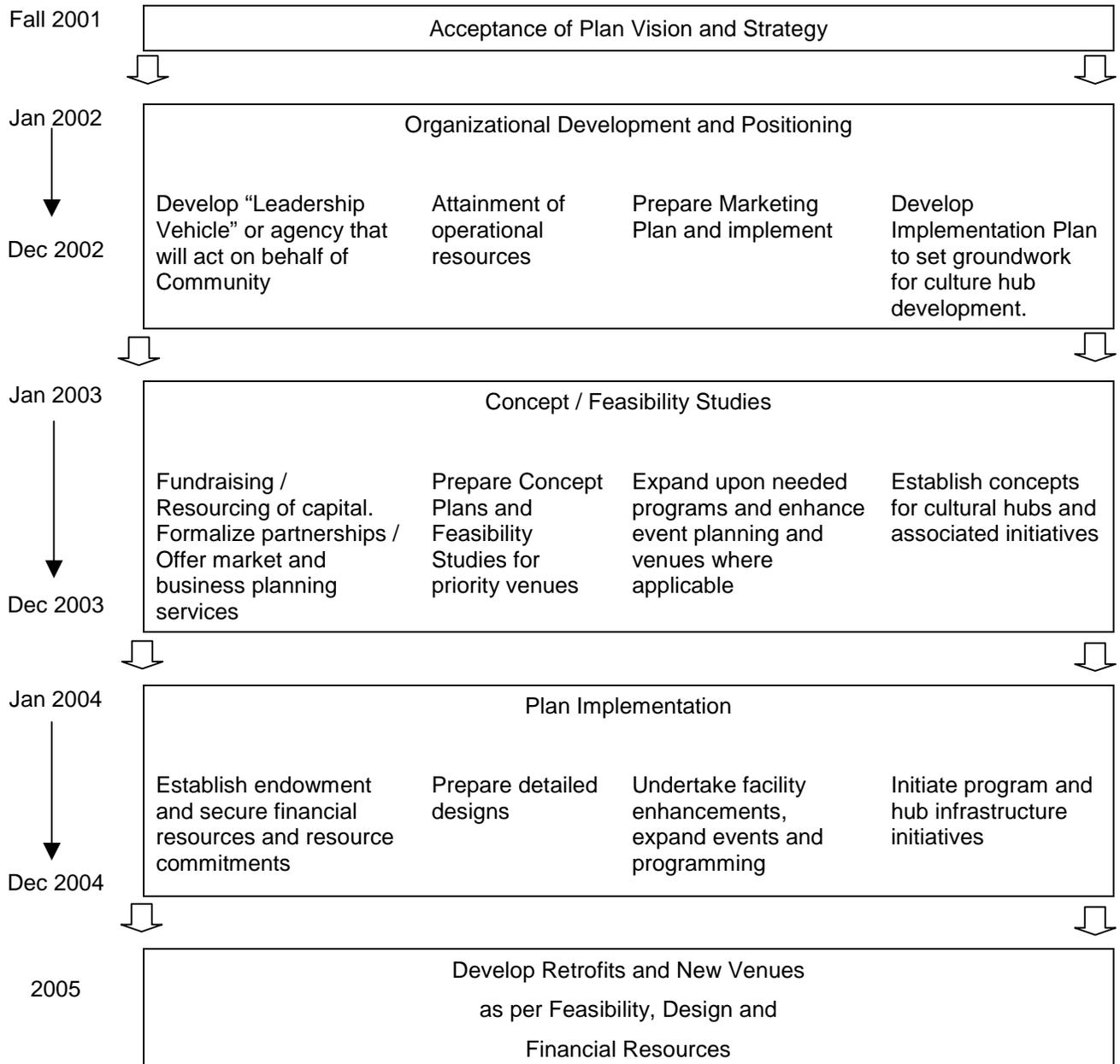
Oct 2003 – Apr 2004

13. Identify key infrastructure development needs and undertake financial resourcing for needed development – Application for Centennial Legacy Funding

May 2004

14. Launch Phase II Community Culture Master Plan – infrastructure development program

PLAN STRATEGY TIMELINE



7.0 PLANNING FOR AWARENESS & MARKETING

7.1 *Current Situation*

There are likely more opportunities for residents of the region to engage in and enjoy culture than people realize. Independent service providers do their best in promoting events and services (City program directory, pamphlets, the media, posters, culture tabloid, website, program pamphlets at venues, etc.).

While some service providers indicate there is not sufficient space to meet demands for their programs, cost of space, use of traditional venues and usage policies were identified as barriers. Schools, churches, and businesses all make up a potential inventory of program space resources that need to be identified, although some may not be appropriate for all uses or available at affordable rates.

The majority of Albertans take culture for granted. Most will attend a library, museum, or heritage resource at least once a year and many will attend community events like farmers markets, fairs and special events like First Night and Canada Day. Few will recognize or seek to understand the value or benefit of their experience as an education about our forefathers, how others think and express their feelings, or how other cultures live. How we choose to live, grow as individuals, interact with others and what we aspire to be, is an expression of self. And, while it can be argued that our physical abilities and skills as developed through sports and recreation are the most prevalent measure of self worth, the worth of an individual throughout life is also measured through creative expression and appreciation for and understanding of our culture. Culture service providers, government and institutions have a responsibility to expose the benefits of culture to society as an essential pre-requisite to personal health and well being.

Residents need to be educated and made aware of the benefits of culture for the development of the individual and the community. There are both social and economic impacts accrued from culture. These need to be explained to the broad public, particularly the business community, to gain their acceptance to invest tax dollars and corporate dollars.

7.2 *Recommended Solutions*

Recommendation #12:

Develop and implement a Culture Marketing Plan

Recommendation #13:

Promote the vision reflected in the Master Plan and implementation initiatives in the context of value to participants (cognitive growth, career planning, recreational value); to lifestyle (spiritual, recreating together, balanced opportunity); to community development (quality

environment, choice, historic preservation, diversity); and to economics (return on investment, tourism, spending).

7.2.1 Ideas to Consider in Promoting Culture Awareness

- Advocate for heritage, art and culture in our school systems
- Encourage development of College outreach and non-curriculum program opportunities
- Integrate culture in sports and athletic events
- Demonstrate economic benefits of culture to the business community
- Consider a “Festival of Festivals” celebration, a synergistic event that would bring together and build upon existing community events and activities
- Create greater strategic alliances with organizations like the Westerner to expose culture facilities as marketable packages to those who book facilities
- Establish art in public places through City policy
- Establish art in private places through encouragement

7.2.2 Key Initiatives to be Managed from One Stop Shop

1. Market and business planning services for not-for-profit agencies
2. Maintain a program and event inventory, facility space and booking inventory (see Recommendation #1) and one stop shop services
3. Media liaison related to the broad vision of the Community Culture Master Plan and the Implementation Plan
4. Produce and maintain culture calendar
5. Develop and maintain website that includes a culture calendar
6. Develop feedback-monitoring system

Recommendation #14:

Develop and promote a “One Stop Shop” for the public to access information about culture.

Ideally this will involve the development and/or acquisition of a visible, easily accessible space. There must be a strong partnership between the culture community and The City.

7.2.3 Policy Development Initiatives

Recommendation #15:

That The City develop an “Art in Public Places” policy.

This policy should clearly outline the types of art that will be incorporated into the design of new facilities; the introduction of art in existing facilities and the relative percentage of development costs that will be used for artistic presentation.

The policy should apply to both interior and exterior spaces.

Recommendation #16:

That The City revise its Culture policy to strengthen The City's commitment to culture including the development of partnerships.

Recommendation #17:

That the "Leadership Vehicle" identify the need for and advocate for the development of policies that support culture in the community.

8.0 PLANNING FOR SPACES AND PLACES

8.1 *Current Situation*

The Red Deer Community Culture Master Plan Needs Assessment (under separate cover) identified a number of expressed facility needs ranging from improved arts and crafts studios to the development of designated art galleries and performing arts theatres.

In some cases, stakeholder responses were directed at the need for improved quality of existing spaces, lack of availability and cost of facilities.

At the neighbourhood and district level, facilities like schools, community halls/centres and churches are actively sought after to conduct basic level culture programming. While access and use of school facilities is for the most part controlled by the school boards and their respective school principals, The City has a role to play in ensuring public access to arts and crafts rooms and other program areas. This is done through a joint use agreement which should be maintained. While some access problems will most likely continue as the community grows, there are assurances that growth will also create additional school based facilities. Over time, and as the percentage of students decreases as a percent of overall population, program spaces will become more readily available. In addition, greater awareness of available spaces in churches, coupled with the subsequent development of more partnerships between arts groups and the church community, could result in an increased supply of program spaces.

The development of culture facilities designed to meet community wide needs has greater challenges. Culture providers who offer more advanced levels of program services are more apt to express needs for quality facilities that are often dedicated and better equipped to allow for first rate programming, presentations and displays. This is most apparent with the expressed needs for additional performing arts venues that can accommodate larger seating capacities than the Margaret Parsons Theatre at Red Deer College, the Memorial Centre, and smaller venues like those found in the Public Library or in schools. There are also needs expressed for improved access to training / practice venues.

In terms of public visual arts display, the display spaces located at the Red Deer & District Museum, the College, the Public Library and in the Culture Services Centre are not of sufficient size to house larger permanent and travelling exhibits, and resources for exhibit development are limited. A dedicated public art gallery has been stated as a priority need since 1986 (Cultural Interest Study) and remains a priority today. And, while the College has plans to develop a permanent home for the College art collection, the advancement of this, or any other public art gallery initiative, has been limited due to insufficient resources (Community Services Master Plan 1995). It is still believed by many groups that the creation of such a facility is not only warranted, but should be planned in conjunction with arts studios.

While stated demands for specific facilities and spaces appear as being constant among many groups and individuals, the attainment of each type of venue and the timing for development over the course of this Plan cannot be formulated without further independent feasibility analysis, capital development sourcing and design. However, with the recognition that there are demands for major community wide venues to support culture, the Plan outlines an exciting blueprint for development beginning with the suggested locations for future facilities and the alternatives for development at these locations. Of importance is that the most prevalent vision stemming from consultation is the need to focus development in the city's Greater Downtown in concert with the Greater Downtown Action Plan. There is also widespread concurrence among culture groups that an approach to combining "Spaces and Places" in common facilities and in common locations will create greater synergies among providers and greater exposure for residents. This approach will also go a long way to promote economic development and increased vitality in Red Deer's Greater Downtown.

At present, there are several potential areas for the development of culture facilities within the city.

Plan A3 depicts potential development in Red Deer's Greater Downtown by way of three cultural hubs; the City Centre hub, the Rotary Recreation Park hub and the Riverlands hub. The Memorial Centre and Festival Hall are also shown, although they lie outside of the recommended cultural hubs. Not shown in the plan are the Red Deer College and Westerner sites, or the many widespread neighbourhood level opportunities, which are equally integral to Red Deer's cultural development.

It should be noted that the opportunities are identified in such a way that they may be further developed and staged as part of the Implementation Plan.

Recommendation #18:

That feasibility analysis be undertaken prior to development of any publicly funded culture facility.

8.2 Greater Downtown Cultural Hubs

Red Deer's Greater Downtown as described in The City's Greater Downtown Action Plan will always be the heart of Red Deer – the symbolic centre of the community and a place which will continue to change and evolve. It is comprised of a highly evolved mix of office, retail, industrial, residential, civic, cultural, historical, recreational, parks, and sports facilities. It is a logical showcase for the culture found within the community and a great incubator for future culture development.

This Plan responds to a strong public demand to identify the Greater Downtown as the centre of cultural growth. As such the area has been viewed with respect to future development capability within the Greater Downtown planning units, namely: the City Centre hub, the Rotary Recreation Park hub and the Riverlands hub.

8.2.1 The City Centre Hub

The boundary of the City Centre Hub is flexible, but for the purposes of this Plan is described as the area between 51 Avenue and 48 Avenue and 47 Street to 51 Street. It could very well be expanded to include additional areas of the city centre such as the CPR Station and proposed Downtown Plaza/Park.

This area has already evolved as a prominent culture area in its own right with boutiques, ethnic cuisine, historic architecture, Ghost sculptures and an overall mix of urban architecture which combines to exhibit a balance of culture experiences.

While this area will continue to evolve with its own mix of culture, there exists great opportunity to encourage and expedite desired culture programs, places, spaces and events.

As for facilities, urban build out limits the development of new large structures that require patron parking. In such cases, the provision of parking becomes a major cost factor. These issues and potential opportunities will be dealt with in feasibility analysis during the term of the Master Plan.

The Greater Downtown Action Plan calls for the potential development of 48 Street as a major promenade. This could lead to the development of culture spaces along this route, tying in with the proposed Downtown Plaza/Park which is designed to include a performance plaza and related culture amenities.

Ross Street and adjacent avenues have taken on a cultural ambiance of their own. This will likely continue and act as a catalyst for further opportunities to develop along 48 Street, 49 Street and intersecting avenues.

Recommendation #19:

That The City designate the City Centre as a culture development hub and take steps to encourage the culture and business communities to prepare cultural themes and development plans in line with the Greater Downtown Action Plan and the Red Deer Main Street Project.

8.2.2 The Rotary Recreation Park Hub

The Rotary Recreation Park area currently contains the Golden Circle Seniors Resource Centre, Red Deer & District Museum, the Red Deer & District Archives, the Recreation Centre and Heritage Square. The area has a long-term identified use as a combination cultural and recreation/leisure area. This hub would provide the eastern boundary of the Greater Downtown, is well connected to the

City Centre hub and has land available for additions to existing facilities as well as the development potential for new facilities.

Opportunities currently envisioned in this area include the development of an addition or new building for the Museum and Archives, the development of the Golden Circle Seniors Resource Centre addition and the potential development of an artist studios area.

This hub also represents an area with considerable potential for an arts centre, which could be located in the southern perimeter directly across from the Arena. Of note is that the potential for the 48 Street Promenade, as identified in the Greater Downtown Action Plan, represents an ideal tie between this area and the City Centre hub, and may evolve as an area with more dispersed but smaller scale amenities.

Recommendation #20:

That The City designate Rotary Recreation Park as a culture development hub with potential for culture facility development, expansion and retrofit in line with the Greater Downtown Action Plan.

8.2.3 The Riverlands Hub

The western boundary of the Greater Downtown development area is located in the area bounded by The City Yards. The Greater Downtown Action Plan calls for the extension of the 48th Street Promenade through this area in order to provide a bike and pedestrian link between Bower Ponds and the City Centre. A pedestrian link across the River is also proposed. While this is a longer term planning initiative that may not occur within the next ten years, it represents an excellent opportunity to undertake long range planning for a major culture area that compliments the culture activity and programming in the river valley and at Bower Ponds.

The key element is the potential utilization of institutional and industrial facilities available at The City Yards should City departments move elsewhere. The Greater Downtown Action Plan calls for the development of the Riverlands area indicating a sequence of at least three phases of development with potential commercial and public developments in this area. Potential opportunities that can be located here would include major performance venues, studios and galleries and could be used as a staging area for extended river based culture programming, multi-cultural development and natural and human heritage appreciation.

The proposed Downtown Plaza/Park located along 48 Street serves an important cultural link that ties the City Centre hub to the Riverlands hub. This Park has been planned to accommodate integrated recreation and culture

activities. Its design is also suited as a destination for festival activities with an outdoor performance plaza proposed as an integral component.

Recommendation #21:

That The City designate the Riverlands area as a culture development hub and that the area be retained for the purpose of integrated indoor and outdoor culture facility development in line with the Greater Downtown Action Plan.

Recommendation #22:

That The City proceed with the development of the 48th Street Promenade, including the link to Bower Ponds, as outlined in the Greater Downtown Action Plan.

Plan A3

8.3 Integration with the Greater Downtown Action Plan

The Vision of the Community Culture Master Plan has strong emphasis on the Greater Downtown area, as seen in the previous series of recommendations. Because of this emphasis it is extremely important that the Community Culture Master Plan be closely lined to the Greater Downtown Action Plan as the implementation of both Plans moves forward.

The Greater Downtown Action Plan has a structure identified for implementation including a Policy Committee whose role will be to “champion the Downtown and Riverside Meadows Action Plans and engage the community in plan implementation” and an Internal Implementation Committee made up of City representation responsible to guide City participation. There are many projects or initiatives in the Greater Downtown Action Plan and it is anticipated that there will be Special Project Work Teams established to develop terms of reference, project goals, objectives and strategies and work toward the implementation of the various projects. A culture component has already been incorporated in many of these projects, and other projects could be further developed with a culture component based on the recommendations of the Community Culture Master Plan.

Recommendation #23:

That a representative of the culture community be included in the Greater Downtown Action Plan Policy Committee and that there be culture representation on the various Special Project Work Teams, as appropriate, as initiatives in the Greater Downtown Action Plan proceed.

Recommendation #24:

That support be given to recommendations in the Greater Downtown Action Plan related to Arts and Culture (4.1-4.13) and to Heritage Preservation (10.1-10.7) and that these recommendations be considered and incorporated, as appropriate, into the Implementation Plan for the Community Culture Master Plan.

8.4 Other Cultural Areas

In addition to the three hubs identified within the greater downtown area, there are other cultural areas that exist and should be considered within the context of infrastructure development.

8.4.1 Memorial Centre and Festival Hall

Located just east of 42 Avenue on 58 Street is the Memorial Centre, a program venue for Central Alberta Theatre productions and a major rental facility Festival Hall. Work is in progress to enlarge the facility.

8.4.2 Bower Ponds

Bower Ponds is a popular destination within Red Deer's Waskasoo Park system. It is a well-developed park/recreational area, which houses a number of recreational, sports and cultural amenities. It is located across the Red Deer River from the Riverlands hub. This area includes well-developed parks, ball diamonds, recreation fields, the historic Cronquist House, a hillside performance space, developed walkways, water and ice sports, and is linked to the City Centre by way of Taylor Bridge.

8.4.3 Red Deer College Campus

The College has substantial land available and has a need for its own visual and performing arts facilities inclusive of an art gallery. The primary advantage of co-location at Red Deer College is the ability for multi-use of major facilities between both the College and the public, effectively reducing cost. This also offers the opportunity of developing long-term connections between staff and students at Red Deer College and the citizens of Red Deer. Red Deer College's proposed art gallery will be enhanced by a College project that is currently underway to develop a library facility that will serve both students and the public.

8.4.4 The Westerner

The Westerner, one of Alberta's largest exhibition facilities, is located in the south portion of Red Deer. This exhibition resource is available for rent for major agricultural shows, sales events and performances. The Centrum, located at the Westerner, accommodates over 5,000 spectators for performances. The Westerner Board is undertaking long range plans for lands to the east and it is timely to consider opportunities for both minor and major culture facilities.

8.4.5 Cannery Row

The Greater Downtown Action Plan suggests that Cannery Row could be "redeveloped as a mixed use urban market area". This type of approach would be very much in keeping with those needs identified in the community for boutiques, culturally oriented businesses, and restaurants. In the implementation of both the Greater Downtown Action Plan and the Community Culture Master Plan it will be important to include Cannery Row as part of the vision.

8.4.6 Riverside Meadows Riverfront

The Greater Downtown Action Plan suggests the need to have better trail and pedestrian links to other neighbourhoods throughout the community. One such link is from the downtown area to Riverside Meadows via the CPR Bridge. The Riverside Meadows Plan has put in place direct control zoning in the riverfront area for mixed use with the intent of seeing boutiques, cafes, residences, home

occupations, artisans and cultural amenities developed. In the implementation of the Greater Downtown Action Plan, the Riverside Meadows Area Redevelopment Plan and the Community Culture Master Plan, it will be important to include the Riverside Meadows Riverfront area as part of the vision.

Recommendation #25:

Ensure the continuing integration of the other cultural areas in the implementation of the Community Culture Master Plan.

8.5 Public Open Space Development

The City, through the Community Services Master Plan, clearly identifies a Parks and Open Space Policy and recommended guidelines for the degree of development in neighbourhood, district and city wide park developments.

At the present time these guidelines do not make any provisions for culture recognition or development.

Numerous opportunities exist in the present park system, in Waskasoo Park, and in future development, to enhance culture awareness throughout the community. These opportunities can range from story stones in neighbourhood parks, which reflect historical vignettes, to a comprehensive heritage signage and hub development program for The City's trail system.

Recommendation #26:

That the Community Services Division review the present Parks and Open Space Policy and add guidelines to promote culture opportunities in the design and operation of existing and future parks and open space resources.

8.6 Community Wide Facility Development

There is major development activity occurring in Red Deer through commercial, institutional and not-for-profit groups. This represents an opportunity for City planners and the Community Services Division to work with architects and developers to enhance cultural awareness by incorporating various art forms, heritage design, well placed messages, and display spaces.

Recommendation #27:

That the "Leadership Vehicle" encourage the inclusion of culture components in the development of schools, commercial developments, professional offices, public facilities and facilities developed by not-for-profit organizations and that The City, in its planning role, support the initiatives of the "Leadership Vehicle".

8.7 Development Opportunities

Over the next ten year period, it is expected that sustained demands for culture facility development will trigger the need for more specific planning in the form of feasibility studies and concept development plans. Options and opportunities for major venues are presented as follows.

Note: These opportunities are identified for potential development over the next 10 years based on long and short-term needs.

8.7.1 Performance Venues

What we heard

There is an expressed need for an additional venue in Red Deer and area for a larger seating capacity than is available at the Red Deer College. The substantial seating capacity at the Centrium is well suited to large travelling shows, which can utilize the 5,000 (+/-) seat capacity. This leaves a gap for bookable performance venues to support theatre and touring performances that require between 600 to 1,000 seats. There are also expressed needs for venues for smaller performances and it is very clear that there is a need for training, practice and rehearsal spaces.

What could happen

Opportunity 1 – Upgrade existing Memorial Centre.

Location: Existing location would be retained.

Impacts & Considerations:

- ◆ An existing 750 seat facility would be retained as a valued community resource
- ◆ Provides an alternative in the short-term that is economically feasible
- ◆ Additional community access must be arranged to ensure the facility is bookable on a community basis
- ◆ Access to existing schools is maintained with ample parking in the school area for the theatre venue
- ◆ Additional support for community involvement in theatre
- ◆ Explore the inclusion of potential spaces for ancillary business opportunities
- ◆ Adequate funding will be necessary to ensure the viable operation of such a facility

Opportunity 2 – Assist in the planning and development of a new performance venue at the Golden Circle Seniors Resource Centre.

Location: Expansion of the existing Golden Circle facility in the Rotary Recreation Park hub.

Impacts & Considerations:

- ♦ The addition of a multipurpose facility with seating for approximately 300 persons with access to kitchen and dining facilities provides an appropriate venue that is publicly bookable for a wide variety of smaller community requirements

Opportunity 3 – Develop new theatre.

Location: One of the Greater Downtown hubs.

Impacts & Considerations:

- ♦ Development of a new major performance venue(s) will provide for all of the community's needs for the foreseeable future
- ♦ A new facility becomes a focal point for other cultural development in the community including galleries, studios, etc
- ♦ Both capital and operating cost support will be substantial and continue well into the future
- ♦ Memorial Centre may lose its substantive market potential and have some difficulty surviving

8.7.2 Public Art Gallery

What we heard

Currently Red Deer has no dedicated public gallery. Red Deer College has an art collection used for teaching purposes, and a portion of the Museum collection is art. Gallery spaces in the Red Deer and District Museum, the Cultural Services Centre, the Kerry Wood Nature Centre and the Red Deer Public Library provide opportunities for visual artists to display work.

There is no central focus with respect to either training/teaching or studios for the visual arts in the broader community.

What could happen

Opportunity 1 – Develop a coordinated approach for making use of existing and new spaces and places as showcases where art can be experienced.

Location: Any of the culture areas identified in this Plan

Impacts & Considerations:

- ◆ Provides for art in public and private places
- ◆ Provides a means to introduce people to art
- ◆ Economically feasible

Opportunity 2 – Develop new art gallery within one of the Greater Downtown hubs.

Location: Greater Downtown (see 8.2).

Impacts & Considerations:

- ◆ Development of a public art gallery in the Greater Downtown will allow opportunities for the public to share in the display of the visual arts in the community. This will assist in becoming the “home” for the visual arts and provide potential links to other arts facilities including arts studios
- ◆ Organizations currently operating galleries will need to explore their role in the display of public art
- ◆ Capital and operating cost

Opportunity 3 – Develop new art gallery in cooperation with Red Deer College.

Location: Red Deer College Campus

Impacts & Considerations:

- ◆ As the College is embarking on potential development of a display gallery for student work, there is an opportunity to multi-use this space and add on to it for the public art gallery component. Substantial savings would be available in that the support functions for the gallery spaces themselves can be shared between the College and the public function. An unknown aspect at this time is whether the location at the College campus will develop the sense of a true public art gallery or whether it will act as an adjunct to the existing College facility.
- ◆ Organizations currently operating galleries will need to explore their role in the display of public art
- ◆ Capital and operating cost

8.7.3 Arts Studios

What we heard

Arts studios are available at the Red Deer College, the Recreation Centre and the Culture Services Centre. None could be called a public centre for the arts or are of sufficient size to develop a critical mass which will assist in the further development of the arts. There is a need for a facility that will provide a variety of studio environments for artists to offer workshop and instructional opportunities.

What could happen

Opportunity 1 – Develop arts studios in conjunction with public art galleries within one of the Greater Downtown hubs.

Location: Greater Downtown hubs (see 8.2).

Impacts & Considerations:

- ◆ Development of an arts studio environment along with opportunities for display galleries for community artists
- ◆ Cost of facility development for a stand-alone facility would be substantially greater and would provide less access to a variety of artistic environments
- ◆ Co-location of a public art gallery and the arts studios begin to center on the concept of a *Centre for the Arts* in the Greater Downtown

Opportunity 2 – Develop either new or renovated facilities providing low cost arts studios as work space, for workshops, and/or teaching environments.

Location: Possible location in peripheral building areas where low rent opportunities are available. Potential location in The City Yards should the relocation of The City facilities be realized.

Impacts & Considerations:

- ◆ The ability of the artistic community to move into existing industrial bay facilities and utilize them as art studios is well established in a number of Canadian communities. This kind of flexible high bay space is often ideally suited for artistic endeavors and can be developed for relatively low cost.
- ◆ The location outside of the city centre may or may not have an impact on the potential for the development of a “home for the visual arts”.

8.7.4 Museum

What we heard

Both the Museum and Archives have reached their effective capacity in the existing facility. In addition to exhibit space, the space to run programs is limited. The building has already been enlarged several times and as it ages maintaining adequate environmental control becomes increasingly difficult. There is an increasing interest in built heritage, local history and genealogical research and additional collection, storage and work spaces are required.

What could happen

Opportunity 1 – Renovate existing Museum building and provide additional space to meet emerging needs.

Location: Rotary Recreation Park hub

Impacts & Considerations:

- ◆ The Museum's location and function are well known in the community and the development of this existing facility will assist in anchoring the Museum as a major component of the Rotary Recreation Park hub. Direct access to the Heritage Square is of advantage in terms of connection between indoor and outdoor program activity.
- ◆ The current shared resources with the Archives and the similar needs for environmental control are an asset.

Opportunity 2 – Develop new Museum building.

Location: One of the Greater Downtown hubs.

Impacts & Considerations:

- ◆ The development of a new Museum building will allow the facility to be developed to current standards with respect to environmental control and space requirements.
- ◆ Impact of construction with respect to the operation of the existing facility will be minimal as the move to the facility can be made after construction is completed.
- ◆ The relocation of the Museum out of its existing facility will open opportunities for the existing facility to be turned over to other community uses. Although renovation will still be necessary it would be of a much lesser nature than that required for a museum quality environment.

8.7.5 Archives

What we heard

See 8.7.4. Role of Archives is expanding with the implementation of The City records management system.

What could happen

Opportunity 1 – Renovate existing Archives facility and provide additional space to meet emerging needs.

Location: Rotary Recreation Park hub.

Impacts & Considerations:

- ◆ The Archives location and function are well known in the community and the development of this existing facility will assist in anchoring the Archives as a major component of the Rotary Recreation Park hub.
- ◆ The current shared resources with the Museum and the similar needs for environmental control are an asset.

Opportunity 2 – Remain at current Archives location and take over the entire building if the Museum moves to a new building.

Location: Rotary Recreation Park hub.

Impacts & Considerations:

- The Archives location and function are well known in the community and the development of this existing facility will assist in anchoring the Archives as a major component of the Rotary Recreation Park hub.
- Environmental controls are already in place.

Opportunity 3 – Develop new Archives building.

Location: to be determined.

Impacts & Considerations:

- ♦ The development of a new Archives building will allow the facility to be developed to current standards with respect to environmental control and space requirements.
- ♦ Allows the creation of dedicated space for City records storage.
- ♦ Impact of construction with respect to the operation of the existing facility will be minimal as the move to the facility can be made after construction is completed.
- ♦ The relocation of the Archives out of its existing facility will open opportunities for the existing facilities to be turned over to other community uses.

9.0 FINANCIAL STRATEGY OPTIONS

This Plan Strategy has been developed with two major phases. The first phase is an organizational development phase and includes the development of a “Leadership Vehicle” and Marketing and Awareness programs. The second phase, which is likely to commence after year three (2004), sets a new course towards physical infrastructure development for those facility needs that are feasible.

Implementation of this Community Culture Master Plan Strategy is most dependent upon a commitment of funding for all phases, with a crucial first step being to acquire the necessary dollars to support Phase 1. It is expected that with success over the first three years of this strategy there will be sufficient support to attract the dollars necessary for continued facility development and expanded programming.

The general approach to funding is presented below. On the development side, which will occur in Phase 2, there are two alternative approaches.

Phase 1 Establish and Implement a “Leadership Vehicle” (see 6.2)

- 1. City
 - 2. Grants
 - 3. Community based resources
- } shared funding sources

Phase 2 Operational & Capital

Option A

- 1. Endowment – operations & capital projects
 - 2. Grants - projects
- Or
- } Autonomous of
City funding

Option B

- 1. City
 - 2. Grants - projects
 - 3. Community based resources
 - 4. Endowment – operations & capital projects
- } combination of
funding sources

APPENDICES

The information provided in these appendices is not all-inclusive. It was acquired from:

- The City of Red Deer Community Services Division Master Plan 1995 – 2000
- Feedback from culture user group questionnaires
- Personal telephone interviews with facility operators
- A selection of tourism brochures available at the Red Deer Visitor & Convention Bureau
- Field visits

APPENDIX 1

Inventory of Facilities Typically Used for Culture Activities

Inventory of Facilities Typically Rented for Culture Activities

Activities Provided	Facilities Provided	Typical Use	Percentage of Utilization
CULTURE CENTRES (Designated):			
Alberta Sports Hall of Fame & Museum			
<ul style="list-style-type: none"> ▪ Sports Museum ▪ Tourist Information 	<ul style="list-style-type: none"> ▪ Interpretive Displays ▪ Retail Sales Area ▪ Information Desk ▪ Meeting Room ▪ Convention and Tourism Bureau Offices. 	<ul style="list-style-type: none"> ▪ Tourism/Interpretive 	<ul style="list-style-type: none"> • Visitation increased 60% per year over last three year period.
Cultural Services Centre			
<ul style="list-style-type: none"> • Public performance & Gallery spaces ▪ Art / artists studios 	<ul style="list-style-type: none"> • Performance/Dance space (+/- 1000 sq ft) • Program/Meeting Room (+/- 450 sq ft) • Program/Flex space (+/- 600 sq ft) • Retail Studio • Studio 	<ul style="list-style-type: none"> • Bookable practice & performance area • Public meeting areas • Display & sales for art gallery • Performing & visual art programs 	<ul style="list-style-type: none"> • Facility not in operation until spring 2001 • Well used as program/instructional space
Fort Normandeau			
<p>Reconstructed Fort/Historical attraction built by the Canadian Militia during the Riel Rebellion of 1885.</p> <ul style="list-style-type: none"> ▪ Interpretive Displays ▪ Demonstrations ▪ Story Telling ▪ Picnicing ▪ River Access 	<ul style="list-style-type: none"> ▪ Interpretive Displays ▪ Picnic Area ▪ Boat Launch Area ▪ Reconstructed Fort 	<ul style="list-style-type: none"> ▪ Tourism Interpretive ▪ Picnicing 	<ul style="list-style-type: none"> • Well visited from May to September. • Closed for winter months
Memorial Centre – Central Alberta Theatre			
<ul style="list-style-type: none"> • Live Performances (CAT) • Variety Shows • Touring Artists • Seminars • Meetings 	<ul style="list-style-type: none"> • Single level rake seating theatre (capacity 750). • Proscenium Stage with minimal support. • Construction to be undertaken in 2001 for additional back of house activities as well as 600 sq. ft. rehearsal hall. 	<ul style="list-style-type: none"> • Primarily evenings and weekends. • Winter, Spring, Fall and minimal use in Summer. 	<ul style="list-style-type: none"> • 65% - some capacity available for other community users.

Activities Provided	Facilities Provided	Typical Use	Percentage of Utilization
Prime Stock Theatre – Millennium Centre			
<ul style="list-style-type: none"> • Live Performances • Classes • Tours • Fashion Shows • Meetings 	<ul style="list-style-type: none"> • 3500 sq. feet • Stage is 25 x 25 feet 	<ul style="list-style-type: none"> • New facility – use unknown 	60% - some capacity available for other community users.
Red Deer Red Deer College Arts Centre & Studios			
<ul style="list-style-type: none"> • Live Theatre • Touring Performances • Theatre • Musical Performance Training • Visual arts studios 	<ul style="list-style-type: none"> • Main fixed seat theatre. • Rake seating (550). • Black box flexible seating theatre rehearsal space (seating capacity variable to 100). • Four rehearsal halls (@ +/- 2,000 sq. ft). • Two dance rehearsal halls (@ +/-2,000 sq. ft.). • Visual arts studios 	<ul style="list-style-type: none"> • Primarily utilized for college training functions during day and evenings. • Bookable for live events throughout the year. • Spring, Fall, Winter and minimum use in Summer. • Art studios internationally know for Series Program 	Approximately 80% utilization in all facilities. College is seeking additional instructional space in future expansion plans.
Red Deer & District Museum & Archives			
<ul style="list-style-type: none"> • Community meetings (bookable) • Display art gallery • Temporary exhibits/programmable area • Touring Exhibits • Early childhood play school (in Stewart meeting room) 	<ul style="list-style-type: none"> • Stewart Room – 1,024 sq. ft. • 2 flexible exhibit program spaces • Volunteers Gallery (+/- 1,000 sq. ft.) • Donors Gallery (+/- 1,400 sq. ft.) 	<ul style="list-style-type: none"> • Museum board meetings regular • Museum Temporary exhibits on a regular yearly program cycle • Touring exhibits on occasional basis • 3 day/week for play school 	<ul style="list-style-type: none"> • Meeting room 25% used due to difficulty in revising space. • Exhibit Galleries not available for public bookings.
Red Deer Library			
<ul style="list-style-type: none"> • Multiple use performance meetings • Technology Training • Art Exhibition • Display areas throughout 	<ul style="list-style-type: none"> • Snell Auditorium – 175 non-fixed seating • includes new 6 station internet training centre • 3 small exhibition galleries throughout Library public areas 	<ul style="list-style-type: none"> • 25% public booking • /25% Library internal use 	<ul style="list-style-type: none"> • Approx. 60% booked • New programs will add to Library use and reduce public access
Sunnybrook Farm			
<ul style="list-style-type: none"> ▪ Volunteer led tours of Historic Farmstead. ▪ Special Events 	<ul style="list-style-type: none"> ▪ Interpretive Displays ▪ Historic Bower Homestead ▪ Agri-Displays 	<ul style="list-style-type: none"> ▪ Interpretive/Tourism 	Well visited, mostly during tourism season.

Activities Provided	Facilities Provided	Typical Use	Percentage of Utilization
MULTI-PURPOSE CENTRES:			
Bower Ponds			
<ul style="list-style-type: none"> ▪ Summer boating & fishing ▪ Winter skating and tobogganing ▪ Multi-use trail system ▪ Canada Day celebrations and Heritage Festival ▪ Outdoor performances 	<ul style="list-style-type: none"> ▪ Picturesque park area containing ornamental ponds ▪ Walkways ▪ Outdoor amphitheater ▪ Cronquist House ▪ Park Concession 	<ul style="list-style-type: none"> ▪ Passive outdoor recreation activities ▪ Meetings in the Cronquist House ▪ Outdoor performances ▪ Heritage Festival 	General un-programmed public use occurs throughout the year. Cultural activity is limited to the major Canada Day festival and outdoor performances in the amphitheater. The size of the amphitheater and condition of stage limits use.
Cronquist House			
<ul style="list-style-type: none"> • Rentable Space for events • Office area for Red Deer Cultural Heritage Society 	<ul style="list-style-type: none"> • Dining area on Main floor for +/- 40p • Kitchen facilities available 	<ul style="list-style-type: none"> • Dinners, Weddings, Meetings etc. 	<ul style="list-style-type: none"> • Low use due to location • Former Tea House closed as a non-viable operation.
Festival Hall			
<ul style="list-style-type: none"> • Community Hall; open space for multicultural and ethnic community group meetings • Dances • Performances • Weddings • Banquets • School use 	<p>Open Space (+/-) 4,000 sq. ft. Stage (+/-) 1,200 sq. ft. Upper Level Balcony (+/-) 800 sq. ft.</p>	<ul style="list-style-type: none"> ▪ Evenings/Weekends ▪ Gymnastics during day 	80% (effectively full booking)
Golden Circle			
<ul style="list-style-type: none"> • Multi Purpose Hall 	<ul style="list-style-type: none"> • Existing hall and dining area for 200 • Plans underway for an addition of a 350 person Multipurpose Hall in addition to dining area 	<ul style="list-style-type: none"> • Bookable public meeting area • Performance area with adjacent dining for banquets 	<ul style="list-style-type: none"> • Primary use by seniors groups
Heritage Square			
<ul style="list-style-type: none"> • Community Outdoor programs • School programs 	<ul style="list-style-type: none"> • 1st school log replica building (+/- 300 sq ft) • Norwegian Farm Building (+/- 2,000 sq ft) • Open commons area 	<ul style="list-style-type: none"> • Mayors' garden party • Christmas celebration • School tours 	<ul style="list-style-type: none"> • Seasonal • Event oriented

Activities Provided	Facilities Provided	Typical Use	Percentage of Utilization
Kerry Wood Nature Centre			
Interpretive activities, presentations, programs and special events.	State of the art Interpretive Centre. <ul style="list-style-type: none"> ▪ Interpretive Displays ▪ Meeting Rooms ▪ Information ▪ Administrative Office ▪ Book Store ▪ 840 sq/m Building ▪ Exhibition Hall 	<ul style="list-style-type: none"> ▪ Programs, Courses ▪ Guided Tours ▪ Self-guided Tours ▪ Meetings 	Well used throughout the year particularly in summer months.
Recreation Centre			
<ul style="list-style-type: none"> • Arts programs (limited) • Pottery • Meetings 	<ul style="list-style-type: none"> • The Drawing Board • Contour Studio • Meeting room – 860 sq. ft. 	<ul style="list-style-type: none"> • Drawing and painting studio • Pottery studio • Open area meeting room 	<ul style="list-style-type: none"> • Program specific • lower utilization due to basement location.
Red Deer Armories			
<ul style="list-style-type: none"> • Dances • Band Performances • Meetings 	<ul style="list-style-type: none"> • Rental space for most performing activities • Prime use is for army/military activities 	<ul style="list-style-type: none"> • Military • Officer's Mess • Booked functions 	<ul style="list-style-type: none"> • Well used throughout the year
Westerner Park Exhibition Centre			
<ul style="list-style-type: none"> • Major Exhibition/Trade Shows • Agricultural Fairs/Events • Major bowl seating performances 	<ul style="list-style-type: none"> • Parkland & North Pavilions • Stockmens Pavilion • Centrum 	<ul style="list-style-type: none"> • Large volume Trade Shows/Fairs etc. in three pavilions • Performance venue for touring acts with high seating capacity 	<ul style="list-style-type: none"> • Booked regularly through the year • Centrum hosts acts between sports use

Activities Provided	Facilities Provided	Typical Use	Percentage of Utilization
PRIVATE FACILITIES USED FOR CULTURE:			
Black Knight Inn			
<ul style="list-style-type: none"> • Live Dinner Theatre produced by and in cooperation with Central Alberta Theatre 	<ul style="list-style-type: none"> • Open Area (18' high) with seating for 160 at banquet seating • Raised stage in open area with minimal backstage • Buffet serving area in open area space 	<ul style="list-style-type: none"> • Only utilized for dinner theatre functions during evenings and weekends. • 5 volunteer theatre performances presented by CAT members per year 	<p>Only used for CAT Dinner Theatre. Limited growth due to nature of dinner market and volunteer performers time availability. Unavailable to other community events when theatre running</p>
Other Hospitality Venues			
<p>Many private venues offer facilities to accommodate a variety of events.</p>	<ul style="list-style-type: none"> ▪ Hotels ▪ Pubs ▪ Coffee Bars ▪ Others ▪ Churches ▪ Schools (limited) ▪ Others 	<ul style="list-style-type: none"> ▪ Can be privately booked for events as required 	

APPENDIX 2

Culture Programs and Opportunities in Red Deer

Art & Culture Programs and Opportunities in Red Deer

Visual Programs	Age	Community Group
Photo Workshops	19 - 65+	Central Alberta Photographic Society
Monthly Meetings with guest speakers/assignments	19 - 65+	Central Alberta Photographic Society
Photo Opportunity Outings	19 - 65+	Central Alberta Photographic Society
Christmas/Spring Photo competitions	19 - 65+	Central Alberta Photographic Society
Informal Painting Session	19 - 65+	Red Deer Art Club
Workshops	19 - 65+	Red Deer Art Club
Classes	19 - 65+	Red Deer Art Club
First Night - Visual & Performing Arts Festival	All ages	Red Deer First Night Society
Beadwork		Metis Nation Local 85
Soapstone Carving and Crafts		Metis Nation Local 86
School Art Programs		Red Deer & District Museum
Temporary Art Exhibits		Red Deer & District Museum
Mask Making Program		Red Deer & District Museum
Art Club		Golden Circle Seniors Resource Centre
Art		Lindsay Thurber High School
Aboriginal Crafts	8 - 65+	Red Deer Recreation, Parks, and Culture
Acrylic Painting	13 - 19 yrs.	Red Deer Recreation, Parks, and Culture
Adult Nature Drawing	Adult	Red Deer Recreation, Parks, and Culture
Adult Watercolor (Made Very Easy)	Adult	Red Deer Recreation, Parks, and Culture
Art Adventurers	6 - 12 yrs.	Red Deer Recreation, Parks, and Culture
Art Fundamentals		Red Deer Recreation, Parks, and Culture
Art Fundamentals for Elementary Teachers	Adult	Red Deer Recreation, Parks, and Culture
Art of Meditation		Red Deer Recreation, Parks, and Culture
Art Skills: a Visual Arts Studio Program		Red Deer Recreation, Parks, and Culture
Art Start	3 - 5 yrs.	Red Deer Recreation, Parks, and Culture
ART Abilities		Red Deer Recreation, Parks, and Culture
Art Appetizers	All	Red Deer Recreation, Parks, and Culture
Artsense	4 - 12 yrs.	Red Deer Recreation, Parks, and Culture
Artsense - Visual Art Camp		Red Deer Recreation, Parks, and Culture
Bark Carving		Red Deer Recreation, Parks, and Culture
Basic Pottery for Adults	Adult	Red Deer Recreation, Parks, and Culture
Beginner Choir	Grades 5-9	Red Deer Recreation, Parks, and Culture
Basketry		Red Deer Recreation, Parks, and Culture
Beautiful Baskets		Red Deer Recreation, Parks, and Culture
Beginner Drawing for Kids	Child	Red Deer Recreation, Parks, and Culture
Beginner nature Drawing		Red Deer Recreation, Parks, and Culture
Camera Basics		Red Deer Recreation, Parks, and Culture
Cartoon Creations		Red Deer Recreation, Parks, and Culture
Cartooning		Red Deer Recreation, Parks, and Culture
Ceramic Tole Painting		Red Deer Recreation, Parks, and Culture
Clay Impressions for Newborns		Red Deer Recreation, Parks, and Culture
Clay Play		Red Deer Recreation, Parks, and Culture
Clay Sculpture		Red Deer Recreation, Parks, and Culture
Clay Works	8 - 12 yrs.	Red Deer Recreation, Parks, and Culture

Contemporary Ceramic Painting		Red Deer Recreation, Parks, and Culture
Decorating Commercial Tiles	6 - 12 yrs.	Red Deer Recreation, Parks, and Culture
Drawing for the Completely intimidated		Red Deer Recreation, Parks, and Culture
Drawing on Nature		Red Deer Recreation, Parks, and Culture
Art History Through own Art		Red Deer Recreation, Parks, and Culture
Functional Dinnerware		Red Deer Recreation, Parks, and Culture
Garden Works in Clay		Red Deer Recreation, Parks, and Culture
Hallmarks Tile Project		Red Deer Recreation, Parks, and Culture
Handbuilt Pottery		Red Deer Recreation, Parks, and Culture
Intermediate Drawing for Kids	Child	Red Deer Recreation, Parks, and Culture
Intermediate Nature Drawing		Red Deer Recreation, Parks, and Culture
Intermediate Pottery		Red Deer Recreation, Parks, and Culture
Introduction to Airbrushing		Red Deer Recreation, Parks, and Culture
Introduction to Landscape Painting		Red Deer Recreation, Parks, and Culture
Kids Klay	Child	Red Deer Recreation, Parks, and Culture
Kids Nature Drawing	Child	Red Deer Recreation, Parks, and Culture
Mask Making and Performance	Grades 8-12	Red Deer Recreation, Parks, and Culture
Mosaics R' Us		Red Deer Recreation, Parks, and Culture
Nature Drawing for Teens		Red Deer Recreation, Parks, and Culture
Nature Drawing Naturally!		Red Deer Recreation, Parks, and Culture
Painting	9 - 12 yrs.	Red Deer Recreation, Parks, and Culture
Panel Stained Glass Workshop	Adult	Red Deer Recreation, Parks, and Culture
Papermaking - Holiday Card		Red Deer Recreation, Parks, and Culture
Pottery		Red Deer Recreation, Parks, and Culture
Printmaking Festive Card		Red Deer Recreation, Parks, and Culture
Printmaking: An introduction		Red Deer Recreation, Parks, and Culture
Rawhide Drum making		Red Deer Recreation, Parks, and Culture
Relief Bark Carving	8 - 65+	Red Deer Recreation, Parks, and Culture
Rustic furniture		Red Deer Recreation, Parks, and Culture
Sandblasting		Red Deer Recreation, Parks, and Culture
Sculpture	8 - 12 yrs.	Red Deer Recreation, Parks, and Culture
Sculpture	Adult	Red Deer Recreation, Parks, and Culture
Show Me the Monet: Modern Art Demystified		Red Deer Recreation, Parks, and Culture
Soapstone carving	12 - 65+	Red Deer Recreation, Parks, and Culture
Spring Break Art Camp		Red Deer Recreation, Parks, and Culture
Spring Break Artsense Camp		Red Deer Recreation, Parks, and Culture
Stained Glass	Adult	Red Deer Recreation, Parks, and Culture
Still Life Drawing For Amateurs		Red Deer Recreation, Parks, and Culture
Teachers convention Artsense Camp	Child	Red Deer Recreation, Parks, and Culture
Teachers' Convention Art Day Camp	Child	Red Deer Recreation, Parks, and Culture
Teen Pottery Level II		Red Deer Recreation, Parks, and Culture
Teen Pottery Level II		Red Deer Recreation, Parks, and Culture
Terra Cotta Clay Pots		Red Deer Recreation, Parks, and Culture
Traditional Beadwork	8 - 65+	Red Deer Recreation, Parks, and Culture
Visual Journaling		Red Deer Recreation, Parks, and Culture
Watercolor: Wet and Wild		Red Deer Recreation, Parks, and Culture
Watercolor for Kids	Child	Red Deer Recreation, Parks, and Culture
Watercolor Painting for Adults	Adult	Red Deer Recreation, Parks, and Culture

Willow Crafts	Adult	Red Deer Recreation, Parks, and Culture
Winter Scene Photography		Red Deer Recreation, Parks, and Culture
Wire Jewelry		Red Deer Recreation, Parks, and Culture
Advanced Papermaking	19 - 65+	Red Deer College
Art Adventures	6 - 12	Red Deer College
Art Fundamentals	19 - 65+	Red Deer College
Art Start	3 - 5	Red Deer College
Artskills	19 - 65+	Red Deer College
Backdoor Garden Bench	19 - 65+	Red Deer College
Basic Papermaking	19 - 65+	Red Deer College
Basic Pottery	19 - 65+	Red Deer College
Cake Decorating		Red Deer College
Candle Making	8 - 13	Red Deer College
Candle Making	19 - 65+	Red Deer College
Cards, Cases and Little Boxes	19 - 65+	Red Deer College
Cartooning	8 - 12	Red Deer College
Carving a Walking Stick	19 - 65+	Red Deer College
Classy Calligraphy	19 - 65+	Red Deer College
Clay Works	8 - 12	Red Deer College
Creative Flower Container	19 - 65+	Red Deer College
Intermediate Drawing	8 - 12	Red Deer College
Drawing for the Completely Intimidated Goes Outdoors	19 - 65+	Red Deer College
Drawing with Nature	8 - 12	Red Deer College
Exotic Fibres	19 - 65+	Red Deer College
Felting Fibres for Fabulous Fabrics	19 - 65+	Red Deer College
Floristry for Special occasions	19 - 65+	Red Deer College
Garden Arbor	19 - 65+	Red Deer College
Getting in Touch with Watercolour	19 - 65+	Red Deer College
Go Figure! Exploring the Human Form	19 - 65+	Red Deer College
Home & Garden Clay Tiles	19 - 65+	Red Deer College
Introduction to Painting	19 - 65+	Red Deer College
Introductory Drawing	19 - 65+	Red Deer College
Introductory Tapestry Weaving	19 - 65+	Red Deer College
Japanese Style Papermaking	19 - 65+	Red Deer College
Laneway Baskets	19 - 65+	Red Deer College
Monoline Madness	19 - 65+	Red Deer College
Mosaic Stepping Stone	19 - 65+	Red Deer College
Mosaics	19 - 65+	Red Deer College
Painting with Acrylics	19 - 65+	Red Deer College
Painting with Nature	7 - 12	Red Deer College
Papermaking Projects	19 - 65+	Red Deer College
Photography Basics	8 - 12	Red Deer College
Photography Basics	19 - 65+	Red Deer College
Relief Bark Carving	8 - 65+	Red Deer College
Rustic Bird Feeder	19 - 65+	Red Deer College
Sketching & Drawing	19 - 65+	Red Deer College
Stained Glass Stepping Stones	19 - 65+	Red Deer College
Watercolor Painting on Location	19 - 65+	Red Deer College

Weaving Exotic Fibres	19 - 65+	Red Deer College
Weaving for Interiors	19 - 65+	Red Deer College
Wheel throwing	19 - 65+	Red Deer College
Willow Chair	19 - 65+	Red Deer College
Woven Metal Baskets	19 - 65+	Red Deer College
Miscellaneous Programs	Age	Community Group
Seniors coffee and Cards afternoons		Bower Place Community Association
Social Evenings		Bower Place Community Association
Beaver and Brownie Groups		Bower Place Community Association
Craft Time - Free Craft Workshops		Central Alberta Women's Outreach Society
Summer Fun - Play Program		Central AB Women's Outreach Society
Social club		Central AB Women's Outreach Society
Annual Fair	All ages	Golden Circle Hoe Downers
Playgym	0 - 49 yrs	Infant/Preschool Wellness Program
Parenting Groups		Infant/Preschool Wellness Program
Species counts (Christmas, May)	18 - 65+	Red Deer River Naturalists
Educational Meetings		Red Deer River Naturalists
Workshops		Red Deer River Naturalists
Focus Groups		Red Deer River Naturalists
Summer Field Trips		Red Deer River Naturalists
Now That' a Deer		Red Deer Recreation, Parks, and Culture
Place Settings of Passion		Red Deer Recreation, Parks, and Culture
Summer Combo workshop		Red Deer Recreation, Parks, and Culture
Triple Threat Workshops		Red Deer Recreation, Parks, and Culture
Performing Arts Programs	Age	Community Group
Art Walk	All ages	Red Deer Recreation, Parks, Culture
Winter Fest	All ages	Red Deer Recreation, Parks, Culture
Science Fair		
Youth Fest		Red Deer Recreation, Parks, Culture
Crokinole Challenge		Red Deer & District Museum
Sunday Musicals		Red Deer & District Museum
Professional Play Productions (Alberta Playwrights)	13 - 65+	Prime Stock Theatre
Sponsored Concerts		Prime Stock Theatre
New Play Workshop		Prime Stock Theatre
Shakespeare Festival (Sylvan Lake)		Prime Stock Theatre
Post Performance talk-back events		Prime Stock Theatre
Various workshops		Prime Stock Theatre
Mask workshop		Prime Stock Theatre
Dinner Theatre	19 - 65+	Central Alberta Theatre
Gala Fundraising evening		Central Alberta Theatre
Artistic Presentations		Central Alberta Theatre
Performances at various venues		Red Deer Scottish Country Dancers
Scottish Country Dance Workshops (annually)		Red Deer Scottish Country Dancers
Dinner/Dance Functions		Red Deer Scottish Country Dancers

Red Deer Highland Games		Red Deer Scottish Country Dancers
Concerts	13 - 65+	Red Deer Concert Society
Symphonic School Outreach	5 - 65+	Red Deer Symphony Orchestra Assoc.
Choir Kids		Red Deer Symphony Orchestra Assoc.
Participate in Canada Day Celebrations		Red Deer Symphony Orchestra Assoc.
Christmas Performance		Red Deer Symphony Orchestra Assoc.
First Night - Visual and Performing Arts Festival	All ages	Red Deer First Night society
Dessert Theatre	50 - 65+	Golden Circle Seniors Resource Centre
Choral		Golden Circle Seniors Resource Centre
Old Time Dance		Golden Circle Seniors Resource Centre
Square Dancing		Golden Circle Seniors Resource Centre
Musical Concerts	65+	Golden Circle Hoe Downers
Christmas Concerts		Golden Circle Hoe Downers
Concerts for Birthdays		Golden Circle Hoe Downers
Metis Dancing	0 - 49	Metis Nation Local 84
Festival and Workshop		Metis Nation Local 87
Theatre Instructions/Theatre Technology	13 - 18	Lindsay Thurber High School
Music (Band and choral)	13 - 18	Lindsay Thurber High School
Annual productions		Tree House Youth Theatre
Various Performances		Historical Interpretation Theatre
Acting 101	Grades 8-12	Red Deer Recreation, Parks, Culture
Acting 201	Grades 8-12	Red Deer Recreation, Parks, Culture
Acting for the Camera	Grades 8-12	Red Deer Recreation, Parks, Culture
Acting up	Grades 5-9	Red Deer Recreation, Parks, Culture
Acting for the Completely Intimidated		Red Deer Recreation, Parks, Culture
Adult Country Dance	Adult	Red Deer Recreation, Parks, Culture
Adult social Dance	Adult	Red Deer Recreation, Parks, Culture
Adult Tap and Jazz	Adult	Red Deer Recreation, Parks, Culture
Afro Cuban		Red Deer Recreation, Parks, Culture
Awesome Actors		Red Deer Recreation, Parks, Culture
Beginner Choir	Grades 5-9	Red Deer Recreation, Parks, Culture
Beginner Hustle		Red Deer Recreation, Parks, Culture
Beginner Jazz/Ballet	3 - 5 yrs.	Red Deer Recreation, Parks, Culture
Beginner Salsa		Red Deer Recreation, Parks, Culture
Beginners Acting	Grades 5-7	Red Deer Recreation, Parks, Culture
Broadway Bound	Grades 8-12	Red Deer Recreation, Parks, Culture
Contemporary Swing	Adult	Red Deer Recreation, Parks, Culture
Creative Drama	4 - 5 yrs	Red Deer Recreation, Parks, Culture
Creative drama	6 - 7 yrs	Red Deer Recreation, Parks, Culture
Creative Drama	8 - 9 yrs	Red Deer Recreation, Parks, Culture
Creative Drama	9 - 12 yrs	Red Deer Recreation, Parks, Culture
Dance Combo	5 - 10 yrs	Red Deer Recreation, Parks, Culture
Dance Combo: Tap, Jazz, Musical Theatre		Red Deer Recreation, Parks, Culture
Dance Movement	3 - 4 yrs	Red Deer Recreation, Parks, Culture
Dance Movement	4 - 5 yrs	Red Deer Recreation, Parks, Culture
Dance to Classical Fairytales	3 - 6 yrs	Red Deer Recreation, Parks, Culture
Dancing for Parents and Tots		Red Deer Recreation, Parks, Culture
Drama Explorations	6 - 8 yrs	Red Deer Recreation, Parks, Culture

Drama explorations	9 - 12 yrs	Red Deer Recreation, Parks, Culture
Exploring Theatre Arts	12 - 17 yrs	Red Deer Recreation, Parks, Culture
Flamenco	9 - 12 yrs	Red Deer Recreation, Parks, Culture
Fairytale Theatre		Red Deer Recreation, Parks, Culture
Growing with Kindermusik		Red Deer Recreation, Parks, Culture
Hip Hop	8 - 17 yrs	Red Deer Recreation, Parks, Culture
Introduction to Acting		Red Deer Recreation, Parks, Culture
Introduction to Irish Dancing	7 - 65+	Red Deer Recreation, Parks, Culture
Into to Irish Dancing	Teen/Adult	Red Deer Recreation, Parks, Culture
Jive		Red Deer Recreation, Parks, Culture
Kindermusik Village		Red Deer Recreation, Parks, Culture
Kindermusik - Ourtime		Red Deer Recreation, Parks, Culture
Kindermusik for the Young child		Red Deer Recreation, Parks, Culture
Latin Social Dance		Red Deer Recreation, Parks, Culture
Little Traxx	3 - 5 yrs.	Red Deer Recreation, Parks, Culture
Metis Dance	13 - 18+	Red Deer Recreation, Parks, Culture
Modern Dance and musical Theatre	12 - 14 yrs	Red Deer Recreation, Parks, Culture
Modern Dance and Musical Theatre	6 - 8 yrs	Red Deer Recreation, Parks, Culture
Modern Dance and Musical Theatre	9 - 11 yrs	Red Deer Recreation, Parks, Culture
Modern Dance and Musical Theatre	12 - 65+	Red Deer Recreation, Parks, Culture
Play Making	8 - 9 yrs	Red Deer Recreation, Parks, Culture
Polynesian Dance for Adults		Red Deer Recreation, Parks, Culture
Polynesian Dance for Youth		Red Deer Recreation, Parks, Culture
Rhythm Kids	3 - 5 yrs.	Red Deer Recreation, Parks, Culture
Rhythm Kids Dance workshop	4 - 6 yrs	Red Deer Recreation, Parks, Culture
Rhythm Rascals		Red Deer Recreation, Parks, Culture
Sassy Singers		Red Deer Recreation, Parks, Culture
Shakespeare for the Curious		Red Deer Recreation, Parks, Culture
Stage combat	12 - 16 yrs	Red Deer Recreation, Parks, Culture
Story Drama	6 - 7 yrs	Red Deer Recreation, Parks, Culture
Summer Dance Workshop	4 - 6 yrs	Red Deer Recreation, Parks, Culture
Summer Dance Workshop	7 - 15 yrs	Red Deer Recreation, Parks, Culture
Tahitian Dance		Red Deer Recreation, Parks, Culture
Tap Jazz		Red Deer Recreation, Parks, Culture
Tree House Choir		Red Deer Recreation, Parks, Culture
West Coast Swing (intermediate)	Adult	Red Deer Recreation, Parks, Culture
West Coast Swing (beginner)	Adult	Red Deer Recreation, Parks, Culture
Willpower - One day Shakespeare Workshop		Red Deer Recreation, Parks, Culture
You're a Superstar!	7 - 10 yrs	Red Deer Recreation, Parks, Culture
Band	All ages	Red Deer Royals Show Band
Acting for the Camera		Red Deer College
Acting I	9 - 11	Red Deer College
Adult Ballet	19 - 65+	Red Deer College
Adult Scene Study	19 - 65+	Red Deer College
Armed and Dangerous	19 - 65+	Red Deer College
Ballroom Dance	19 - 65+	Red Deer College
Conservatory Museum Instructors	19 - 65+	Red Deer College
Commedia for Kids	9 - 11	Red Deer College

Collective Creation	19 - 65+	Red Deer College
Creative Drama	6 - 8	Red Deer College
Dance Combo	5 - 9	Red Deer College
Engard!	16 - 26	Red Deer College
Fairy Tale Theatre	3 - 5	Red Deer College
Flamenco Dance	19 - 65+	Red Deer College
Flamenco, Classical Spanish & Mexican Folk Dance	9 - 65+	Red Deer College
Group Voice	19 - 65+	Red Deer College
Group Guitar	19 - 65+	Red Deer College
Jazz Dance Level I	All ages	Red Deer College
Jazz Dance Level II	All ages	Red Deer College
Kinder Ballet	4 - 5	Red Deer College
Latin Social Dance (Couples only)	19 - 65+	Red Deer College
Little Traxx Ballet / Jazz	3 - 5	Red Deer College
Little Traxx Tap	3 - 5	Red Deer College
Modern Dance	13 - 65+	Red Deer College
Mom & Tot Dance Class	2 - 5	Red Deer College
Party Pieces (Adult Acting)		Red Deer College
Rhythm Kids Dance Workshop	4 - 6	Red Deer College
Smile When You call Me That	13 - 25	Red Deer College
Social Dance Level I	All ages	Red Deer College
Social Dance Level II	All ages	Red Deer College
Super Dance Saturdays	All ages	Red Deer College
Super Summer Combo Workshop	7 - 10	Red Deer College
Swashbuckling for Beginners	16 - 25	Red Deer College
Swing Dance	19 - 65+	Red Deer College
Two Stepp'n for fun	19 - 65+	Red Deer College
Ukrainian Dance Classes	All ages	Red Deer College
Young Company	10 - 18	Red Deer College
Youth Acting Classes	3 - 9	Red Deer College
Youth Summer Performing Arts Camps	3 - 17	Red Deer College
Western Two Step & Swing	19 - 65+	Red Deer College
Voice and Diction	19 - 65+	Red Deer College
Canada Day	All ages	Red Deer Cultural Heritage Society
Heritage & Literary Programs	Age	Community Group
Guest speakers at meeting	19 - 65+	Alberta Genealogical Society
Genealogy reference library		Alberta Genealogical Society
Displays at Red Deer Mall		Alberta Genealogical Society
C.A. Tombstone/Cemetery records and publishing		Alberta Genealogical Society
Newsletter		Alberta Genealogical Society
Meetings		Central Alberta Historical Society
Historic tour of St. Ann Ranch at Trochu		Central Alberta Historical Society
Guest Speakers (9 separate programs in 2000-2001)		Central Alberta Historical Society
Pioneer Days	All ages	Sunnybrook Farm Museum
Summer Camps (for children, one day)	Children	Sunnybrook Farm Museum
Pioneer Birthday Parties	Children	Sunnybrook Farm Museum

Tea and Tour		Sunnybrook Farm Museum
Rare Breeds Day and Horse Plowing Demonstration	All ages	Sunnybrook Farm Museum
Lecture Series	5 - 65+	Heritage Preservation Committee
Interpretive Walking tour, brochures, signs		Heritage Preservation Committee
Quilt Shows	19 - 65+	Central Alberta Quilters Guild
Fashion show and Motivational Talk		Central Alberta Quilters Guild
Fall and Spring Guild Retreat		Central Alberta Quilters Guild
Guild Work Bees		Central Alberta Quilters Guild
Writing your family history	19 - 65+	Golden Circle Seniors Resource Centre
School History Programs		Red Deer & District Museum
Christmas Tour		Red Deer & District Museum
Central Alberta Heritage Fair		Red Deer & District Museum
Anthropology in Action		Red Deer & District Museum
Downtown Wagon Tours		Red Deer & District Museum
Cemetery Walking Tours		Red Deer & District Museum
Christmas family Nights		Red Deer & District Museum
Special Exhibits/lectures		Red Deer & District Museum
Edu kits on loan to schools		Red Deer & District Museum
Promotional Exhibits		Red Deer & District Museum
Day trips to other museums		Red Deer & District Museum
Classroom Talks on Red Deer History	8 - 12	Red Deer & District Archives
Document and Photo Conservation	All ages	Red Deer & District Archives
Document and Photo Encapsulation	All ages	Red Deer & District Archives
Ethno-Cultural Pioneer Study Kits	11 - 15	Red Deer & District Archives
Genealogical Reference Services	All ages	Red Deer & District Archives
Guided tours of historic sites and areas	All ages	Red Deer & District Archives
Heritage Awareness Articles in Media	All ages	Red Deer & District Archives
Historical Image Bank	All ages	Red Deer & District Archives
Historical Information Services	All ages	Red Deer & District Archives
Speeches on Red Deer History	All ages	Red Deer & District Archives
Rawhide Drum Making	19 - 65+	Red Deer College
Ethnic Cooking	19 - 65+	Red Deer College
Author Readings		Red Deer & District Museum
Bookbinding		Red Deer Recreation, Parks, Culture
Baby Times	0 – 24 months	Red Deer Public Library
Time for Twos	2 yrs	Red Deer Public Library
Pre-school Story Times	3 +	Red Deer Public Library
Saturday Surprise (crafts through stories)	6 – 12 yrs	Red Deer Public Library
Library Tours	All ages	Red Deer Public Library
Author Visits	All ages	Red Deer Public Library
Summer Reading Program	All ages	Red Deer Public Library

Appendix 3

Festivals, Events and Happenings 1999/2000

Festivals, Events and Happenings 1999/2000

What	Where	When
Local:		
Class Act Exhibit	Red Deer & District Museum	May
Class of '99 Exhibit	Red Deer & District Museum	
Alberta Wide Exhibit	Red Deer & District Museum	
Sharon Larson Watercolours	Red Deer & District Museum	June
Medalta Ware Exhibit	Red Deer & District Museum	July
Photo Exhibit (Black & White)	Red Deer & District Museum	July
Agricultural Photos	Red Deer & District Museum	August
Clay Folklore Pieces	Red Deer & District Museum	September
Three Friends Exhibit	Red Deer & District Museum	September
Morté Arthur Exhibit	Red Deer & District Museum	October
College Permanent Collection	Red Deer & District Museum	October
Mandala Millennium Project	Red Deer & District Museum	December
Christmas Extravaganza	Red Deer & District Museum	December
Into the Garden Again	Red Deer & District Museum	January
p' Artisan Artist Network	Red Deer & District Museum	March
Student Show	Red Deer & District Museum	March
Handcraft Exhibit	Red Deer & District Museum	April (2000)
Class Act Exhibit	Red Deer & District Museum	June (2000)
Drama Festival	Red Deer College Arts Centre	May
Symphony Orchestra	Red Deer College Arts Centre	September
Centre Stage Studio	Red Deer College Arts Centre	October
Red Deer Concert Society	Red Deer College Arts Centre	October
An Evening Out – Music	Red Deer College Arts Centre	November
Symphony Orchestra	Red Deer College Arts Centre	November
Centre Stage	Red Deer College Arts Centre	November
Jazz Night	Red Deer College Arts Centre	December
Centre Stage Christmas Show	Red Deer College Arts Centre	December
Department of Music Christmas Show	Red Deer College Arts Centre	December
Symphony – Christmas Classic	Red Deer College Arts Centre	December
Concert Society	Red Deer College Arts Centre	January
Symphony	Red Deer College Arts Centre	January
Centre Stage Presents	Red Deer College Arts Centre	February
Symphonic Winds	Red Deer College Arts Centre	March
College Ballet	Red Deer College Arts Centre	March
Concert Society	Red Deer College Arts Centre	March
Symphony	Red Deer College Arts Centre	March
That's Entertainment	Red Deer College Arts Centre	March
Jazz Night	Red Deer College Arts Centre	March
Symphonic Winds	Red Deer College Arts Centre	April
Studio Show	Red Deer College Arts Centre	April
RDC Choirs in Concert	Red Deer College Arts Centre	April
Symphony – Beethoven	Red Deer College Arts Centre	April
Kiwanis Music Festival	Red Deer College Arts Centre	April
Central Alberta Theatre Productions	Black Knight Inn & Memorial Centre	Four productions year round

Easter Extravaganza	Kerry Wood Nature Centre	April
Art of Nature	Kerry Wood Nature Centre	May
Native Photos	Kerry Wood Nature Centre	June
Exciting Africa Photos	Kerry Wood Nature Centre	October
Moving through Ecosystems Exhibit	Kerry Wood Nature Centre	December
Art Walk Market	Heritage Square	June
Scottish Fiddle Orchestra	Westerner Park	July
Quilters Guild	Westerner Park	April
Silver Buckle Rodeo	Westerner Park	April
Vintage Auto Show	Westerner Park	May
Bandfest	Westerner Park & Red Deer College	May
Jailhouse Rock Cabaret	Westerner Park	May
Legends Alive Concert	Westerner Park	May
Red Deer Highland Games	Westerner Park	June
Westerner Days Fair	Westerner Park	July
Christmas Bazaar	Westerner Park	December
Westerner Talent Show	Westerner Park	May
National Quartet Convention	Westerner Park	July
Circus	Westerner Park	August
Our Best to You Art & Craft Sale	Westerner Park	October
Christmas Antique Show & Sale	Westerner Park	November
Spring Craft Show	Westerner Park	April
First Night Festival	Downtown	December
Canada Day Festival	Bower Ponds	July
Metis Magic	Fort Normandeau	July
Red Deer International Air Show	Airport	July
Heritage Day	Heritage Square & Museum	August
Pioneer Days	Sunnybrook Farm	August
Harvest Festival	Fort Normandeau	August
Sounds of Summer concert	Bower Ponds	August
Summer's End Music Fair	Bower Ponds	August
Central Alberta Heritage Fair	Parkland Mall	May
Fort Normandeau Days	Fort Normandeau	May
Mayor's Garden Party	Heritage Square	June
Festival of Trees	Westerner Park	November
Family Winter Festival	Heritage Ranch	February
Ghost Collection	Various downtown	Year round
Regional:		
Historic Markerville Creamery Season Opener	Markerville	May
Stephansson House Opener	Markerville	May
1913 Days	Sylvan Lake	May
Icelandic Picnic	Markerville	June
Pioneer Days	Markerville	June
Canada Day Celebrations	Markerville/Sylvan Lake/Lacombe/Innisfail/Blackfalds	July
Christmas in July	Sylvan Lake	July
Fiddlers Jamboree & Strawberry Festival	Innisfail	

Ivan Dains Country Music Picnic	Innisfail	July
Cream Day	Markerville	August
Variety Concert	Innisfail	August
Fall Fair	Innisfail	August
Christmas in Markerville	Markerville	October
Octoberfest Concert	Innisfail	October
Fiesta Days	Three Hills	December
Christmas Festival	Three Hills	December
Santa Claus Parade	Sylvan Lake	December

ARCHITECTURE & AMBIANCE OPPORTUNITIES		
Pre-war/mid 50s and Early Sixties	Downtown Red Deer	Year round
Gardens	City Hall Park	May – September
Fort Normandeau 1885 Interpretation	Fort Normandeau	Year round
Old Train Station	Downtown	
Old Court House (formerly Arts Centre)	Downtown	Year round
Cronquist House	Bower Ponds	Year round
Heritage Ranch	Highway 2	Year round
Sports Hall of Fame/ Visitor & Convention Bureau	Highway 2	Year round
Overall Downtown:	Characteristic of 50s architecture with mix of new and old Cultural opportunities include: <ul style="list-style-type: none"> ◆ Private Galleries ◆ Boutiques ◆ Night Club Entertainment ◆ Street Architecture ◆ Movie Houses ◆ Ethnic Cuisine ◆ Ghost Sculptures (11) ◆ Street Events 	

Appendix 4

Cultural Charter Partners

CENTRAL ALBERTA THEATRE SOCIETY
CENTRAL ALBERTA HISTORICAL SOCIETY
CENTRAL ALBERTA PHOTOGRAPHIC SOCIETY
CITY OF RED DEER
RECREATION, PARKS & CULTURE DEPARTMENT
COUNTRY PRIDE DANCE CLUB
FRIENDS OF RED DEER PUBLIC LIBRARY
KERRY WOOD NATURE CENTRE
PARKLAND HANDWEAVERS AND SPINNERS ASSOCIATION
P'ARTISAN ARTISTS NETWORK
PRIME STOCK THEATRE CO. SOCIETY
RED DEER CHAMBER SINGERS
THE PERFORMING ARTS AT RED DEER COLLEGE
RED DEER COMMUNITY BAND SOCIETY
RED DEER CONCERT SOCIETY
RED DEER CULTURAL HERITAGE SOCIETY
RED DEER & DISTRICT ALLIED ARTS COUNCIL
RED DEER & DISTRICT ARCHIVES
RED DEER & DISTRICT MUSEUM
RED DEER DOWNTOWN BUSINESS ASSOCIATION
RED DEER FIRST NIGHT SOCIETY
RED DEER PUBLIC LIBRARY
RED DEER SCOTTISH COUNTRY DANCERS
RED DEER SQUARE DANCE CLUB
RED DEER SYMPHONY ORCHESTRA ASSOCIATION
RED DEER VISITOR & CONVENTION BUREAU
SUNNYBROOK FARM MUSEUM & INTERPRETIVE CENTRE
TREEHOUSE YOUTH THEATRE
WESTERNER PARK
WRITERS GUILD OF ALBERTA

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