













CITY OF ABBOTSFORD

CULTURE STRATEGIC PLAN – STAGE 1

STATE OF CULTURE REPORT **December 2019**

Lord Cultural Resources

Lord Cultural Resources is a global professional practice dedicated to creating cultural capital worldwide.

We assist people, communities and organizations to realize and enhance cultural meaning and expression.

We distinguish ourselves through a comprehensive and integrated full-service offering built on a foundation of key competencies: visioning, planning and implementation.

We value and believe in cultural expression as essential for all people. We conduct ourselves with respect for collaboration, local adaptation and cultural diversity, embodying the highest standards of integrity, ethics and professional practice.

We help clients clarify their goals; we provide them with the tools to achieve those goals; and we leave a legacy as a result of training and collaboration.

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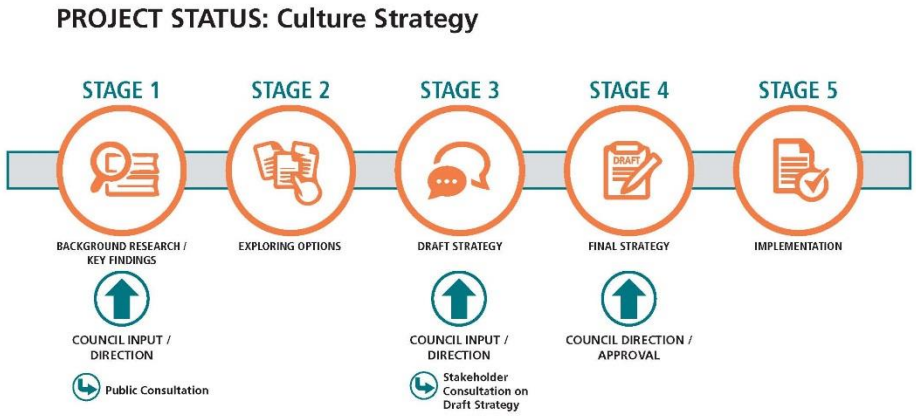


CHAPTER 1 - INTRODUCTION

Process

In July 2019, the City of Abbotsford engaged Lord Cultural Resources in association with Nordicity to develop a Culture Strategic Plan via a five-stage process:

- Stage 1, Background Research/Key Findings
- Stage 2, Exploring Options
- Stage 3, Draft Strategy
- Stage 4, Final Strategy
- Stage 5, Implementation



Based on a thorough review of existing plans and policies in Abbotsford, research into current municipal cultural trends, a comparables analysis of other community's cultural offerings, and workshops and interviews with internal key informants including City staff and managers, directors and and fee-for-service partners, the following report provides an assessment of the current state of culture in Abbotsford.

Consultation with external stakeholders, which include members of the culture community, has been completed. The outcomes and findings are reflected in this report. Engagement with the broader community will begin after Council input is received.

Planning Team

The Culture Strategic Plan is being led by an internal planning team composed of key staff within the Parks, Recreation & Culture Department, alongside the Lord/Nordicity team.

Organization of this Report

This State of Culture Report is organized in three chapters.

- Chapter 1, Introduction
- Chapter 2, The Abbotsford Context
- Chapter 3, Internal Key Findings

Why a Cultural Strategy?

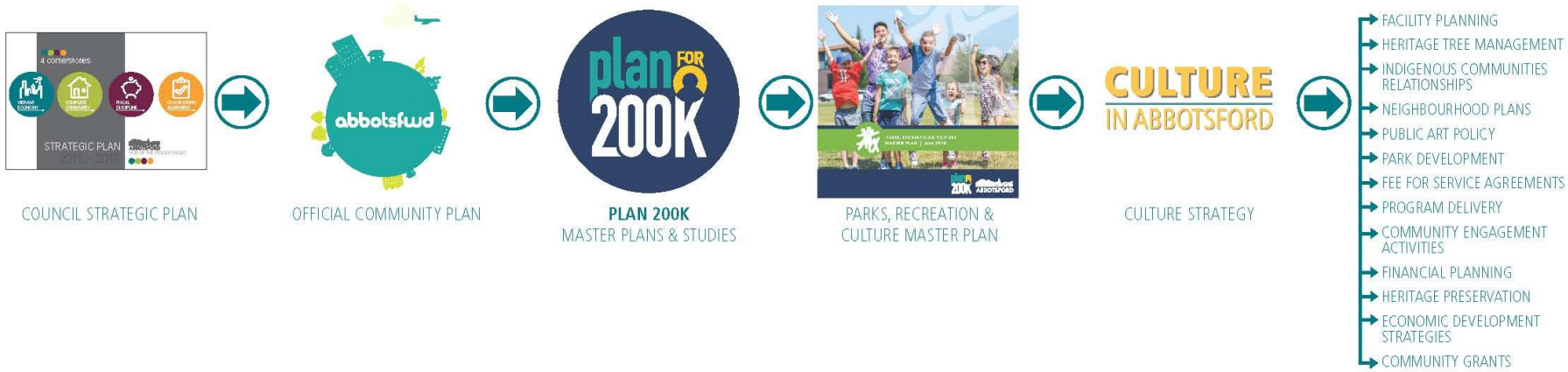
"When we talk about the value of arts and culture, we should always start with the intrinsic- how arts and culture illuminate our inner lives and enrich our emotional world."[1]

Arts and culture, however, goes well beyond its intrinsic value. As one of the four key pillars of community sustainability – along with economic growth, social equity and environmental responsibility – cultural vitality is critical to creating a sense of place and identity, enhancing quality of life and contributing to economic prosperity.

If it is understood and acknowledged that culture is an imperative for the city, then a strategy to manage and leverage culture for the community is essential. The culture strategy will identify the community's cultural assets and services, and provide a framework that maps out how the municipality will deliver and support culture and integrate it into a wide range of local government planning activities.

[1] Mowlah, Andrew et al. (2014). *The value of arts and culture to people and society: An evidence review.* Manchester, UK: Arts Council England.

CHAPTER 2 - THE ABBOTSFORD CONTEXT



Council Strategic Plan 2019-2022

Council's 2019-2022 Strategic Plan is important in the context of the development of the Culture Strategy. Council's Strategic plan guided Abbotsford's Official Community Plan, Plan 200K as well as all the departmental master plan outcomes. The four cornerstones of the Plan are as follows:

1. Vibrant Economy – The City of Abbotsford is a regional hub of creativity and innovation where talent, investment and business thrive.
2. Complete Community – The City of Abbotsford is a community of inclusive, safe and green neighbourhoods, connected to convenient and affordable transportation and vibrant commercial centres, built on the foundation of our cultural heritage and natural beauty.
3. Fiscal Discipline – The City of Abbotsford is transparent and accountable to citizens, information is easily accessible and residents are well informed on Council's priorities.
4. Organizational Alignment – The City of Abbotsford has strong, consistent governance and aligned operations.

Planning Context

This Culture Strategic Plan is being developed in the context of other current and recently completed City planning initiatives. All of these planning initiatives, including the Culture Strategic Plan, stem from the directives of Abbotsford's **Official Community Plan (OCP) 2016**.

Dubbed "Abbotsforward", the OCP plans for a specific population of 200,000 rather than a defined timeline. The OCP policy directions are organized around "7 Big Ideas" that all support quality of life and social and economic vitality. The "7 Big Ideas" are as follows:

1. Create a City Centre
2. Establish Distinct and Complete Neighbourhoods
3. Making Walking, Biking, and Transit Delightful
4. Make Places for People
5. Improve Natural and Built Systems
6. Enhance Agricultural Integrity
7. Make the Plan Work

Following the adoption of the OCP, the City developed a process to bring together 20 master and neighbourhood plans and strategies under a single entity called **Plan 200K**. The plans and strategies under Plan 200K build on the OCP's "7 Big Ideas" and collectively create a framework and capital funding plan for the city of Abbotsford as it grows toward an anticipated 200,000 residents.

The plans and strategies most relevant to the development of the Culture Strategic Plan within **Plan 200K** include the following:

Parks, Recreation and Culture (PRC) Master Plan 2018

The PRC Master Plan provides a framework for guiding the development, delivery and continuous improvement of parks, recreation and cultural services and facilities to meet current and future demands.

The Master Plan represents a comprehensive and ambitious program of investments over the next 25 years. The Plan is organized around four key strategies:

1. Service delivery
2. Community development
3. Policies, plans and studies
4. Capital facilities

Culture services within the Master Plan is organized with 6 key service areas: visual arts, public art, heritage, performing arts, entertainment and festivals and libraries.

City Centre Neighbourhood Plan

The City Centre Neighbourhood Plan has been created to address changes to the neighbourhood and facilitate the redevelopment process. The Plan outlines allowable uses, building form and densities to understand where and what type of scale of development may occur within the neighbourhood.

This Plan is of particular importance to the development of the Culture Strategic Plan as it relates to both the Civic Precinct Cultural Hub and Mill Lake Cultural Hub and the cultural assets within them. The Neighbourhood Plan also calls for the "elevation" of stories and art that reflect the heritage of the Indigenous peoples of the area, an imperative that will influence the Culture Plan.

UDistrict Neighbourhood Plan

Like the City Centre Plan, the UDistrict Plan has been created to address changes to the neighbourhood and facilitate the redevelopment process. The vision for the UDistrict is for it to become a "vibrant and distinct urban community that supports a walkable, transit-oriented lifestyle, focused around an innovative university village." Culture will play a vital role in the development of this neighbourhood through the creation of active public spaces, public art and opportunities for connections between the university and the city.

Historical Downtown Neighbourhood Plan

There are many active and interested groups opening new businesses, proposing new developments, and participating in the resurgence of the historic downtown. The buildings, streets and public spaces of the historic downtown reinforce a "sense of shared history, identity, and civic pride." Culture will play a critical role in creating vibrancy through the activation and animation of these public spaces, repurposed buildings and abandoned, unused and underused areas.

Market Context

To fully understand culture in a community, we must understand the environment in which it exists. The following describes the current resident and tourist market in Abbotsford and its relationship to and impact on culture.

Resident Market

The City of Abbotsford is part of the Fraser Valley Regional District (FVRD), and the Abbotsford – Mission Census Metropolitan Area (CMA) in the province of British Columbia.

The following conclusions emerge from the most recent census data for Abbotsford. This data and assessment will build the foundation to inform the overall cultural landscape for Abbotsford.

Ethnic and Religious Diversity

Abbotsford's community has significant markers of being diverse, with higher representation of first-generation Canadians than the Abbotsford-Mission CMA and (FVRD) and Canada as a whole. Abbotsford likewise has higher percentages of visible minorities and non-official language mother tongue populations than the CMA, Region and Province.

According to information from the 2011 National Household Survey form (the last time statistics regarding religion were collected from by Statistics Canada) released by Statistics Canada, 28,235 people living in the CMA belong to the Sikh faith.

In all, 17 per cent of the population in the Abbotsford-Mission CMA is Sikh. That's the highest percentage of all CMAs in Canada.

In 2001, the previous time information on religion was collected, that number was 16,780. When compared with data collected in 2011, this represents an increase of over 11,000 people in 10 years. The top five religions by population in Abbotsford are:

- Christian
- No Religious Affiliation
- Sikh
- Hindu
- Muslim

Table A - Immigration and Ethnicity

Immigrant, Ethnicity and Related Data	Abbotsford	Abbotsford - Mission CMA	Fraser Valley Regional District	British Columbia	Canada
% First Generation Canadians	30%	27%	22%	31%	24%
% Visible Minority	34%	29%	20%	30%	22%
% Non-Official Language Mother Tongue	32%	28%	21%	28%	42%
% Aboriginal Identity	5%	6%	5%	6%	5%
Source: Statistics Canada 2016 Census					

The percentage of the population which identifies as Indigenous[2] in Abbotsford is on par with surrounding demographic segments. The diversity of Abbotsford is a key consideration in the development of the Culture Strategic Plan.

Educational Attainment

Educational attainment is a significant indicator of cultural participation. The higher the educational attainment the higher cultural participation. In the case of Abbotsford, educational attainment is near to equal the CMA and regional averages, however lower than provincial and national averages. This is likely as a result of employment requirements in the region.

Income

Income, like education, is an indicator of cultural participation. Abbotsford's median income for both census families and private households are on par with CMA, regional, provincial and national medians. Abbotsford residents are no more likely or less likely to participate in arts and cultural activities than those in the region or across the country based on income indicators.

Table B – Educational Attainment and Income Levels

	Abbotsford	Abbotsford -Mission CMA	Fraser Valley Regional District	British Columbia	Canada
Educational Attainment Population 25+					
No certificate, diploma or equivalency certificate	22%	21%	21%	16%	12%
Secondary (high) school diploma or equivalency certificate	34%	34%	34%	29%	26%
Apprenticeship or trades certificate or diploma	8%	10%	9%	9%	11%
College CEGEP or other non-university certificate or diploma	20%	21%	20%	22%	22%
University diploma or degree	16%	14%	15%	25%	29%
Income population 15 and over					
Median 2015 Income- All economic families	$87,100	$87,555	$83,914	$88,451	$88,306
Median 2015 Income- All private households	$72,511	$73,598	$69,289	$69,995	$70,336
Source: Statistics Canada 2016 Census					

[2] Throughout this report Indigenous is used as the preferred term to refer to Canada's First Peoples, Aboriginal only appears where directly citing demographics from Statistics Canada.

Local Population

Abbotsford is home to a substantial local and regional population: With a projected 151,000 residents (Statistics Canada 2016), Abbotsford is the fifth largest city in British Columbia and the largest municipality in the FVRD. Abbotsford has been experiencing significant population growth with projected targets of 169,000 by 2031 for the city and to 215,251 for the CMA.

In 2016, Abbotsford approved its most recent Official Community Plan (OCP) which plans for a future city of 200,000 people with the focus on 75% of new growth in existing neighbourhoods. It aims to accomplish this by supporting the notion of a "city of centres – a City Centre, Urban Centres and Neighbourhood Centres - promoting growth in areas where it is financially sustainable by using existing infrastructure and amenities.

Table C – City of Abbotsford population trends

	2011	2016	2021	2031	2011-2016	2016-2021	2016-2031
Resident Population	Actual	Actual	Projected	Projected	% Change Actual	% Change Projected	% Change Projected
Abbotsford	133,497	141,397	152,000	169,000	6%	7%	11%
Abbotsford-Mission CMA	170,191	180,518	193,167	215,251	6%	7%	11%
Fraser Valley Regional District	277,593	295,934	319,694	362,614	7%	8%	13%
British Columbia	4,400,057	4,648,057	5,039,700	5,645,000	6%	8%	12%
Canada	33,476,688	35,151,728	38,409,000	42,100,000	5%	9%	10%

Source: Statistics Canada 2016 Census, 2031 projections based on Statistics Canada 2016

Age

Abbotsford has a relatively young population. The median age of Abbotsford residents is lower than regional, provincial and national figures. Abbotsford residents report a median age of 39 years while the medians for British Columbia and Canada are 43 and 41 years respectively. The age distribution reflects this reality as well, with the city reporting a higher percentage of younger people and a slightly higher percentage of young or middle-aged adults. This certainly has an impact on the cultural landscape in Abbotsford in terms of volunteering and financial support for arts and culture, indicating that youth may be a key area to target through cultural programming, events and activities.

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Abbotsford is a young community with a lower median age than the region, CSA, Province, or Country.

Table D – Population by Age

Key Age Distribution, 2016	Abbotsford	Abbotsford-Mission CMA	Fraser Valley Regional District	British Columbia	Canada
0-14	18%	18%	18%	15%	17%
15-29	20%	19%	18%	18%	19%
30-49	26%	26%	25%	26%	26%
50-64	19%	20%	21%	22%	22%
65 years and older	17%	16%	18%	18%	17%
Median Age	39.0	39.4	41.2	43.0	41.2

Source: Statistics Canada 2016 Census

Tourist Market

Access and Infrastructure

Abbotsford is located along the TransCanada Highway with 80,000 – 90,000 vehicles passing through the city on a daily basis. It is a one-hour drive from the city of Vancouver and only 10 minutes from the US border. The Abbotsford International Airport offers direct flights from within Canada, including Vancouver, Victoria, Nanaimo, Calgary, Hamilton and Edmonton along with seasonal flights to Mexico, Las Vegas and San Diego.

Cultural Tourism

According to market research by Tourism Abbotsford, Abbotsford is best known for its agricultural land and agri-tourism experiences. There is also a broad range of cultural offerings, including festivals and events. However, according to its research, there does not appear to be sufficient density and quality in arts, culture and heritage offerings to motivate long-haul travelers to choose Abbotsford as a multi-night destination.

Tourism Sentiment

Destination Think!, a destination marketing and advocacy organization, completed a Tourism Sentiment study of Abbotsford in 2018. The Tourism Sentiment Index is a recently developed digital reporting tool that scrapes online conversations about a destination and analyzes the results using a custom, text- and image- based algorithm focused on conversations about Abbotsford and its connected tourism region. The report scanned, monitored and analyzed over 1.7 million online conversations about Abbotsford. This study found the Place Sentiment Score of Abbotsford to be 20, or average, and the Tourism Sentiment score to be 34 or high, showing that Abbotsford has a high ability to generate positive word of mouth with respect to its tourism offering, based on online conversations.

However, this same study found that there is both average awareness of the cultural and heritage offerings of Abbotsford, and an average sentiment towards the overall cultural offering from a tourism perspective.

Indigenous cultural attractions in Abbotsford had a significantly higher Sentiment Score than the competitive average, and lower Sentiment Scores for Public Art, and Street Art. Awareness of historical landmarks and sites was low compared to benchmarks and awareness of public art and religious attractions.

Trends and Best Practices

The following best practice examples demonstrate trends relevant to the situation in Abbotsford.

Although a longer list of trends was presented by the consultants to the City, we have selected the following for further analysis that seemed to have resonated most with internal municipal staff.

1. Less Reliance on New Physical Infrastructure
2. Celebrating Diversity
3. Alternative Funding and Support for Culture

1. Less Reliance on New Physical Infrastructure

Cultural activities take place in many different places and many different ways. Activities do not always have to occur in art galleries, museums or formal performing arts venues. Likewise, new infrastructure does not necessarily have to be built if it is not warranted or feasible.

Key contributors to this trend are as follows:

1. Unique and authentic programming – creating programs and events, such as festivals that use existing spaces and places including parks, parking lots and plazas.
2. Redefining what a "cultural space" is – look to non-traditional or "found" spaces such as laneways, underpasses or picnic shelters to activate and help redefine what a cultural space could be.
3. Digital Placemaking - augmenting existing physical space and places with location-specific digital services, products or experiences.

Example: Public Space Activation

More Awesome Now, Vancouver BC

A collaboration between the Vancouver-based architecture firm HCMA and the City of Vancouver to activate Vancouver's downtown laneways and create accessible, vibrant public spaces.

The project was created through extensive collaboration and engagement with property owners, tenants and visitors who now share the responsibility for enjoying, cleaning and monitoring the laneway.



More Awesome Now, Vancouver, BC

2. Celebrating Diversity

How a city promotes, facilitates and includes diverse communities, their heritage, their customs and experiences is what distinguishes themselves from others.

Key contributors to this trend are as follows:

1. Festivals and Events – creating unique and authentic events that bring people together to learn about commonalities and differences.
2. Intercultural Placemaking – identify and promote places and spaces belonging to or used by specific cultural groups. Develop signage and create programs that interpret these spaces.
3. Existing cultural organizations – leverage existing cultural organizations such as art galleries, live performance venues and others to develop programs that showcase diverse cultures.

Example: Intercultural Placemaking

Superkilen Park, Copenhagen, Denmark

Superkilen Park is located in an area of Copenhagen known for its wealth of diverse nationalities. The park has become a peaceful meeting ground where everyone can feel proud of their cultural heritage and participate in group activities. The park is a "vehicle of integration" designed with the sounds, colours, spaces and objects that represent more than 60 nationalities.



Superkilen Park, Copenhagen, Denmark

3. Alternative funding and support for arts, culture and heritage

Municipalities continually look for different ways to fund and culture in the community beyond tax-base dollars.

Key contributors to this trend are as follows:

1. Municipal instruments – Using a number of planning tools, incentives and fees to leverage and support culture in the community.
2. Public-private partnerships – collaborating with the private sector, municipalities and other government agencies can help finance, build and operate projects.
3. Engagement with the private sector – private sector supporting arts and culture projects through direct and indirect funding and in-kind contributions.

Example: Public-private partnerships

Artsvest, Canada

Artsvest is Business / Arts mentorship and training program designed to build capacity in Canada's cultural sector. Operating in eight provinces including British Columbia, it provides cultural organizations with resources, expertise and training in marketing, governance and sponsorship.

Over 1,800 organizations have participated in Artsvest forming key partnerships and raising over $20 million in new private sector investment.

Market Context Summary of Opportunities

Key opportunities for the Abbotsford context:

- Abbotsford is a young community, younger than both the surrounding areas and provincial and national averages. Youth and younger people are an important segment of the population to focus on with respect to culture.
- Population growth in Abbotsford will be both an opportunity and a challenge as Abbotsford works to ensure a livable vibrant community as it approaches a population of 200,000 and ensuring enough cultural opportunities are available to retain residents and continue to attract new workers to the city.
- As a diverse community, there is opportunity to continue to learn, share, and celebrate customs, experiences and knowledge to become a creative and a more inclusive city.
- While overall tourism sentiment regarding culture is high in Abbotsford, there is still room for growth with respect to the quality, density and number of cultural offerings in the city.

CULTURAL RESOURCE FRAMEWORK

The community's cultural resources are an essential foundation for cultural planning and development. The diagram below illustrates the myriad of cultural resources-both tangible and intangible-that can define a community's culture.



[3] Statistics Canada Framework for Cultural Statistics adapted from *Mississippi Mills Municipal Cultural Plan*

Abbotsford's Cultural Resources

As illustrated in the diagram on the previous page, the Culture Strategic Plan embraces a broad definition of cultural resources including a wide range of tangible and intangible cultural assets. The broad definition of cultural resources takes into consideration both those resources already in place in Abbotsford, and potential resources that may emerge in the future. These resources, assets, services and activities take place across the city, and will be identified by a culture map in the final Culture Strategic Plan.

Cultural Employment and Education in Abbotsford

According to Statistics Canada the total population age 15 or over in Abbotsford is 96,590. Of this population 1,230, or 1.3% are currently enrolled in a field of study related to visual and performing arts, and communications technology. This is important because it impacts the local pipeline of potential candidates for jobs in cultural industries. This not only affects employers' abilities to find suitable candidates in cultural fields, but also graduates' willingness to locate and remain in Abbotsford. The below table outlines the percentage of the population age 15 or over enrolled in culture-related studies, locally, provincially and nationally. It is important to note that Abbotsford lags behind provincial and national averages for artistic education density.

Table E – Percentage of population enrolled in culturally-related fields of study

Abbotsford	British Columbia	Canada
1.3%	2.6%	2.1%

The Canadian census uses two measures for determining employment categories, the National Occupational Classification (NOC) and the North American Industry Classification System (NAICS). According to NOC, 1,220 persons in Abbotsford are employed in Art, Culture, Recreation and Sport, making up 2.0% of the total labour force population aged 15 and over. According to NAICS 2.4% of the labour force or 1,490 persons living in Abbotsford are employed in the Informational and Cultural Industries, or Arts Entertainment and Recreation. Using these categories, it is evident that Abbotsford`s cultural industries currently employ a smaller percentage in cultural industries relative to the province of British Columbia and the rest of Canada.

Table F – Employment in Culture and Recreation

Abbotsford		British Columbia		Canada	
NOC	NAICS	NOC	NAICS	NOC	NAICS
2.0%	2.4%	3.8%	5.1%	3.0%	4.3%

Within the Abbotsford-Mission CMA for those employed in Arts, Culture, Recreation and Sport by NOC the median income is $18,653, and the average income is $28,217. This income includes wages, salaries and commissions. We can see that on average those employed in Arts, Culture, Recreation and Sport in Abbotsford are earning less than their peers provincially and nationally.

Table G – Annual Salaries in Arts, Culture and Recreation

	Abbotsford	British Columbia	Canada
Average	$18,653	$22,692	$19,486
Median	$28,217	$35,009	$31,937

Culture's Economic Impact

According to Statistics Canada, the direct economic impact of culture products was estimated at $7.1 billion in British Columbia in 2017, which equates to $1,450 per capita and 2.7% of provincial GDP. The value added of culture products in B.C. is equal to the national average (2.7% in B.C. and all of Canada), while the employment impact is higher in B.C. than in any other province, and well above the national averages.

Between 2010 and 2017, the GDP of culture products grew by 24% in B.C. Strong growth in the overall provincial economy resulted in a decrease in culture's share of the provincial economy (from 3.0% in 2010 to 2.7% in 2017).

From the industry perspective, the direct contribution of culture industries to GDP was estimated at $7.9 billion in British Columbia in 2017, or $1,600 per capita and 3.2% of provincial GDP.

Statistics Canada also provides an estimate of the GDP of sports industries in 2017 ($1.3 billion, or 0.5% of the province's GDP). The value added of culture ($7.9 billion) is six times larger than the sports estimate.

Intra-provincial comparisons show that the GDP impact of culture industries in B.C. ($7.9 billion) is larger than the value added of agriculture, forestry, fishing, and hunting ($5.8 billion) and utilities ($6.3 billion), and is similar to that of accommodation and food services ($8.0 billion) as well as mining, quarrying, and oil and gas extraction ($8.2 billion). The value added of culture is less than that of educational services ($13.4 billion), transportation and warehousing ($16.4 billion), and manufacturing ($18.5 billion).

According to the City of Abbotsford Economic Development in 537,603 people attended festivals and events in Abbotsford in 2018, creating an economic impact of $18.1 million, many of these events were cultural in nature. Additionally, the film industry spent approximately $1.7 million in the community in 2018.

Further economic studies are needed to calculate the full economic impact of arts and culture in Abbotsford, but it is clear that in British Columbia, arts and culture are an important industry.

Current Culture Provision

This section presents an overview of some of Abbotsford's current arts and cultural resources. It is not meant to be an exhaustive inventory or a full listing of resources, but rather a general picture of some of the main offerings that currently exist within Abbotsford as illustrated in the Cultural Resources Framework.

The first four entities listed in alphabetical order below are the City of Abbotsford's fee-for-service organizations.

Abbotsford Arts Council-Kariton Art Gallery & Boutique

Established in 1971 the Abbotsford Arts Council acts as a resource for local artists, supporting over 70 local arts, heritage and culture organizations, and showcases the works of hundreds of local artists through the Kariton Art Gallery and Boutique, located within Mill Lake Park.

The Abbotsford Arts Council presents the Arty Awards annually to celebrate the achievements and contributions of local artists. The Arts Council also presents the outdoor Mill Lake Music Concert Series in front of the Gallery each Saturday every summer as well as producing the annual Jam in Jubilee multi-disciplinary, multi-cultural concert series running for four Thursday nights each summer.



Kariton Art Gallery & Boutique ***Photo Credit: Abbotsford Arts Council.***

Abbotsford Sports Hall of Fame

The Hall of Fame was created as part of the Legacy Sports Centre, which was built by the Western Canada Summer Games Society after the 1995 Western Canada Summer Games in Abbotsford. The Hall of Fame acknowledges, recognizes and honours the achievements of local athletes, coaches and builders at the national and international level of their sport, recognizing sport as part of Abbotsford's cultural heritage.

The Abbotsford Sports Hall of Fame has also created a yearly Wall of Fame which recognizes and honours junior athletes and teams (between the ages of 14 and 24) that have demonstrated a high degree of accomplishment in their particular sport over the previous year.



Abbotsford sports Hall of Fame, Photo Credit: Tourism Abbotsford

Heritage Abbotsford Society

The Society is a registered non-profit organization whose mission is to be the "memory of the community" by preserving and interpreting local history.

Heritage Abbotsford Society leads various programs and activities aimed to engage and promote the City's history and heritage to visitors and local residents of all ages. Programs include Trethewey House tours (see Trethewey House below), walking tours of Mill Lake and Matsqui Village, "Storytime on the Porch" speaker series and curator talks.

Trethewey House Heritage Site

This Arts and Crafts house was built in 1919 for baron, J.O. Trethewey. The house has been restored for visitors to c. 1925. The heritage site features several buildings and features including the Carriage House, Joey`s Playhouse, the Upper Sumas Train Station, and the Sylvia Pincott Heritage Gardens. The Trethewey House heritage Site is operated by the Heritage Abbotsford Society.



Trethewey House Heritage Site, Photo Credit: Heritage Abbotsford Society.

The Reach Gallery Museum

The Reach Gallery Museum was opened in 2008 and is dedicated to increasing the public's awareness and appreciation of art, heritage and culture.

The vision of the Reach is to be the centre of cultural and creative innovation in the Fraser Valley. It is a registered Canadian charity and not-for-profit society, operated by professional staff under the direction of a Board of Directors, with the support of more than 500 volunteers. This state-of-the-art gallery and museum offers weekly free tours for the public, and admission to the exhibitions at The Reach are always free.

The Reach is the largest fee-for-service cultural partner with the City of Abbotsford. It receives approximately 70% of its operating revenue through a direct Municipal grant.



The Reach Gallery Museum. Photo Credit: The Reach Gallery Museum

The Gur Sikh Temple and Sikh Heritage Museum

A National Historic Site, the Gur Sikh Temple has been a place of worship since 1912. Today it is the oldest known Sikh Temple in North America. The restored building is managed by the not-for-profit society— The Khalsa Diwan Society. Located on the ground floor of the Gur Sikh Temple is the Sikh Heritage Museum, which is open to the public. The South Asian Studies institute of the University of the Fraser Valley curates the exhibits and assists with community tours and other engagements with the Reach Gallery Museum's support.



Gur Sikh Temple, Photo Credit: Tourism Abbotsford.

Mennonite Heritage Museum

The Mennonite Heritage Museum is owned by the Mennonite Museum Society, and was established in 2011. The mission of the Mennonite Heritage Museum is to preserve and exhibit the stories of the Mennonites from their origins in the 16th century to their settlement in the Fraser Valley. The Museum's permanent exhibit hall illustrates the story of the Mennonites spanning 500 years, while seasonal exhibits highlight various aspects of Mennonite history both in the Fraser Valley and beyond.



Mennonite Heritage Museum, Photo Credit: Mennonite Museum Society

Clayburn Village Historic Conservation Area

Clayburn is a village situated in the shelter of the west side of Sumas Mountain. The Village and brick plant was founded in 1905 and is the only standing example of a "company town" in British Columbia. Today the area features heritage brick buildings, complimentary walking tour brochures and the Clayburn Schoolhouse Museum. The Museum is open on Saturdays from June-August and includes a complete model of the village and Clayburn brick plant, a replica of the school classroom along with other displays and artifacts related to the area and era.



Clayburn Schoolhouse Museum. Photo Credit: Clayburn Village Community Society

Abbotsford Arts Centre

The Abbotsford Arts Centre is a 700+ seat performing arts facility featuring full concert lighting, sound and fly systems. The Centre is attached to Abbotsford Senior Secondary School and also includes an adjoining 3,150 sq. ft. Banquet Hall (the Community Arts Addition) which can seat 260 and offers a variety of unique presentation celebration and event solutions; it can also be used as a rehearsal space. The Abbotsford Arts Centre is owned and operated by the Abbotsford School District. The theatre and dance programs are complemented by a variety of cultural and commercial events throughout the year, the space is used by schools, local performing companies, touring productions, local businesses, and other speakers from surrounding districts.



Abbotsford Arts Centre. Photo Credit: Abbotsford Arts Centre

Fraser Valley Regional Library

The Fraser Valley Regional Library is the largest public library system in British Columbia with 25 community libraries serving over 700,000 people in its service area. The Regional Library includes three branches serving Abbotsford:

- Mt. Lehman Library
- Clearbrook Library
- Abbotsford Community Library







Fraser Valley Regional Library, Abbotsford Branches

Abbotsford Centre

The Abbotsford Centre is a 7, 000 seat multi-purpose arena with seating that can be expanded to accommodate up to 8,500 for events. The City-owned Centre opened in 2009 and is managed by Spectra Venue Management. The Abbotsford Centre hosts, sports, entertainment, culture and community events. The Abbotsford Centre hosted a total of 176,670 guests throughout 2017, which contributed $18.8 million dollars in economic activity to the community.



Abbotsford Centre. Photo Credit: Abbotsford Centre

Matsqui Centennial Auditorium

The Matsqui Centennial Auditorium is a 368-seat theatre style venue adjacent to Abbotsford City Hall. The space features a 30'x 36' large on-stage screen, and state-of-the art sound and lighting systems. The space also includes a foyer which can be used for hosting up to 80 for a standing event, 35 for a banquet, and 64 for a theatre style performance. The Auditorium is managed by the City of Abbotsford.

Metzger Collection

The Metzger Collection is located at Columbia Bible College in Abbotsford, this museum sets the biblical story within the broader context of human history, from prehistory to the modern age through replicas of artifacts and artwork. The collection comprises over 1200 pieces. The museum is open Wednesdays and Fridays and the 2nd Saturday of each month and offers free admission.



The Metzger Collection. Photo Credit: Columbia Bible College.

Community Mobile Stage

The City manages a community mobile stage which can be rented for events. The total size is 28' x 14'.

The University of the Fraser Valley - School of Creative Arts (SoCA)

SoCA offers many diverse programs within the creative arts field including art history, media arts, theatre and visual arts. By combining digital technologies and media with traditional arts practice and performance, SoCA aims to serve as a cultural hub and centre of creative innovation in the Fraser Valley.



Visual arts class at SoCA: Photo Credit: University of the Fraser Valley

S'eliyemetaxwtexw Art Gallery

The University of the Fraser Valley's S'eliyemetaxwtexw Art Gallery features a variety of exhibitions by regional, national and international artists. UFV and the Visual Arts Department are committed to exhibition practices founded on principles of intellectual and artistic freedom, cultural sensitivity, social diversity, and collaborative relations with Indigenous peoples.



S'eliyemetaxwtexw Art Gallery at the University of the Fraser Valley: Photo Credit: The Cascade

Public Art

Abbotsford has many pieces of public art, many which were outcomes of the Public Art Policy. Here are some of the public art works across Abbotsford:

- The Raspberry
- Life Cycle of a Salmon
- Phoenix Rising
- The Page Turner aka Word Play
- Tree of Life
- Hand Prints
- The Wave Wall Mural
- Inspirational Community Wall
- Red Brick & Glass Mosaic Salmon Sculpture
- We Share the Same Moon
- The Wave
- Canada 150 Mosiac
- Birds
- Harmonious Energy
- The Golden Tree
- Matsqui Fire Hall Public Art
- Mt. Lehman Firehall Project
- The Hop Across
- Abbotsford Airshow Cairn
- Clepsydra Water Clock

Festival and Events

Festivals and events are an important part of Abbotsford cultural resource makeup. The city hosts more than 100 events annually. Below is a listing of some of the festivals and events that take place over the year – primarily over the spring, summer and autumn months, as these festivals take place outdoors.

- Abbotsford Agrifair
- Abbotsford Air Show
- Abbotsford Berry Beat Festival
- Abbotsford Canada Day
- Abbotsford Farmer's Market
- Abbotsford Film Festival
- BLOOM- Tulip Festival
- Canadian Grand Masters Fiddler Competition
- Cinema Under the Stars
- Culture Days
- DJ in the Park
- Fraser Valley Fruit Beer Festival
- Jam in Jubilee
- Kabaddi Tournament
- Lepp Farm's Corn & Peach Festival
- Maan Farms Potato Festival
- Mill Lake Music Concert Series
- Nagar Kirtan Procession
- National Indigenous Day
- Sour Beer, Art & Music Festival
- Stó:Lō Guided Downriver Tours (Sumas Tour)
- Sunday Family Arts
- Symphony in the Park
- Taste of Abby
- Vaisakhi Festival Track & Field
- Winter Jubilee

Other Arts, Cultural and Heritage Groups

Abbotsford is also home to a wide variety of arts, culture and heritage groups, both not-for-profit and entrepreneurial in nature. The following list showcases some of these groups:

- A Time to Dance
- A& D Music Productions
- Abbotsford Ballet Studio
- Abbotsford Children's Theatre
- Abbotsford Community Music School
- Abbotsford Dance Centre
- Abbotsford Machine Knitters
- Abbotsford Photo Arts Club
- Abbotsford Quilters Guild
- Abbyfest Multicultural Society
- A-Tones Music Jam/Singalong
- Bhangra Beats
- Central Fraser Valley Fiddlers
- Creative Edge School of Arts
- Darcy D. Music Group
- Ebenezer Fine Arts Music School
- Field House Brewing Company
- Fraser Valley Antique Farm Machinery Association
- Fraser Valley Machine Embroider Club
- Fraser Valley Poets Society
- Fraser Valley Stage
- Fraser Valley Stage Production Society
- Fraser Valley Symphony
- Freestyle Dance Centre
- Friends of the Abbotsford Libraries
- Gallery 7 Theatre & Performing Arts Society
- Gearbots Makerspace
- Happy Gang Choir
- Joy Vox Community Choir
- Long & McQuade Music Lessons
- Music for Young Children
- Sound of Music Sales Ltd.
- Stepping Stone Music Co.
- Tammy's Music Class
- The Glass Hive Studio
- The Valley Concert Society
- Valley Echoes Chorus

Other Cultural Facilities

The City of Abbotsford Parks, Recreation and Culture (PRC) department also provides cultural programming at the Abbotsford Recreation Centre and Matsqui Recreation Centre within multipurpose rooms, and within the program offerings of the Abbotsford Youth Commission.

PRC also provides and administers the use of picnic shelters throughout Abbotsford which are used by a variety of community members for both formal and informal cultural gatherings.

The City of Abbotsford Support for Culture

The City of Abbotsford's Parks, Recreation and Culture department is responsible for planning and addressing community recreational and cultural needs. In 2019, Council supported a Culture Coordinator position within the PRC Department.

In the Economic Development Division there are staff resourced to assist in the planning of festivals and large community events. These employees are not part of the PRC department and are events-based.

The City of Abbotsford provides annual operating support through direct funding on a fee-for-service model to four key culture organizations within Abbotsford:

- Abbotsford Arts Council
- Abbotsford Sports Hall of Fame
- Heritage Abbotsford Society
- The Reach Gallery Museum

Total funding for these organizations is $788,500 for 2019. Recognizing the need to offer greater support to these organizations, the City has increased the annual funding for these organizations to $882,118 in 2020.

Abbotsford currently does not offer direct funding for grants for arts and culture, and has no formal arts and culture grant program. The City does offer in-kind support to organizations on an event-by-event basis. The City relies on its key fee-for-service partners to deliver many of its culture programs for the community.

Abbotsford currently uses a Percent for Art program to fund public art on new municipal capital investments. This provision does not currently include allotments for the asset management of the public art initiatives through a maintenance fund or similar program. Public art is governed by the City's Public Art Policy.

The City is undertaking an Urban Forestry Strategy that will recommend the identification of 'heritage trees' and their management.

It is important to note that while the City financially supports the Abbotsford Public Library and the Abbotsford Centre, they are purposely omitted in this section in order to more easily compare the City's cultural contribution with other municipalities.

Total cultural expenditure by the City of Abbotsford in 2019 is $788,500 or $5.58 per capita.

Below is the cultural expenditure (2017) of comparable cities in Canada to Abbotsford. These municipalities were chosen based on similar size as well as context to Abbotsford.

Table H - Municipal Cultural Expenditure of Comparable municipalities

	Kelowna	Guelph	Delta	Lethbridge	Peterborough	Abbotsford
Population (census 2016)	127,380	131,794	102,238	92,729	81,032	141,397
Cultural Spend (2017)	$1,979,193	$2,076,600	$704,267	$283,141	$1,164,341	$882,118 (2020)
Cultural Spend per Capita (2017)	$15.54	$16	$7	$3	$14	$6.24 (2020)
Cultural Grants (2017)	$340,731.00	$425,800.00	$75,000	$1,578,702	$690,512	$0 (2020)
Cultural Grants per Capita (2017)	$2.67	$3.23	$0.73	$17.02	$8.52	$0 (2020)
Number of Staff for Culture	2	2	6	6	8	3
Arts Council?	Yes	Yes 2017 Program revenue: $25,893 City funding: $51,509	No	Yes. 2017 Program revenue: $111,391 City funding: $627,500	Yes	Yes

CHAPTER 3 - INTERNAL KEY FINDINGS

Strengths, Challenges and Opportunities

The key findings to date are drawn from background research, and visioning workshops with City staff, Managers and Directors. In-person and telephone interviews with internal stakeholders, fee-for-service partners and other culture leaders were also conducted.

In this section the critical issues are presented in the form of strengths, challenges and opportunities. These will inform some of the goals moving forward in the Draft Culture Strategy.

Strengths

Diversity

Abbotsford is a diverse community, a fact that nearly all internal stakeholders proudly avowed. Census data certainly supports this assertion. The Abbotsford metropolitan area has Canada's highest proportion of ethnic South Asians and the third highest proportion of visible minorities among Census Metropolitan Areas in Canada, after the Greater Toronto and Greater Vancouver areas. 48% of the population identifies as Christian, while 17% identify as Sikh. 31% of the population do not have any religious affiliation. 4.9% of Abbotsford's population identifies as Indigenous, and 0.08% of the population identifies as following Traditional Religious practices the remaining 4% of the population ascribe to other religions including Muslim, Hindu, Jewish and many others.[4]

Many cities across Canada can claim diversity. Diversity is merely a representation of a specific demographic situation. How a city promotes, facilitates and includes diverse communities, their heritage, their customs and experiences is what distinguishes themselves from others.

Diversity is more complex than religion and heritage, but rather also includes the unique make-up of each individual. For instance, diversity includes differences in abilities, sex, gender, sexual orientation, opportunities, and many other identifiable features. The City of Abbotsford recognizes its unique demographics, and the challenges that come along with it. The City is committed to continue to bridge divides, build relationships, and face social obstacles head on.

Charity

Abbotsford is a charitable city. In fact, Abbotsford continues to lead all other census metropolitan areas (CMA's) in Canada with the highest median charitable donation per capita. The city doesn't, however, have a higher-than-average number of donors. About 20% of Abbotsford tax-

[4] Data on religions comes from the 2011 National Household Survey, as Canada only asks this question every ten years as part of the census.

filers claimed a charitable donation, slightly less than the national average. As a predominantly faith-based community, Abbotsford's generosity is not surprising. Most of the charitable donations are directed to local community and social services and religious organizations. Arts and culture organizations in Abbotsford have typically not been the recipients of the city's largesse and studies have shown that those who give to religious organizations in Canada are less likely to give to arts and cultural organizations. So while charitable giving is a strength for Abbotsford, it may also pose a challenge in terms of giving to arts and cultural organizations.

Volunteerism

Residents of Abbotsford are very caring and giving people. They are also very generous with their time. With organizations such as Archway Community Services, the City Volunteer Services, and many other non-profits and charitable organizations (including cultural) Abbotsford residents have plenty of ways to continue to give their time. According to Statistic Canada, younger people aged 15-19 are, by far, the most likely to do volunteer work. The City should continue to promote volunteerism to this age group, in particular, for arts and culture initiatives, programs and events.

Committed Cultural Leaders and Fee-for-Service Heritage and Cultural Partners

The overall pool of arts and culture practitioners appears to be relatively small, based on the number of cultural organizations and groups in the city. However, many of the leaders of these organizations, are extremely passionate, dedicated and committed. These leaders are faced with many challenges including financial uncertainty, operational limitations, and struggles to find audiences, yet they believe in the community and the importance of arts and culture to the community's long-term sustainability.

Likewise the three of the four municipal fee-for-service partners – the Reach Gallery Museum, the Abbotsford Arts Council and the Heritage Abbotsford Society provide exceptional programming and service excellence to the community. These organizations are some of the City's most important heritage and cultural assets.

Independence

Many would consider Abbotsford an "edge city", that is close to a metropolitan area at the edge, or in close proximity to a major urban centre. However, Abbotsford is anything but an "edge city". Located 70km southeast of Vancouver, Abbotsford is the anchor and largest city in the Fraser Valley region.

This autonomy has provided Abbotsford a high level of independence and greater sense of identity. As one of the fastest growing economies in the country and a population target of 200,000, the City continues to develop greater infrastructure, including culture, to serve its growing resident base and workforce without relying on Vancouver to fill these needs.

New City Focus on Culture

As Abbotsford continues to grow – from a rural farming community to the fifth largest municipality in British Columbia – so too have the attitudes toward culture. There is a recognition from the City that cultural vitality is key to community sustainability.

In Abbotsford, culture is a relatively late addition to the Parks Recreation and Culture Department, and historically culture was a lower priority for municipal funding. The current

Mayor and Council would like to develop a new Culture Strategy to reflect its vision and a framework for future direction.

Challenges

The challenges described below were identified through research and engagement with key stakeholders.

Funding and Municipal Support

As noted earlier, the City of Abbotsford provided a total of $788,500 in total arts, culture and heritage funding in 2019. This includes annual funding to the Reach, Heritage Abbotsford Society and Abbotsford Arts Council. The City does not have a culture granting program. The City has approved approximately $36,000 of in-kind services to social service and some cultural organizations for a variety of events in 2019. The total per capita allocation for arts, culture and heritage by the Municipality is $5.58. With approved increases to annual budgets in 2020, this amount will grow to $882,118 or $6.24 per capita.

Consistent comparisons for per-capita spend on arts and culture is difficult to come by, with numerous studies making comparisons on differing criteria. However, looking at cities across Canada using the same criteria used to establish the above allocation, Abbotsford falls well below the median per capita spend.

According to the 2017 MBN Canada Performance Measurement Report, the median per capita cultural spend for Calgary, Hamilton, Halifax, London, Montreal, Regina, Sudbury, Thunder Bay, Toronto and Windsor was $23.15. Comparing 2017 numbers, Abbotsford allocated just $5.55 (2017) approximately $18 per capita less than the median of the above cities for culture. Although the City increased cultural spend by 4% between 2017 and 2019, the overall per capita expenditure is still quite low.

Abbotsford's total cultural expenditure per capita is also lower than the comparator cities of Kelowna, Delta, Lethbridge, Guelph and Peterborough. Abbotsford spends approximately 75% less per capita on culture than Kelowna, Lethbridge, Guelph and Peterborough, and only $2 less per capita than Delta.

It should also be noted, that the comparable cities studied as well as most other cities of Abbotsford's size, allocate funding for arts and culture grants. These grants are typically dispersed on an annual basis to individuals, groups and organizations to support the production and delivery of arts and cultural programming for a community.

It is reasonable to consider Abbotsford's unique heritage, land mass and agricultural reserve land as a partial reason for historically less support for culture. With one of the largest cities in BC to maintain such a large agricultural area, historically it has had less of a tax base than similar sized municipalities. With increase in population in the urban areas, Abbotsford's tax base is projected to grow.

Social and Geographic Considerations

Abbotsford has a history that is unique in terms of settlement patterns, immigration, as well as rural and urban characteristics. Settlement patterns centered around the cultural, spiritual, and comfortability needs of the residents early in the history of Abbotsford. People settled near others from their own communities of origin, and where others have had success and opportunities. This has led to an unusual demographic phenomenon where many of the city's South Asian residents reside in the West, and many people of European descent predominantly in the East. This

creates considerations for cultural service delivery, and how culture is chosen to be expressed,

Another characteristic of Abbotsford is urban and rural distribution of population. As the city grows and urbanizes, agriculture and farmland continue to be protected and preserved. In fact, 70% of the land that comprises Abbotsford is located in the Agricultural Land Reserve, making agriculture a significant part of the community. A challenge can be the perception of unfairness of tax levels between urban and rural residents, while the city provides the same level of service across the community.

The third characteristic that has been referenced is the notion of Abbotsford as a "community of communities". Many of the pre-amalgamation towns and communities that are now Abbotsford still maintain their own unique sense of identities. This is also a strength to celebrate and diversify arts and culture throughout the city, and not concentrated in one area.

Indigenous Communities Inclusivity and Engagement

The Indigenous communities are foundational to the history and culture of Abbotsford and need to play a vital role in the city. Indigenous communities are in and around Abbotsford. The Sumas First Nation, located within the Sto:lo Traditional Territory is part of the Greater Coast Salish People known as the Sema:th people. The Matsqui First Nation is located on the Fraser River, southeast of Mission on three reserves totaling approximately 419.4 hectares.

Acceptance and knowledge of the Indigenous communities will contribute to the cultural uniqueness and sustainability of Abbotsford. Working with indigenous, community and academic partners such as UFV will enhance the city's knowledge of Indigenous Heritage and the role it plays in culture in Abbotsford.

Artist and Creative Spaces

Artists and other creative workers in Abbotsford find it difficult to locate suitable spaces for artistic production. There appears to be a lack of space for individual artists, arts groups or other collaborations to make, perform and create in the city. Without available and affordable creative spaces for artists and creative workers to flourish, the city risks losing these workers to other municipalities.

Heritage and Conservation

There has been a lack of documentation in terms of heritage assets in the city. Further the City does not have the staff with specific heritage expertise with respect to planning and other heritage-related matters. There is also no municipal heritage committee that would enable community participation in local heritage conservation. It is currently not the mandate of Heritage Abbotsford Society, the City's fee-for-service heritage organization, to fulfill the role as described above.

Cultural Tourism

Although Abbotsford offers a broad range of arts, cultural and heritage activities and services, it is not enough to attract visitors to the city. As stated earlier in this report, research suggests that insufficient density and quality in culture offerings are not enough to motivate long-haul travelers to choose Abbotsford as a multi-night destination.

Opportunities

Redefining Cultural Spaces

Outside of the Reach Gallery Museum, the Abbotsford Arts Centre and a few other smaller museums, Abbotsford does not have a lot of "traditional" cultural spaces. However, as the Cultural Resource Framework shows, cultural experiences do not always have to occur in concert halls, art galleries or museums. This is not to say that Abbotsford does not need a new theatre plaza or bandshell or gallery for example, what it means is the City can redefine what is a cultural space.

Secondary or non-traditional spaces such as surplus or underused municipal buildings, picnic shelters, empty storefronts, or public laneways should all be considered cultural spaces. The space should be defined by how artists, arts and cultural groups, and residents currently use the space, or plan to use the space.

Collaboration with Private Sector and Community Partners

There is opportunity to engage more with the private sector. While the City must continue to support arts and culture, they cannot, and should not, do it on their own. Private sector and other community partners can support the arts and cultural community through teaching business skills – management and finance, for example, to help build capacity.

Further, new fundraising models need to be developed. Fundraising for arts and culture in Abbotsford should not be considered philanthropy, but rather, investment in the community, separate from giving to religious organizations and other social services in the city. New and innovative ways to engage with the private sector is critical to ensure a vibrant arts and culture community.

Abbotsford Arts Council

Currently, the City of Abbotsford relies heavily on the Abbotsford Arts Council to produce and deliver cultural programming on a fee-for-service basis. The role of this arts council is somewhat atypical of other councils across the country, and to the arts councils of the comparable cities examined. Most arts councils are champions, advocates, and in some cases funders, for the local arts community.

The Abbotsford Arts Council is not mandated to be a funding organization. They are, however, champions and advocates for arts and culture. They also produce and deliver programs and events for the public as well as operate the Kariton Art Gallery.

The challenge with the current arts council model is sustainability. Although the City increased its allocation to the Arts Council this year by 50% over the previous year, $28,000 per year is low, given the demands and expectations put upon them. As well, a high turnover rate of leadership is also concerning. Greater support from the City in terms of resourcing, leveraging community partnerships, and funding is needed to ensure the arts council can be sustainable and grow as an organization. A $58,000 increase in municipal funding in 2020 will certainly be a welcome and much needed financial boost to operations.

Youth Focus

The City, through its partnership with the Abbotsford Youth Commission, offers a variety of programs and services for youth and young adults in the community. However, there is an opportunity to engage and attract more youth to culture offerings.

Culture programs can play a vital role in increasing understanding of others, artistic expression, solidifying self-concepts, and the opportunity to try something new. With a large percentage of youth in Abbotsford, culture programming stands to play a pivotal role in youth development, enhancing social connectedness and fostering attachment to community.

Culture programs and services can also contribute to disrupting the cycle of gang violence in Abbotsford. There are many complex factors that create the conditions for young people to join gangs but the key is to interact with youth early and through different channels including culture.

Activation and Placemaking Opportunities

The city has many incredible public spaces, laneways, naturalized areas, parks and plazas that could be better animated and activated with public art- including murals, live performances, exhibits, markets and "pop up" events.

Given the number of permits that are issued each year by the City, many of Abbotsford's better-known public spaces are well used for festivals, concerts and events. However, there are many other "found" spaces throughout the city that could provide arts groups and organizations, as well as individuals, tremendous opportunities for placemaking at the grassroots level.

Role of the Municipality

The City recognizes the benefits of being proactive in the facilitation and support for culture within the community. The 2018 PRC Master Plan identifies a more fulsome role for the City to play in enabling and facilitating culture and the Culture Strategic Plan will be implemented through the various municipal departments.

Indigenous Communities Engagement

There is an opportunity for the City to engage and collaborate with local First Nations, and urban Indigenous organizations, to support reconciliation, and promote Indigenous culture.

Cultural Tourism

Cultural tourism has been identified as a challenge because of insufficient density and quality in arts, culture and heritage offerings. However, cultural tourism is also one of Abbotsford's great opportunities. Cultural tourism is important for any community, as it has the potential for positive economic and social impact.

Celebrate Diversity

Learning about and celebrating the unique cultural identities of Abbotsford contribute to a broad range of cross cultural learning and understanding, which can enhance civic pride, foster social cohesiveness and open opportunities to participate.

Emerging Themes

Based on the foregoing research and consultation with municipal staff, fee-for-service partners and cultural stakeholders the following themes have emerged. While these may evolve following public consultation, they are beginning to inform the Draft Strategy.

Space

- There are many potential opportunities for "found" spaces throughout the city that could provide arts groups, artists and organizations, as well as individuals tremendous opportunities for place-making at the grassroots level.
- Non-traditional spaces such as surplus or underused municipal buildings, picnic shelters, empty storefronts or public laneways could all be considered cultural spaces depending on how they are defined and used.
- Affordable creative spaces for artists and creative workers are important to support and retain the local creative workforce.

Support and Collaboration

- The City relies heavily on its fee-for-service partners to deliver cultural programming. However, municipal funding for these groups, and culture in general, is low. Even with a 12% increase in funding for 2020, Abbotsford falls short on spending per capita compared to other similar cities in Canada.
- Collaborating with the private sector may help to increase investments in culture. Additionally, the private sector and other community partners can help to build capacity within the cultural community.
- The City has a significant role to play in developing a vibrant cultural ecosystem. Furthermore, the City is one of the few who do not allocate funding for arts and culture grants. The City has an opportunity to take a leadership role and improve the way it acts as a partner, planner, investor, programmer and host of culture.

Connectivity

- Abbotsford is a diverse city; a fact many residents are proud of. While cultural divides still exist in the community, culture programs and services can play a key role in fostering positive connections and social cohesion.
- With a large percentage of youth in Abbotsford, culture programming also stands to play a pivotal role in youth development, enhancing social connectedness and fostering attachment to community.
- Greater recognition, acceptance and knowledge of Indigenous communities will also contribute to the uniqueness and sustainability of Abbotsford.

Offerings and Awareness

- There is an insufficient density and lack of high-quality cultural offerings in Abbotsford to attract cultural tourism. There is a significant opportunity to increase the vibrancy of cultural activities and attract those from outside Abbotsford, bringing positive economic and social impacts.
- Many of Abbotsford's own residents do not know about the cultural activities and events that do take place each year. Greater promotion of activities will help increase awareness amongst residents.

Defining "Culture" in Abbotsford

UNESCO defines culture as "that complex whole which includes knowledge, beliefs, arts, morals, laws, customs, and any other capabilities and habits acquired by [a human] as a member of society."

While the UNESCO definition is a starting point, it does not speak to the range of cultural activities, experiences, assets, services and individuals in Abbotsford. It does not differentiate Abbotsford from other municipalities or define its uniqueness and authenticity.

Following the community consultation, a more exacting definition of culture will be developed that aligns more with the city of Abbotsford experience.

Next Steps

The following are the next steps in the development of the Culture Strategic Plan:

1. Community consultation.
2. Development of Draft Strategy.
3. Council input of Draft Strategy.
4. Final Culture Strategic Plan for Council approval.

APPENDIX A: INTERVIEW AND WORKSHOP PARTICIPANTS

Workshop #1

Director of Property, Risk Management & Legal Services, Finance & Corporate Services	City of Abbotsford
Director of Environmental Services, Planning & Development Services	City of Abbotsford
Director of Legislative Services, Finance & Corporate Services	City of Abbotsford
Senior Marketing Specialist, Innovation, Strategy and Intergovernmental Relations	City of Abbotsford
Director of Development Planning, Planning & Development Services	City of Abbotsford
Fire Chief, Abbotsford Fire Rescue Service	City of Abbotsford
Director, Parks and Facilities	City of Abbotsford
Manager of Parks Operations, Parks, Recreation & Culture	City of Abbotsford
Director Utilities Operations, Engineering & Regional Utilities	City of Abbotsford
Director, Building Permits and Licensing, Planning & Development Services	City of Abbotsford
General Manager, Innovation, Strategy and Intergovernmental Relations	City of Abbotsford
Director of Finance, Finance & Corporate Services	City of Abbotsford
Acting Manager, Culture and Strategic Services	City of Abbotsford
General Manager, Parks, Recreation & Culture	City of Abbotsford
Senior Planner, Planning & Development Services	City of Abbotsford
Director of Roads and Facilities Operations, Engineering & Regional Utilities	City of Abbotsford
City Manager	City of Abbotsford
General Manager, Finance & Corporate Services	City of Abbotsford
Manager Planning and Partnerships, Parks, Recreation & Culture	City of Abbotsford
General Manager, Engineering & Regional Utilities	City of Abbotsford
Director, Business & Technology Solutions	City of Abbotsford

General Manager, Planning & Development Services	City of Abbotsford
Culture Coordinator, Parks, Recreation & Culture	City of Abbotsford
Director of Airport Operations	Abbotsford Airport
Director, Infrastructure Planning, Engineering & Regional Utilities	City of Abbotsford
Director, Economic Development	City of Abbotsford

Interview Participants

President	Abbotsford Arts Council
Continuous Improvement Coordinator	City of Abbotsford
Film and Special Events Manager	City of Abbotsford
Community Recreation Programmer	City of Abbotsford
Volunteer Coordinator, Parks, Recreation & Culture	City of Abbotsford
Executive Director	Heritage Abbotsford Society
Director of Development Planning, Planning & Development Services	City of Abbotsford
Fire Chief	Abbotsford Fire Rescue Service
Manager of Parks Operations, Parks, Recreation & Culture	City of Abbotsford
Library Manager	Fraser Valley Regional Library
Executive Director	Abbotsford Arts Council
General Manager, Innovation, Strategy & Intergovernmental Relations	City of Abbotsford
Executive Director	The Reach Gallery Museum
General Manager, Parks, Recreation & Culture	City of Abbotsford
Senior Planner, Planning & Development Services	City of Abbotsford
City Manager	City of Abbotsford
General Manager, Finance & Corporate Services	City of Abbotsford
Manager Planning and Partnerships, Parks, Recreation & Culture	City of Abbotsford
Senior Planner, Planning and Development Services	City of Abbotsford
Community Developer, Parks, Recreation & Culture	City of Abbotsford

APPENDIX B: COMPARABLES

	City of Abbotsford		City of Kelowna		City of Guelph		Delta (District Municipality)		Lethbridge		Peterborough	
Population	141,397		127, 380		131,794		102,238		92,729		81,032	
Population density	376.5		43.9		1,511.10		567.4		759.5		1,261.20	
Land area (sq km)	375.55		2,904.96		87.22		180.2		122.09		64.25	
Median age	39		45.5		38.3		44.4		37.2		43.6	
Non-official language mother tongue	45,235	33.30%	22,290	11.68%	25,810	19.74%		30.20%	11,810	12.91%	4,995	6.30%
Knowledge of official languages - Neither English nor French	7,890	5.70%	880	0.46%								
Total visible minority population	46,635	33.66%	14,935	7.84%	24,455	18.78%		35.60%	11,690	12.91%	4,800	6.11%
Aboriginal identity	6,595	4.76%	11,370	5.97%	1,905	1.46%		2.70%	5,290	5.85%	3,275	4.17%
Immigrants to Canada	38,220	27.58%	26,455	13.88%	28,085	21.59%		30.10%	12,330	13.63%	7,085	9%
Education (Highest certificate, diploma or degree for the population aged 15 years and over in private households)												
...No certificate, diploma or degree	24,330	21.60%	23,785	14.59%	16,920	15.74%		15.57%	12,395	16.67%	11,295	16.91%
...Secondary (high) school diploma or equivalency certificate	38,085	33.82%	50,700	31%	30,120	28%		32.13%	22,990	30.91%	19,680	29.47%
...Postsecondary certificate, diploma or degree	50,200	44.58%	88,520	54%	60,400	56.21%		52.50%	39,000	52.44%	35,805	53.61%
Median pre-tax income - individuals (Median total income in 2015 among recipients ($) in 2015 for the population aged 15 years and over in private households) $	$29,741		$34,509		$37,540		$36,631		$36,938		$30,040	
Median pre-tax income - households	$72,511		$71,127		$77,984		$92,300		$74,084		$58,127	

	Kelowna	Guelph	Delta	Lethbridge	Peterborough	Abbotsford
Population (census 2016)	127,380	131,794	102,238	92,729	81,032	141,397
Cultural Spend (2017)	$1,979,193	$2,076,600	$704,267	$283,141	$1,164,341	882118 (2020)
Cultural Spend per Capita (2017)	$15.54	$16	$7	$3	$14	6.24 (2020)
Cultural Grants (2017)	$340,731.00	$425,800.00	$75,000	$1,578,702	$690,512	0 (2020)
Cultural Grants per Capita (2017)	$2.67	$3.23	$0.73	$17.02	$8.52	$0.00
Number of Staff for Culture	2	2	6	6	8	3
Arts Council?	Yes	Yes 2017 Program revenue: $25,893 City funding: $51,509	No	Yes. 2017 Program revenue: $111,391 City funding: $627,500	Yes	Yes

City of Guelph

1. Overview of the community and comparability to Abbotsford (note - all figures drawn from Census 2016 data unless otherwise stated)

    - City of Guelph's population is similar to the City of Abbotsford but slightly smaller (131,794 vs. Abbotsford 141,397, Census 2016), but its land area is around four times smaller at 87.22 sq km (compared to Abbotsford's 375.55 sq km) and it is much more densely populated (1,511.1 people per sq km vs. Abbotsford's 376.5).
    - The median age is very similar (38.3 compared to 39 years in Abbotsford) with a broadly similar distribution across age groups.
    - Household size in Guelph is slightly smaller than in Abbotsford on average (2.5 people compared to Abbotsford's 2.8).
    - Guelph has a significantly smaller number of immigrants (21.59% of Kelowna residents are immigrants versus 27.58% in Abbotsford) but both cities have a high number of residents with citizenship (94.22% in Guelph and 90.39% in Abbotsford).
    - Guelph also has a smaller visible minority population (18.78% compared to Abbotsford's 33.66%) and fewer residents with a mother tongue that is not an official Canadian language (19.47% compared to 33.3%).
    - Guelph has a lower number of Aboriginal identity residents (1.46% in Guelph and 4.76% in Abbotsford).
    - A slightly lower number of residents in Guelph have a secondary (high) school diploma or equivalent as their highest educational certificate than in Abbotsford (28% in Guelph versus 33.82% in Abbotsford). Guelph has more residents with a postsecondary certificate, diploma or degree (56.21% compared to 44.58%) and fewer residents who have no certificate, diploma or degree (15.74% versus 21.6%).
    - Median household income in the two cities is broadly similar but higher in Guelph (pre-tax income of $77,984 and $72,511 in Abbotsford). The pre-tax median income for individuals is $8,000 per annum higher than in Abbotsford ($37,540 compared to $29,741 in Abbotsford).

Population (census 2016)

131,794

2. Cultural asset overview (e.g. city-owned tangible assets such as arts centres, museums, galleries, cultural attractions)

Assets funded directly by the city's culture budget:

- Guelph Museums (Guelph Civic Museum, Locomotive 6167, • McRae House and Memorial Garden)
- River Run Centre (performing Arts Centre)
- Public art collection

Other culture assets in Guelph:

- Guelph Public Library
- Sleeman Centre [sports and entertainment venue]
- Market Square
- Brooklyn and College Hill Heritage Conservation District
- Goldie Mill Ruins

3. Cultural Spend – confirmed figures from the municipality (direct cultural spending and grants, e.g. contribution to a museum/gallery/performing arts venue. Not including municipal staffing or library as part of cultural spend as it is direct expenditure)

Municipal or tax supported budgets in 2017 for the cultural areas of the Culture, Tourism and Community Investment department's work: $2,076,600.

Broken down as follows:

- Guelph Museums: $833,800
- River Run Centre (performing Arts Centre): $1,072,800
- Special Events programming: $57,500
- Cultural / Public Art: $112,500

NOTE: This includes public art, unlike several of the other cities' direct culture budgets. Recreation adds culture into their programming including youth drama, pottery, etc., but the City of Guelph is not able to separate that out from the full recreation budget.

Cultural Spend in 2017

$2,076,600

Cultural Spend per Capita in 2017

$16

Cultural grants (e.g. project grants or organizational development grants, not included in 3a)

Annual and long term to Arts and Culture (though from 2019): $425,800

Cultural Grants 2017

$425,800

Cultural Grants 2017 (per capita)

$3.23

Cultural spend

Culture, Tourism and Community Investment department - net operating budget

- 2019 approved: $6,531,282
- 2018 approved: $6,153,931
- 2017 actuals: $6,109,054

Total tax supported operating budget for the City of Guelph for reference:

- 2019 approved: 244,126,832
- 2018 budget: $234,129,965

See City of Guelph - Tax supported operating strategy 2019 approved operating budget,

pp.15 and 72 https://guelph.ca/wp-content/uploads/2019-approved-tax-supported-operating-budget.pdf

4. How does the City manage culture? Who does what?

Guelph Arts Council is supported through a community benefit agreement that sets out a series of services and objectives of mutual benefit. Guelph Arts Council is a member-based community service organization, established in 1974, following a City Council resolution directing the mayor to form an arts council for the community to stimulate arts activities. Today the arts council actively fosters community engagement, partnerships, and creative collaboration, and serves as champion of Guelph's creative community and as resource to artists and culture workers.

Within the municipal council, culture is managed by the 'Culture, Tourism and Community Involvement' division in the Community Investment department:

- The Culture and Tourism division promotes and develops artists and culture programs within the community, and Tourism partners with the community to promote and develop Guelph as a destination.
- The Community Investment department coordinates the delivery, marketing and support of fundraising for related programs and services, oversees the operations of key city-owned cultural assets including the River Run Centre, Sleeman Centre, Market Square and Guelph Museums. The department is responsible for related programming in the facilities, civic events planning, public art development, tourism development, community and neighbourhood partnerships, grant allocations and community investment programs. Staff liaises with, and provides leadership to, Council-appointed advisory committees for Guelph Museums, Tourism and Public Art, and convenes the Local Immigration Partnership Council. "

5. Does the City have an Arts Council and is it funded by the City?

Yes.

2018

Program Revenue: $23,112

City funding: $52,179

2017

Program revenue: $25,893

City funding: $51,509 "

6. How many staff are there in the department responsible for managing culture?

Direct city staff:

Culture / Special events = 2 FTE plus part time event support*

Staff at key city assets:

River Run Centre: 14 FTE plus part time (about 25) and 200 volunteers

Museums: 8 FTE plus part time (about 10) and 40 Volunteers

*Where FTE is full time equivalents and may include regular part time staff. "

7. Does the city have a cultural plan? Have they implemented it?

No dedicated culture plan, although Guelph's recently-completed Community Plan (2019) includes a focus on arts and culture under the theme 'We play and explore' (one of six themes). The Community Plan was presented to the City Council in May 2019. The 'We play and explore' theme includes a focus on supporting cultural and artistic organizations and infrastructure, and growing artistic talent.

A new Parks and Recreation Master Plan is in progress (phase 1 - information gathering and community feedback) but unlike the previous 2009 report (link below) it does not include culture. However, Guelph is also currently nearing the end of its ten-year Economic Development and Tourism Strategy for Guelph — Prosperity 2020, launched in 2008. Whilst the 2020 plan does not focus on culture, it does assert that Guelph must 'position itself as a

place that nourishes and celebrates creativity in all its forms' (page 32).

Links to reports:

- Guelph Community Plan https://guelph.ca/wp-content/uploads/Guelph-Community-Plan.pdf [website] and https://guelph.ca/wp-content/uploads/Guelph-Community-Plan.pdf [final report]
- 2009 Recreation, Parks & Culture Strategic Master Plan https://guelph.ca/wp-content/uploads/RecreationParksCultureStrategiMastePlan.pdf

- Prosperity 2020: Phase 2 - Strategic directions for economic development and tourism (2010) https://guelph.ca/wp-content/uploads/Prosperity_2020_Phase2_Strategic_Directions_for_Economic_Development_and_Tourism.pdf

Contact details

Danna Evans, General Manager Culture Tourism Community Investment danna.evans@guelph.ca / 519 822 1260 (Ext. 2621)

Secondary contact: Coralee Barfoot, Administrative Assistant Culture Tourism Parks Recreation coralee.barfoot@guelph.ca 519 822 1260 (Ext. 2033) General council email: info@guelph.ca"

City of Kelowna

1. Overview of the community and comparability to Abbotsford (note - all figures drawn from Census 2016 data unless otherwise stated)

As with Abbotsford, agriculture plays a big role in Kelowna's history and identity and over half of Kelowna's land zoned for agriculture. City of Kelowna's **population** is similar to the City of Abbotsford in terms of numbers (127,380 vs. Abbotsford 141,397, Census 2016), but its land area is smaller at 211.85 sq. km (compared to Abbotsford's 375.55 sq. km) and it is more densely populated (601.3 people per sq. km vs. Abbotsford's 376.5).

- City of Kelowna's residents are slightly older, with a **median age** of 43.8 years compared to Abbotsford's 39 years. Although the percentage of individuals aged 15-64 years is very similar (Kelowna 65%, Abbotsford 64.8%), Abbotsford has around 4% more residents aged under 15 years old and around 4% fewer aged over 65 years).
- **Household size** in Kelowna is slightly smaller than in Abbotsford on average (2.3 people compared to Abbotsford's 2.8).
- Kelowna has a significantly smaller number of **immigrants** (14.37% of Kelowna residents are immigrants versus 27.58% in Abbotsford) but both cities have a high number of residents with **citizenship** (94.87% in Kelowna and 90.39% in Abbotsford).
- Kelowna also has a much smaller **visible minority population** (9.46% compared to Abbotsford's 33.66%) and fewer residents with a mother tongue that is not an official Canadian language (12.68% compared to 33.3%).
- Kelowna has a slightly higher number of **Aboriginal identity** residents (5.5% in Kelowna and 4.76% in Abbotsford).
- Although a similar number of residents in Kelowna and Abbotsford have a secondary (high) school diploma or equivalent as their **highest educational certificate** (30.76% in Kelowna versus 33.82% in Abbotsford), Kelowna has **more residents with a postsecondary certificate**, diploma or degree (54.84% compared to 44.58%) and fewer residents who have no certificate, diploma or degree (14.39% versus 21.6%).
- Median household income in the two cities is comparable but slightly lower in Kelowna (pre-tax income of $68,627 and $72,511 in Abbotsford). The pre-tax median income for individuals is higher than in Abbotsford ($34,509 compared to $29,741 in Abbotsford).

Population (census 2016)

127,380

2. Cultural asset overview (e.g. city-owned tangible assets such as arts centres, museums, galleries, cultural attractions)

Four primary cultural assets:

- Kelowna Community Theatre (including the Black Box Theatre)
- Kelowna Museums (includes Kelowna Heritage Museum and 4 others, listed below)
- Rotary Centre for the Arts & the Mary Irwin Theatre
- Kelowna Art Gallery

Other City-owned assets:

- Oakanagan Heritage Museum
- Central Okanagan Sports Hall of Fame (inside the Oakanagan Heritage Museum)
- Okanagan Wine and Orchard Museum (inside the The Laurel Packinghouse)
- Alternator Centre for Contemporary Arts (inside the Rotary Centre for the Arts)
- Okanagan Military Museum
- Kasugai Japanese Gardens
- Father Pandosy Mission
- Public art collection [note - not managed by Cultural Services but by the Infrastructure department]

3. **Cultural spend – confirmed figures from the municipality (direct cultural spending and grants, e.g. contribution to a museum/gallery/performing arts venue. Not including municipal staffing or library as part of cultural spend as it is direct expenditure)**

2017: $1,979,193 total (not including staffing)
Spending breakdown (2017):
Estimated Administrative budget for 2017: $108,000 not including culture staffing
(Note: Budget for cultural staffing is $170,000 for a team of 2 x FTE and 10 hrs p/w administrative support)

Municipal contribution to the theatre: $160,000 net

Annual operating support for cultural assets: $1.42M split between 3 groups as follows:

- Art gallery operating grant $477,193
- Rotary Centre for the Arts $305,300
- Museum (5 museums run by one society) $637,700

Cultural programming support:

- • Festivals Kelowna (contract to manage key festivals, i.e. Canada Day, Parks Alive and New Year's Eve among other programs in the community): $256,000
- Sister city program with Kasugai in Japan: $10,000 (note: this is the program budget and is not all given to the association)
- Arts Vest: $25,000 training program to help organizations build sponsorship in the arts

Not including:

- Capital projects, operating/capital budgets for the public library nor public art, maintenance of city-owned cultural facilities (Museums, Art Gallery, Rotary Centre for the Arts).

Note:
The annual operating budget for public art is $100,000 (managed by the Infrastructure department; not including the commissioning of new works. Not included in the culture operating budget above)

Cultural Spend in 2017

$1,979,193

Cultural Spend per Capita in 2017

$15.54

3b. Cultural grants (e.g. project grants or organizational development grants, not included in 3a)

2017: $340,731 total

Spending breakdown:

Professional arts funding grants (for 4 major groups, including Ballet Kelowna, Symphony, Opera, Contemporary Arts Gallery, Theatre): $140,000 total

Small grants (operating, project and organization development): $200,731 total

Not including:

Permissive tax exemptions for culture organizations, which totaled $325,000 in 2017 (however, this is effectively a municipal contribution to culture), nor heritage funding of $30,000 towards supporting the preservation of buildings on Kelowna's heritage register."

Cultural Grants 2017

$340,731.00

Cultural Grants 2017 (per capita)

$2.67

Cultural spend (further information from desk research)

Active Living & Culture - General Fund - Net Operating & Tax Capital Expenditure:

- 2017 actual: $10,094,106
- 2018 revised: $10,478,041
- 2019 provisional: $10,332,217

Total net operating expenditure for City of Kelowna (2019 provisional budget): $139,413,450

See pp. 86, 198 and 200 of City of Kelowna 2019 Financial Plan (approved April 29, 2019) for more information

http://viewer.zmags.com/publication/049b7323#/049b7323/1

4. How does the City manage culture? Who does what?

The Cultural Services department, within a combined division called Active Living & Culture (ALC). The Division's delivery model involves direct provision, support (e.g. helping with grant applications) and facilitation, and partnership development. Branch areas are:

- Cultural Services provides programs and services to support community cultural development. This includes oversight of cultural policy and plans, organizing special events and convenings, maintaining healthy partnerships with cultural facility operators, administering grant programs and operation of the Kelowna Community Theatre.

- Kelowna Arts Council, founded in September 2012 as the Association of Artists for Creative Alliance (ACA), is a non-profit arts society.

- Other branches of the Division include Community and Neighbourhood Services, Grants and Special Projects, Partnerships (operates through the lens of the Civic Partnerships Framework and has a leadership role in due diligence for evaluation of new partnership opportunities, and setting and maintaining the standard for successful partnerships between the City and its sport, recreation and culture partners); Recreation & Business Services, Social Development, Sports & Event Services.

- Public art is administered by the Infrastructure team at Kelowna, not the cultural department).

- The Outdoor Events Office administers (provides permits) for all outdoor events which include music festivals, filming and anything happening in public parks.

5.Does the City have an Arts Council and is it funded by the City?

Annual report not publicly available.

6.How many staff are there in the department responsible for managing culture?

Cultural Services department:

2 x FTE (Cultural Services Manager and Cultural Services Coordinator) and c. 10 hours p/w administrative support.

Note: Cultural Services is under the Active Living & Culture division - authorized FTEs as follows:

- 2017 actual: 16.1 salaried, 64 hourly
- 2018 revised: 17.5 salaried, 58.8 hourly
- 2019 provisional: 18.3 salaried, 58 hourly

From p.200 of City of Kelowna 2019 Financial Plan

http://viewer.zmags.com/publication/049b7323#/049b7323/1

7.Does the city have a cultural plan? Have they implemented it?

Yes. Following the completed of its 2012 - 2017 Cultural Plan, Kelowna is currently working on a new 2020-2025 Cultural Plan to be revised by Fall 2019. The City has collected feedback from the community on the plan's draft strategies. Feedback has been collected in-person at a variety of events, via an online discussion platform and via an online survey open until Aug 31 2019. The completed plan will go to Council for final consideration in September 2019 and is expected to launch shortly afterwards.

2020-2025 Cultural Plan draft strategies: https://www.kelowna.ca/sites/files/1/docs/cultural_plan_fold_out_11x17-final.pdf

2012 - 2017 Cultural Plan: Final - https://www.kelowna.ca/sites/files/1/docs/culturalplan-web_0.pdf

2012 - 2017 Cultural Plan Report card - https://www.kelowna.ca/sites/files/1/docs/2012-2017_cultural-report-card_final_reduced_size.pdf

Contact details - department responsible for culture

Active Living & Culture Division:

a. Divisional director Jim Gabriel
b. Cultural Services Manager Christine McWillis (culture@kelowna.ca OR recreationandculture@kelowna.ca)

City of Delta

1. Overview of the community and comparability to Abbotsford (note - all figures drawn from Census 2016 data unless otherwise stated)

Like Abbotsford, Delta is 50-60-minute drive from Downtown Vancouver, although it is much nearer (26km rather than c. 70km). It is better connected to Vancouver by public transit, taking 40-60 minutes (rather than c. 2-2.5 hours).
As in Abbotsford, agriculture is vital to Delta's economic, environmental and social sustainability (Agriculture in Delta, Delta.ca http://www.delta.ca/environment-sustainability/agriculture/overview) . Unlike Abbotsford, Delta is composed of three distinct communities (Ladner, Tsawwassen and North Delta).

- City of Delta's population is slightly lower than Abbotsford (102,238; c. 39,000 less than Abbotsford's population of 141,397; Delta Municipality profile, Census 2016).
- Its land area is much smaller, at 180.20 sq. km (compared to Abbotsford's 375.55 sq. km) and it is more densely populated (567.4 people per sq. km vs. Abbotsford's 376.5).
- Delta's residents are slightly older, with a median age of 44.4 years (4.4 years older than the City of Abbotsford)
- The percentage of individuals aged 15-64 years is very similar (Delta 65%, Abbotsford 64.8%) but there is a slightly smaller percentage of younger residents in Delta (16% are under 14 years old compared to 18.4% in Abbotsford).
- Household size in Delta is the same as Abbotsford (2.8 people).
- Delta has a similar number of immigrants (30.1% compared to 27.58% in Abbotsford) but both cities have a high number of residents with citizenship (92% in Delta 90.39% in Abbotsford).
- Delta has a smaller visible minority population (35.6% compared to Abbotsford's 33.66%) and a similar percentage of residents with a mother tongue that is not an official Canadian language (30.2% compared to 33.3%).
- Delta has a smaller number of Aboriginal identity residents (2.7% in Delta 4.76% in Abbotsford).
- Although a similar number of residents in Delta and Abbotsford have a secondary (high) school diploma or equivalent as their highest educational certificate (32.13% in Delta versus 33.82% in Abbotsford), Delta has more residents with a postsecondary certificate, diploma or degree (52.5% compared to 44.58%) and fewer residents who have no certificate, diploma or degree (15.57% versus 21.6%).
- Median household incomes are higher in Delta (pre-tax income of $92,300 and $72,511 in Abbotsford). The pre-tax median income for individuals is also higher than in Abbotsford ($36,631 compared to $29,741 in Abbotsford).

Population (census 2016)

102,238

2. **Cultural asset overview (e.g. city-owned tangible assets such as arts centres, museums, galleries, cultural attractions)**

There are 17 park, recreation and culture facilities in total that are managed and staffed by Delta. Cultural facilities include:

- Tsawwassen Arts Centre: A multi-level facility used by local arts groups use the facility for performances and recitals. Arts, theatre, music and dance classes are programmed by Delta Parks, Recreation & Culture. Hosts a theatre with a raised stage, visual art gallery, and two multipurpose rooms.
- Delta Museum Annex: the temporary home for Delta museum and archives staff while the new Delta Cultural Centre is under construction.
- Delta public libraries (3 libraries located in Tsawwassen, Ladner, and North Delta)
- Ladner Community Centre auditorium: a large open-space that hosts cultural performances as well as various community programs and meetings.

New major cultural projects are currently under construction:
The North Delta Arts Centre - scheduled for completion in 2019 to replace the Firehall Centre for the Arts (recently demolished). It will be the first purpose-build theatre and multi-purpose space dedicated to the visual and performing arts. Program plans are in progress. Delta is paying for the arts centre in large part with money from a land deal with a developer (the land deal did not entirely cover the cost, so Delta contributed $3.1M). The developer purchased a portion of the North Delta Recreation Centre property to consolidate it with another property to build over 100 condo and townhouse units. That land sale was subject to approval of the housing development, which is currently underway. (Information from https://www.delta-optimist.com/news/delta-arts-centre-nearing-completion-1.23830748).

a. A new Cultural Centre is also under construction to replace the old Delta museum. A portion of its interactive displays will be mobile so that they can be moved out of the cultural centre and into other municipal facilities to increase storytelling opportunities.

Read more (page 15):
https://issuu.com/corpdelta/docs/prc_strategicworkplan

3. **Cultural spend – confirmed figures from the municipality (direct cultural spending and grants, e.g. contribution to a museum/gallery/performing arts venue. Not including municipal staffing or library as part of cultural spend as it is direct expenditure)**

2017 operating budget:

Broken down:

The cost to operate the Tsawwassen Arts Centre in 2017 was $205,672, and the cost to operate the Firehall Centre for the Arts was $186,465. Cultural programs in 2017 were $312,130.

Operating budget: In 2019, Delta is spending $8.5m to build a new Cultural Centre, $1.85m to repurpose space to create a new museum, and $1m allocated to create exhibits.

Cultural Spend in 2017

$704,267

Cultural Spend per Capita in 2017

$7

Cultural grants (e.g. project grants or organizational development grants, not included in 3a)

Up until December 2015, Delta provided the Society with an annual grant of $75,000 to support their programs. The Museum space had its challenges as it was an old heritage building with limited access for those with mobility challenges, plus work was required to the foundation. The decision was made to close the Museum and repurpose the space for other uses. The archives were put into storage while the new museum space is being built.

Cultural Grants 2017

$75,000.00

Cultural Grants 2017 (per capita)

$0.73

Cultural Spend

Parks, Recreation and Culture department - operating budget:

- 2018: $23,094,500
- 2019: $24,510,000

Parks, Recreation and Culture department - Capital expenditures:

- 2018: $1,550,000
- 2019: $1,950,000

Total City of Delta expenditures (combined capital+operating) for reference:

- 2018: $327,761,500
- 2019: $332,042,500

Read more at http://www.delta.ca/docs/default-source/finance/2019-financial-plan.pdf?sfvrsn=14

4. How does the City manage culture? Who does what?

A combined department, Parks, Recreation and Culture, manages culture for the City. The department stewards public lands and facilities, working closely with community groups, service clubs and not-for-profit organizations. One of its primary responsibilities is providing community level recreation and culture programs. This includes delivering seasonal festivals and special events such as Canada Day and the Luminary Festival, offsetting costs with sponsorship when possible.

In recent years the Council has taken over operation of key cultural facilities, including the Tsawwassen Arts Centre (previously managed by the Delta Arts Council which closed in October 2015 due to lack of funding) and the Delta Museum in 2016, formerly run by the Delta Museum and Archives Society. The Museum needed a new building, which the Society could not finance."

5.Does the City have an Arts Council and is it funded by the City?

Arts Council no longer in operation due to lack of funding.

6.How many staff are there in the department responsible for managing culture?

Delta employs at least 8 staff dedicated to culture. However, some positions are vacant.

1. Manager
2. Cultural Services Coordinator - vacant
3. Education Coordinator
4. Curator
5. Collections Assistant – vacant
6. Auxiliary Curatorial Assistant
7. 2 x F/T Arts Programmers
8. Auxiliary/Contract Instructors – don't know how many.

7. Does the city have a cultural plan? Have they implemented it?

Yes - a top-line plan for culture is outlined in the Delta Parks, Recreation & Culture 2018/2019 Strategic Work Plan. The document defines the role of the Parks, Recreation & Culture Department within the context of its external environment. It provides a framework to articulate the priorities and service delivery for the management of Department resources, community assets and the working relationship between residents, volunteers, community organizations and staff. It also outlines short term projects for 2019-2022, medium-term (2023-2017) and long-term projects (2028+).

A simple plan for culture is outlined on page 15 of the work plan: https://issuu.com/corpdelta/docs/prc_strategicworkplan. Two key components of the culture plan are the North Delta Arts Centre and the Delta Cultural Centre, which are both currently under construction and due to complete in late 2019. The North Delta Arts Centre will offer increased arts and cultural programming, including new performing arts programs and services in cooperation with community groups. The Delta Cultural Centre will serve as the base for an outreach-focused operational model. A key part of this will include using emerging methods such as interactive, tech-based programming using the museum collection to highlight historical experiences of Delta's residents. The 2018/2019 Strategic Work Plan includes as $250,000 base budget request towards cultural programming staff and auxiliary customer service staff to deliver the new initiatives and a capital funding request of $1M for interactive exhibits at the Delta Cultural Centre.

The document was largely developed internally by the Council, to consolidate guidance and recommendations by the Parks, Recreation and Culture Commission. It's designed as a living document and to be amended and updated annually.

Link to plan:
https://issuu.com/corpdelta/docs/prc_strategicworkplan

Contact details

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City of Lethbridge

1. Overview of the community and comparability to Abbotsford (note - all figures drawn from Census 2016 data unless otherwise stated)

- City of Lethbridge's population is significantly smaller than the City of Abbotsford (92,729 vs. Abbotsford 141,397, Census 2016), but its land area is roughly three times smaller (122.09 compared to Abbotsford's 375.55 sq. km) and more densely populated (759.51 people per sq. km vs. 376.5).
- The median age is slightly younger (37.2 compared to 39 years in Abbotsford) with a broadly similar distribution across age groups.
- Household size in Lethbridge is slightly smaller than in Abbotsford on average (2.4 people compared to Abbotsford's 2.8).
- Lethbridge has a significantly smaller number of immigrants (13.62% of Lethbridge residents are immigrants versus 27.58% in Abbotsford) but both cities have a high number of residents with citizenship (93.66% in Lethbridge and 90.39% in Abbotsford).
- Lethbridge also has a smaller visible minority population (12.91% compared to Abbotsford's 33.66%) and considerably fewer residents with a mother tongue that is not an official Canadian language (12.91% compared to 33.3%).
- Lethbridge has a comparable number of Aboriginal identity residents (5.85% in Guelph and 4.76% in Abbotsford).
- A slightly lower number of residents in Lethbridge have a secondary (high) school diploma or equivalent as their highest educational certificate than in Abbotsford (30.91% in Leth. versus 33.82% in Abbotsford). Lethbridge has more residents with a postsecondary certificate, diploma or degree (52.44% compared to 44.58%) and fewer residents who have no certificate, diploma or degree (15.74% versus 21.6%).
- Median household income in the two cities is broadly similar but slightly higher in Leth. (pre-tax income of $74,084 and $72,511 in Abbotsford). The pre-tax median income for individuals is over $7,000 per annum higher than in Abbotsford ($36,938 compared to $29,741 in Abbotsford).

Population (census 2016)
92,729

2. Cultural asset overview (e.g. city-owned tangible assets such as arts centres, museums, galleries, cultural attractions)

There are 4 key facilities managed by Lethbridge's Recreation and Culture department:

a. Yates and Sterndale Bennett Theatres
b. CASA interdisciplinary arts centre
c. Nikka Yuko Japanese Garden
d. Southern Alberta Art Gallery

In the words of Lethbridge's General Manager of Recreation and Culture, 'The Galt Museum is a bit of an oddity - they are kind of outside my department.

3.Cultural spend – confirmed figures from the municipality (direct cultural spending and grants, e.g. contribution to a museum/gallery/performing arts venue. Not including municipal staffing or library as part of cultural spend as it is direct expenditure)

$283,141 spent on Culture in operating budget in 2017.

The majority of that amount is split between repairs, maintenance, supplies and utilities across four facilities:

1. Yates and Sterndale Bennett Theatres
2. CASA interdisciplinary arts centre
3. Nikka Yuko Japanese Garden
4. Southern Alberta Art Gallery (SAAG)

The figure does not include the library, public art nor spend on municipal staffing for culture (staffing is $595,022 in wages in addition to above). In 2007, Lethbridge adopted its Public Art Policy as a framework to direct the acquisition of public art, the public art governance structure, and the management of public art collections. Funding is provided from 1% of Community Services capital projects as outlined in each Capital Improvement Program (CIP).

Cultural Spend in 2017

$283,141

Cultural Spend per Capita in 2017

$3

Cultural grants (e.g. project grants or organizational development grants, not included in 3a)

$1,578,702 spent on fee for Service/Grants/Operating Agreements in 2017 (not included in operating budget)

3.b.a Cultural Grants 2017

$1,578,702

3.b.b Cultural Grants 2017 (per capita)

$17.02

Cultural spend

2018 approved operating budget:

• Recreation & culture department 2018: $4,627,027

• Total for City of Lethbridge 2018: $66,135,408

Total budget for City of Lethbridge (All funds)

• Total budget for 2018 (all funds) $380,367,984

• Total budget request for 2018 $405,007,115

Read more at City of Lethbridge Operating Budget 2019-22, pp.71 and 75 https://www.lethbridge.ca/City-Government/Financial-Documents/Documents/Budget/2019-2022OperatingBudget.pdf

4. How does the city manage culture? Who does what?

The City takes a varied approach to service delivery, with some direct service provision (e.g. provision of facilities) as well as fee-for-service agreements with the Allied Arts Council of Lethbridge (www.artslethbridge.org).

Recreation and Culture staff within the Council play a support and liaison role with community organizations, non-profits and private delivery agents. Council staff schedule City-owned facilities as well as school facilities that are part of the Joint Use Agreements. Although the City relies primarily on non-profit and private partners to deliver most of the recreation and culture programs available to City residents, it does provide some direct programming and has the ability and responsibility to help identify community programming needs. (From 2013 Recreation and Culture Master Plan - https://www.lethbridge.ca/Things-To-Do/Documents/2013-01-28%20%20lethbridge%20MASTER%20PLAN-sm.pdf) .

The Allied Arts Council (AAC) was established in 1958 and its mandate is to advance and enhance arts in Lethbridge. It distributes awards including small scholarships (c. $1000), manages exhibitions and sponsors, maintains and manages opportunities for artists. It also hosts a number of events each year, including the Mayor's Luncheon for Business and the Arts, Lethbridge Arts Days, Christmas at Casa and Soar Emerging Artist Festival. It also administers the AACE awards annually.

There is also a City of Lethbridge Art Committee which was established in 2007 as an advisory body to guide the development of policies and guidelines, including the Public Art Master Plan.

5. Does the City have an Arts Council and is it funded by the City?

Yes.

2017

Program revenue: $111,391

City funding: $627,500

6. How many staff are there in the department responsible for managing culture?

City staff manage Arts & Culture at Lethbridge, as well as the Recreation and Culture General Manager who spends some time on those areas.

This includes two Arts & Culture managers - one who manages the FFS agreements and the relationships with those groups, and the other manages the Yates/Sterndale theatres and the staff there (there are currently 5 staff at the Yates/Sterndale).

7. Does the city have a cultural plan? Have they implemented it?

Yes - Lethbridge launched a Recreation and Culture Master Plan in January 2013 (in partnership with Lord and RC Strategies). The plan aimed to enhance delivery of recreation and culture services to contribute to the achievement of the strategic priorities of the city's broader Integrated Community Sustainability Plan (ICSP).

Many of its recommendations have already been implemented. (Final plan - https://www.lethbridge.ca/Things-To-Do/Documents/2013-01-28%20%20lethbridge%20MASTER%20PLAN-sm.pdf)

The ICSP/ Municipal Development Plan (MDP) is the preeminent municipal plan beneath which all other City plans fit — including the Recreation and Culture Master Plan. The ICSP/ MDP describes a series of strategic policies, four of which are particularly pertinent to this Recreation and Culture Master Plan: A Prosperous City; A Healthy and Diverse City; A Culturally Vibrant City; and A Well-Designed City.

Short-term cultural priorities included developing a new outdoor festival space; mid-term priorities included reinvestment in the Yates Memorial/Sterndale Bennett theatres and developing a new performing arts centre; and long-term priorities included reinvesting in the Nikka Yuko Japanese Garden and adding gallery spaces to existing recreation and culture facilities.

Acting on these priorities, since the 2013 Recreation and Culture Master Plan, Lethbridge City Council gave Exhibition Park $1.1 million for a redevelopment called Evolution which will include an outdoor green festival space called Pioneer Park. It has also renovated the Yates Memorial Centre and Sterndale Bennett theatres. A steering committee is in place for a new Performing Arts Centre, and a consultant was hired in July 2019 to develop a business plan and operating model. The project is scheduled for completion in 2023.

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City of Peterborough

1. Overview of the community and comparability to Abbotsford (note - all figures drawn from Census 2016 data unless otherwise stated)

With 81,032 residents, City of Peterborough's population is significantly smaller than the City of Abbotsford (population 141,397). Its land area is nearly six times smaller (64.25 compared to Abbotsford's 375.55 sq km) and over three times as densely populated (1,261.2 people per sq km vs. 376.5).

The median age is slightly older (43.6 compared to 39 years in Abbotsford) with 22.3% of its population aged over 65 years old, compared to only 16.9% in Abbotsford.

Household size in Peterborough is smaller than in Abbotsford on average (2.3 people compared to Abbotsford's 2.8).

Peterborough has a significantly smaller number of immigrants (9% versus 27.58% in Abbotsford) and an even higher number of residents with citizenship (97.46% in Peterborough and 90.39% in Abbotsford).

Peterborough has a significantly smaller visible minority population (6.11% compared to Abbotsford's 33.66%) and far fewer residents with a mother tongue that is not an official Canadian language (6.3% compared to 33.3%).

Peterborough has a comparable number of Aboriginal identity residents (4.17% in Pet. and 4.76% in Abbotsford).

A slightly lower number of residents in Peterborough have a secondary (high) school diploma or equivalent as their highest educational certificate than in Abbotsford (29.47% in Pet. versus 33.82% in Abbotsford). Peterborough has more residents with a postsecondary certificate, diploma or degree (53.61% compared to 44.58%) and fewer residents who have no certificate, diploma or degree (16.91% versus 21.6%).

Pre-tax median household income is much lower in Peterborough ($58,127 vs. $72,511 in Abbotsford). The pre-tax median income for individuals is comparable ($30,040 compared to $29,741 in Abbotsford).

Population (census 2016)

81,032

2. Cultural asset overview (e.g. city-owned tangible assets such as arts centres, museums, galleries, cultural attractions)

Key cultural assets:

- The Art Gallery of Peterborough
- Peterborough Public Library
- Peterborough Museum and Archives
- Citizens' War Memorial.

The City also has a public art collection and a register of designated heritage buildings.

3.Cultural spend – confirmed figures from the municipality (direct cultural spending and grants, e.g. contribution to a museum/gallery/performing arts venue.

Not including municipal staffing or library as part of cultural spend as it is direct expenditure)

Total 2017 Operating Budget (Not including Library) = $1,164,341

- Museum operating budget = $242,616
- Art Gallery operating budget = $378,884
- Heritage Preservation Office = $542,841

Cultural Spend in 2017

$1,164,341

Cultural Spend per Capita in 2017

$14

Cultural grants (e.g. project grants or organizational development grants, not included in 3a)

Total 2017 Grant Expenditure = $690,512

- 2017 Project Grants = $6,750
- 2017 Investment Grants = $122,000
- 2017 Service Grants = $561,762

Note: Not included within the operating budget.

Cultural Grants 2017

$690,512

Cultural Grants 2017 (per capita)

$8.52

3c. Cultural spend (further information from desk research)

Arts, Culture and Heritage Division - operating budget:

- 2018 approved (not including library): $1,916,135
- 2019 provisional (not including library): $1,889,855

Total operating budget for the City of Peterborough for reference:

- Total 2018 Preliminary actual operating budget $273,533,309
- Total 2019 Operating budget $272,578,631

4. How does the City manage culture? Who does what?

The City's Arts, Culture and Heritage Division manages culture working with the 'Electric City Culture Council' (EC3), founded by the City Council in November 2012.

Municipal management:

- The Arts, Culture and Heritage Division is part of Peterborough's Community Services Department. The ACH division coordinates the operations of the Peterborough Museum and Archives, the Art Gallery of Peterborough, the Peterborough Public Library and Heritage Preservation. The Division works with other departments and divisions to assist in the development and provision of arts, culture and heritage activities, facilities, services and resources.

- The Arts, Culture & Heritage Division Manager is responsible for implementation of the Municipal Cultural Plan (MCP) and provides staff support for the Arts, Culture and Heritage Advisory Committee (ACHAC), which was created to monitor and guide the implementation of the Municipal Cultural Plan and to advise Council and City departments on arts, cultural and heritage matters related to broader planning and capital project initiatives.
- Heritage Preservation, part of the Arts, Culture and Heritage Division, is responsible for creating, implementing and administering programs relating to the preservation of historic places in the city including structures, landscapes and archaeological sites. Heritage staff also provides advice to Council, and liaises with other staff, on a range of issues relating to matters of built heritage.

Independent Culture Council:

- The Electric City Culture Council (EC3) is an independent, arm's length, not-for-profit corporation mandated by the City of Peterborough to champion the development of the arts, culture and heritage (ACH) community for the people of Peterborough, and the surrounding region. EC3 undertakes research, gathers resources and shares information about the local ACH sector; develops networking, collaboration and partnerships to build capacity and strengthen the ACH community; provides support services for arts and heritage organizations; delivers awards programs; organizes collaborative and collective marketing initiatives and produces arts awareness campaigns; consolidates information and resources for artists and cultural managers; produces new creative programming initiatives. This is primarily implemented through 'cultural incubator' events such as panels and roundtable discussions; professional development workshops and mentorship programs; Artsweek (a biennial, 10-day multi-disciplinary festival); advocacy initiatives; commissioning programs and special projects; and arts awards and bursary programs. Founded by the City of Peterborough in 2012 (the same year as the Municipal Culture Plan), the City is now one of several funders, including Canadian Heritage and the Ontario Arts Council.

- See Peterborough 2019 Budget Highlights Budget Book 1 pp. 2 and 134 https://www.peterborough.ca/en/city-hall/resources/Documents/Book-1-Highlights-Book-2019-Draft-Website.pdf

5.Does the City have an Arts Council and is it funded by the City?

Yes- Electric City Culture Council (EC3)
No publicly available information on revenue or funding portion from city, though the council is funded through various sources including City of Peterborough, Ontario Trillium Foundation, Ontario Arts Council, Canadian Heritage, Peterborough Foundation, Community Foundation of Greater Peterborough.

6. Does the city have a cultural plan? Have they implemented it?

Yes, the Municipal Cultural Plan (MCP): https://www.peterborough.ca/en/City-

Hall/resources/Documents/Peterborough-Municipal-Culture-Plan--FINAL.pdf

The City's cultural master plan, adopted by the Council in April 2012, aims to strengthen Peterborough's cultural sector, build a prosperous creative economy and establish culture as an important pillar of city-building.

The Plan called for professional development opportunities, an awards program, mentorship, a body to convene community members and initiate partnerships and networks. Critical issues it aimed to address were isolation and lack of recognition for Peterborough's artists and arts organizers. Throughout 2013 – 2017, staff achieved completion on a number of signature objectives. One of the key aims was to establish a Culture Council as a community-driven, arms-length advocacy body to represent arts, culture and heritage, to act as a regional voice and align the municipality with provincial and federal cultural policies. The 'Electric City Culture Council' (EC3, http://www.ecthree.org/) was incorporated in November 2012. The City provided start-up funding and EC3 received a 3-year Trillium Seed Grant in 2014/15. In 2018, EC3 received an annual operating grant from the Ontario Arts Council. EC3's programming, services and outreach have expanded with increased financial resources. In 2019, municipal staff will provide support to EC3, and work with Geomatics Mapping to develop a walking tour application and to make the City's cultural maps accessible on the Community Services Asset Maps.

The City of Peterborough is in the process of preparing a new Official Plan for the city, which is a document that sets the vision and direction for growth and development of the City to the year 2041. A key component is cultural heritage and urban design. The draft plan reasserts the city's commitment to cultural heritage, and pledges to create a Cultural Heritage Resource Registry (in consultation with the Arts, Culture and Heritage Committee and Peterborough Conservation Advisory Committee) and Heritage Master Plan to identify and map cultural heritage resources and strategies for their conservation.

Draft plan: https://www.peterborough.ca/en/doing-business/resources/Documents/Official-Plan/Peterborough-Draft-5-OP-and-Schedules---watermark.pdf

Contact details

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