

# Culture Services Delivery and Governance Review - Stage 3 Draft Review

Community, Culture and Environment Advisory Committee

April 3, 2025

Parks, Recreation & Culture



# Purpose

To provide the Community, Culture and Environment Advisory Committee (CCEAC) with the Culture Services Delivery and Governance Review - Stage 3 Draft Review (Review) and seek the Committee's feedback on the Review.



# Background

The Culture Connect Strategy (Strategy) “5 Big Moves” priority actions identified the need to enhance investments in culture through strategic funding, community capacity building and continuous improvement in City of Abbotsford (City) processes.

To fulfill these priorities, a comprehensive Culture Services Delivery and Governance Review (Review) is being conducted.

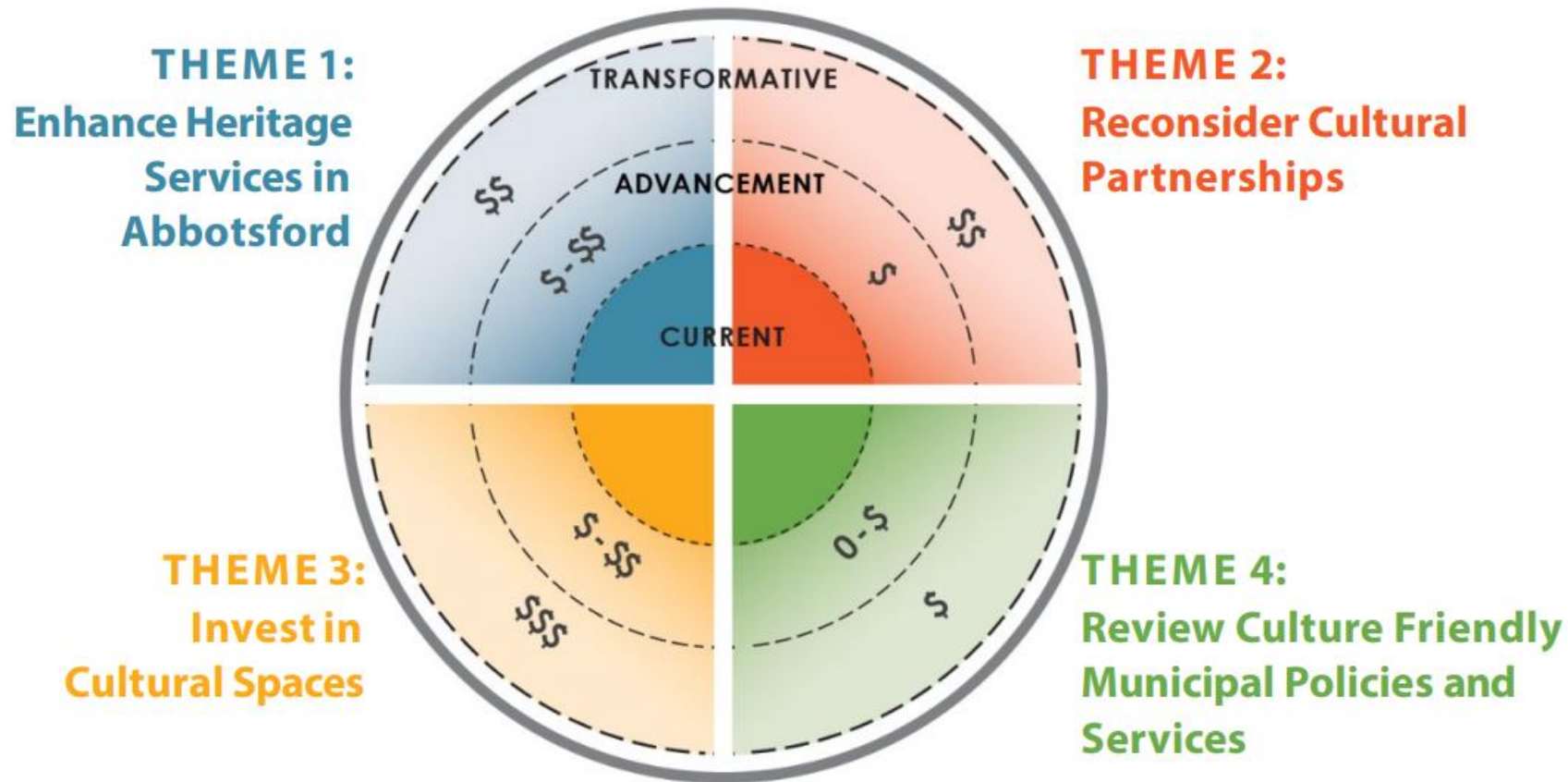
## **The scope of the Review includes:**

- An assessment of cultural services in Abbotsford
- A review of the governance structures between the City and cultural Fee for Service partners
- The development of strategic options the City could consider to support strategic enhancements in cultural service delivery over the short, medium and long term



# Context

This presentation includes a review and discussion of the **Strategic Projects** developed from the themes identified during Stage 2 of the Review.



# Context

The Strategic Projects were created based on the following principles:

- Strategically enhancing cultural service delivery for the community with a focus on increasing support for the less established cultural service areas
- Strengthening cultural partnerships and building community capacity
- Leveraging existing planning processes and strategies for cultural facility and infrastructure planning
- Maximizing the impact of City investment through external funding and partnership opportunities









# Discussion – Strategic Projects

**THEME 1:** Enhance Heritage Services in Abbotsford

**Advancement Level:**  
\$10,000 - \$99,000

**Project:** Increased Heritage Preservation and Programming, provided by Heritage Abbotsford Society (HAS)

		Pending	In Progress	Completed
<b>1</b>	<b>RESEARCH &amp; DIALOGUE</b> HAS to explore opportunities to expand heritage preservation and programming in the community through organizational strategic planning.			
<b>2</b>	<b>PLANNING &amp; DESIGN</b> HAS and City to collaboratively create draft expanded heritage programming framework and draft multi-year built heritage preservation projects list highlighting potential external funding and partnership opportunities to maximize City investment.			
<b>3</b>	City and HAS to develop annual and 5-year heritage preservation project workplan process.			
<b>4</b>	City and HAS to negotiate service level increase as part of FFS revisions under Theme 2.			
<b>5</b>	<b>APPROVAL</b> Multi-year built heritage preservation plan presented to Council for review and direction with any associated budget requests through the Financial Plan process.			
<b>6</b>	<b>IMPLEMENTATION</b> Ongoing implementation of enhanced heritage programming and preservation.			





# Feedback/Input – Strategic Projects

**Heritage preservation** can include the conservation of built heritage (e.g. buildings and monuments), natural heritage (e.g. trees), and intangible heritage (e.g. cultural traditions and oral histories).

**Q:** What is the Committee hearing out in the community about heritage preservation opportunities and ideas?

**Q:** Who could be potential partners for expanded heritage preservation?

**Q:** What stakeholders could be consulted for the development of expanded heritage preservation in Abbotsford?

**Q:** What potential heritage preservation themes could be explored?

**Q:** What external funding (grants) could be explored for heritage preservation?

**Q:** Does the Committee have any other feedback for increased heritage preservation?

# Feedback/Input – Strategic Projects

**Heritage programming** can include a wide variety of public participation activities from school fieldtrips, walking tours, presentations, workshops and events.

- Q:** What is the Committee hearing out in the community about heritage programming opportunities and ideas?
- Q:** Who could be potential partners for expanded heritage programming?
- Q:** What stakeholders could be consulted for the development of expanded heritage programming in Abbotsford?
- Q:** What potential heritage programming themes could be explored?
- Q:** What external funding (grants) could be explored for heritage programming?
- Q:** Does the Committee have any other feedback for increased heritage programming?









# Discussion – Strategic Projects

**THEME 2: Reconsider Cultural Partnerships**

**Advancement Level:**  
\$10,000 - \$99,000

**Project:** Modernize Cultural Fee for Service Agreements

	Pending	In Progress	Completed
<p><b>1 RESEARCH &amp; DIALOGUE</b> Cultural Fee for Service (FFS) agreement main revision focus areas identified through Culture Services Delivery and Governance Review.</p>			
<p><b>2 PLANNING &amp; DESIGN</b> <b>Draft Cultural FFS Revision Outline</b> collaboratively created between the City and Cultural Fee for Service Organizations. Draft will include the following focus areas:</p> <ul style="list-style-type: none"> <li>- Clarifying mandates and strategic planning requirements</li> <li>- Providing annual reporting standards and suggested mechanisms</li> <li>- Confirming annual in-kind City support</li> <li>- Providing a standardized annual operating increase in alignment with price index</li> </ul>			
<p><b>3</b> Abbotsford Arts Council (AAC) to work collaboratively with the City for organizational strategic planning. Strategic planning will include cultural sector consultation to gather data on the current and future needs and opportunities for the AAC to act as a resource for local artists while promoting the vision, creativity, and energy of the Abbotsford community through the arts.</p>			
<p><b>4</b> Cultural FFS agreements updated as per the <b>Draft Cultural FFS Revision Outline</b> and in alignment with AAC strategic planning and HAS expanded heritage preservation and programming mandate.</p>			
<p><b>5 APPROVAL</b> Council approval of final revised cultural FFS agreements and associated funding through the annual Financial Plan process.</p>			
<p><b>6 IMPLEMENTATION</b> Revised cultural FFS agreements are fully executed; annual direct reporting mechanisms are in place.</p>			



# Feedback/Input – Strategic Projects

The Abbotsford Arts Council (AAC) supports local artists by providing networking, mentorship and barrier free opportunities for art exhibition, curation, live music performance, event production, directing and more.

**Q:** Does the Committee have any feedback for who should be included in consultation as part of the AAC's strategic planning?

**Q:** Is there anyone who you think may want to be included in the consultation, but, may not feel welcome to participate?

**Q:** Does the Committee have any priorities or service area ideas they think should be explored through AAC's strategic planning?

**Q:** Does the Committee have any ideas on strategic partners or external funding sources (grants) that could help the support the AAC?



# Feedback/Input – Strategic Projects

**Q:** The AAC's mandate covers all art types from visual art to film, sculpture, music, media arts and more. What types of art does the Committee feel are most relevant today?

**Q:** If anything was possible, what would be your vision for the AAC?








# Discussion – Strategic Projects

**THEME 3:** Invest in Cultural Spaces

**Advancement followed by Transformative Level:**  
\$100,000 - \$999,000

**Project 1 of 3: Matsqui Centennial Auditorium (MCA) Modification**

**1/3**

	Pending	In Progress	Completed
<p><b>RESEARCH &amp; DIALOGUE</b></p> <p><b>1</b> Consultation with local performing arts groups on current gaps and opportunities for the MCA as part of the Culture Services Delivery and Governance Review.</p>			
<p><b>RESEARCH &amp; CONSULTATION</b></p> <p><b>2</b> City and Consultant to conduct MCA Performing Arts Feasibility Study including:</p> <ul style="list-style-type: none"> <li>- A space use study</li> <li>- Research into other comparable Council/performing arts spaces (e.g. City of Surrey and Port Moody)</li> <li>- Engagement with local performing arts leaders</li> <li>- Identification of external funding opportunities</li> <li>- Creation of final report with associated design renderings and high-level order of magnitude budget estimates</li> </ul>			
<p><b>PLANNING &amp; DESIGN</b></p> <p><b>3</b> Consultant creation of <b>MCA Space Use Modification Options Report</b>.</p>			
<p><b>APPROVAL</b></p> <p><b>4</b> Council review of <b>MCA Space Use Modification Options Report</b> and direction on which space modification design option, if any, Council would like staff to pursue further.</p>			
<p><b>5</b> Funding requested for MCA modifications through the Financial Plan process. External funding opportunities pursued to maximize City investment.</p>			
<p><b>IMPLEMENTATION</b></p> <p><b>6</b> Implementation of MCA space use modification project.</p>			



# Feedback/Input – Strategic Projects

Gallery 7 Theatre, Abbotsford Children’s Theater, Valley Concert Society, Abbotsford Youth Orchestra, Abbotsford Arts Centre, The Reach Gallery Museum, local dance organizations and MCA technical experts have been invited to provide feedback on the MCA Modification project.

**Q:** Does the Committee have any feedback on others that could be consulted for the MCA Modification project?

**Q:** Does the Committee have any recommendations of other multi-use performing arts spaces that could be researched as part of the project?

**Q:** Does the Committee have any other feedback on the MCA Modification project?







# Discussion – Strategic Projects

**THEME 3:** Invest in Cultural Spaces

Advancement followed by Transformative Level:  
\$100,000 - \$999,000

Project 2 of 3: Non-City Venue Partnership Program

2/3

	Pending	In Progress	Completed
<b>1 RESEARCH &amp; DIALOGUE</b> Research and conversation with community for identification non-City cultural venue opportunities.			
<b>2 PLANNING &amp; DESIGN</b> Creation of Cultural Venue Pilot Program Framework including identification of external funding and partnership opportunities.			
<b>3 APPROVAL</b> Council review and direction for Cultural Venue Pilot Program Framework.			
<b>4 IMPLEMENTATION</b> Implementation of Pilot Cultural Venue Partnerships Program as per Council direction.			
<b>5</b> Pilot program evaluation and Council reporting.			



# Feedback/Input – Strategic Projects

- Q:** Does the Committee have any initial ideas for Non-City Cultural Venue opportunities?
- Q:** Does the Committee have any recommendations on who else should be consulted to develop potential Non-City Cultural Venue opportunities?
- Q:** Does the Committee have any other feedback on the Non-City Cultural Venue project?



# Discussion – Strategic Projects

**THEME 3:** Invest in Cultural Spaces




Advancement followed by Transformative Level: >\$10,000,000

**Project 3 of 3: Development of Purpose-Built Cultural Facilities and/or Outdoor Event Sites with Associated Infrastructure**

3/3

**THEME #3** includes an investigation of existing strategies and plans to identify opportunities for the development of purpose-built cultural facilities and/or outdoor event sites with associated infrastructure and the designation of preferred event sites as applicable. Identifying specific projects is beyond the scope of this Review as each plan/strategy has its own independent planning process. For the purposes of this Review the below projects have been identified for further investigation as possible opportunities to support future cultural spaces, pending each individual planning process. These include but are not limited to the: Mill Lake Master Plan, Arena and Aquatics Strategy, Sport Field & Sport Court Strategy, Abbotsford Exhibition Park Master Plan and the Clayburn Park Plan.

As an illustrative example the Mill Lake Master Plan has been included below as a potential opportunity to support future cultural spaces.

	Pending	In Progress	Completed
<p><b>RESEARCH &amp; DIALOGUE</b></p> <p>1 Community consultation for the Mill Lake Master Plan including opportunities for development of purpose-built cultural facilities and/or outdoor event sites.</p>			✓
<p><b>PLANNING &amp; DESIGN</b></p> <p>2 Cultural Facility Feasibility Study for Mill Lake Park; study will include identification of external funding opportunities for cultural space development.</p>			
<p><b>APPROVAL</b></p> <p>3 Council review and direction for Cultural Facility Feasibility Study.</p>			
<p><b>IMPLEMENTATION</b></p> <p>4 Implementation of Council direction for the development of purpose-built cultural facilities and/or outdoor event sites with associated infrastructure within existing strategies and plans.</p>			



# Feedback/Input – Strategic Projects

**Q:** Does the Committee have any feedback or ideas on the Development of Purpose-Built Cultural Facilities and/or Outdoor Event Sites with Associated Infrastructure project?

**Q:** The Mill Lake Park Master Plan Preferred Concept identifies both a **temporary event space**, (such as adding event power sources, a concrete base for temporary staging, etc.,) and a **permanent covered event space** in the park to support smaller to mid-size performance related events such as buskers, concerts, and outdoor theatre.

Does the Committee have any feedback or ideas on event space considerations?

**Q:** The Mill Lake Master Plan Preferred Concept identifies a single-story cultural centre/multi-purpose building. Does the Committee have any feedback or ideas on what might be served in this space?





# Discussion – Strategic Projects

**THEME 4:** Review Culture-Friendly Municipal Policies and Services

**Advancement Level:**  
\$10,000 - \$99,000

**Project 1 of 2:** Create an Ongoing Cultural Grant Program

**1/2**

	Pending	In Progress	Completed
<b>RESEARCH &amp; DIALOGUE</b> <b>1</b> Research and identify best practices in municipal cultural grants and the best methods to maximize the impact of funding and increase cultural service delivery for the community.			
<b>PLANNING &amp; DESIGN</b> <b>2</b> Design grant program and all related materials and processes for Council review and direction.			
<b>APPROVAL</b> <b>3</b> Cultural Grant Program Framework presented to Council for review and direction.			
<b>IMPLEMENTATION</b> <b>4</b> Launch and implementation of Cultural Grant program.			
<b>5</b> Ongoing reporting out on grant program service level and impact.			



# Feedback/Input – Strategic Projects

**Q:** Does the Committee have any feedback on the Ongoing Cultural Grant Program project?



# Discussion – Strategic Projects

**THEME 4: Review Culture-Friendly Municipal Policies and Services**

**Advancement Level:**  
\$10,000 - \$99,000

**Project 2 of 2: Expand existing event-based grants and incentives**

**2/2**

		Pending	In Progress	Completed
<b>RESEARCH &amp; DIALOGUE</b>				
1	Outreach to local event organizers and Tourism Abbotsford to gather feedback and input on the City's existing event grant program.			✓
2	Research and identify best practices in municipal event grants, cash support, incentives and in-kind support, and identify methods to maximize funding impact and foster capacity and sustainability for community events.			✓
<b>PLANNING &amp; DESIGN</b>				
3	Revise the <i>Grants for Significant Events Policy</i> .		⚙️	
4	Design event support program and all related materials and processes.		⚙️	
<b>APPROVAL</b>				
5	Revised event grants and incentives program and policy presented to Council for review and direction.	⏳		
<b>IMPLEMENTATION</b>				
6	Implementation of new event grants and incentives program.	⏳		
7	Ongoing reporting out on grant program service level and impact.	⏳		





# Feedback/Input – Strategic Projects

**Q:** Does the Committee have any feedback for revisions to the Existing Event-Based Grants and Incentives Program?



# Feedback/Input – Strategic Projects

## Strategic Projects Summary:

- Increased Heritage Preservation and Programming, provided by Heritage Abbotsford Society
- Abbotsford Arts Council Organizational Strategic Planning
- Matsqui Centennial Auditorium Modification
- Non-City Venue Partnership Program
- Development of Purpose-Built Cultural Facilities and/or Outdoor Event Sites with Associated Infrastructure
- Creation of an Ongoing Cultural Grant Program
- Expansion of the Existing Event-Based Grants and Incentives Program

**Q:** Does CCEAC have any other feedback for the Strategic Projects identified in the Review?



# Next Steps

- Continued cultural sector consultation
- Development of Stage 4 – Final Review for Council's consideration



# Recommendation

That the Community, Culture and Environment Advisory Committee support the Culture Services Delivery and Governance Review - Stage 3 Draft Review, as generally described in this report.



# Addendum – Heritage Abbotsford Society

Heritage Abbotsford Society is a charitable organization created to collect, preserve, research, exhibit, and interpret artifacts that illustrate the culture, founding, settlement and development of the district now known as the City of Abbotsford.

The Mission of the Society is to collect, record, preserve and share the stories of Abbotsford. Functions of this mandate include:

- **Exhibits:** e.g. The River People and the Land: Living within S’ólh Téméxw Exhibit Series, the Crossroads Traveling Exhibit, and the digital collections catalogue
- **Interpretive Experiences and Programming:** e.g. Trethewey House Interpretive Tour, workshops, walking tours, digital guided tours such as the On This Spot App, and cultural heritage programming
- **Events:** e.g. Selxwi:chel Arts and Culture Day
- **Heritage Advocacy and Protection:** e.g. Promoting public awareness of the history, heritage buildings and sites of the region and supporting the establishment of inventories for heritage buildings and sites. This work includes restoration projects such as Turner House, the Upper Sumas Train Station, and South Poplar.



# Addendum – Abbotsford Arts Council

Since 1971, the Abbotsford Arts Council has promoted the vision, creativity, and energy of Abbotsford's communities. The organization provides development for artists of all and ages and mediums and builds community and connections within the local cultural sector. Their programming includes the following:

- **Kariton Art Gallery:** The little red house by Mill Lake features monthly curated solo and group shows, as well as community art shows such as the *Women in Art* and the *Anonymous Show*.
- **The Downie Wenjack Legacy Space (DWLS):** Within the Kariton Gallery is the DWLS, an exhibition and meeting space that is Indigenous-led and features quarterly programming by Indigenous artists and a mural where visitors can pledge to do their part in advancing reconciliation.
- **Jam in Jubilee:** Every Thursday in July, Jubilee Park features a free and family friendly arts and music festival, complete with local food trucks and vendors, an Indigenous spotlight artist creating onsite, and music that's guaranteed to get visitors dancing.
- **Mill Lake Music:** This concert series is scheduled for Sunday afternoons in late summer at Mill Lake Park on the outside performance stage at the Kariton Art Gallery. The concert series features live music, spoken word poetry and even pop-up markets.
- **The Arty Awards:** The Arty Awards is an annual celebration and award ceremony for Abbotsford's creatives and creators.
- **Member Support:** The Abbotsford Arts Council provides artist network and career development, a membership program and support services including: insurance for member groups, affordable rental space, storage, Co-op and school placements and volunteer opportunities.

