



City of Spruce Grove Cultural Master Plan

June 2016



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Glossary of Terms

Community Arts - A particular kind of community-based arts practice in which professional artists work with community members to create work that addresses specific local issues or concerns.

Community Cultural Development - The use of collaborative, creative and innovative problem-solving approaches and tools to leverage cultural resources in resolving planning issues and concerns of the community. The process provides the opportunity to enhance the quality of life and unique sense of place among residents.

Creative Cultural Industries - A set of industries defined by Statistics Canada involved in the creation, production and distribution of cultural goods and services that use creativity and intellectual capital as primary inputs. Creative cultural industries are among the fastest growing economic sectors globally and include enterprises involved in the performing arts; film and video production; recording and broadcasting; architecture; design (graphic, industrial, interior, fashion, etc.) advertising; publishing; new and interactive digital media etc.

Creative Clusters - A geographical concentration (often regional in scale) of interconnected individuals, organizations and institutions involved cultural and creative industries, digital media, design, knowledge building and/or other creative sector pursuits.

Creative Hub - A multi-tenant centre, complex or place-based network that functions as a focal point of cultural activity and/or creative entrepreneurship and incubation.

Creative Placemaking - An integrated and transformative process of community engagement that connects cultural and creative resources to build authentic, dynamic and resilient places.

Culture - Culture is the expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterise a community and its people and shape its unique sense of place. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history. To engage in cultural planning, therefore, requires knowing how people experience their local environment.

Culture-Led Regeneration - A multi-dimensional approach to the re-use, renewal or revitalization of a place wherein art, culture and/or creative enterprise play leading and transformative roles.

Cultural Assessment - Involves quantitative and qualitative analysis of cultural resources, including strengths, weaknesses, opportunities and threats. Cultural assessment helps communities understand the local cultural



ecology, identify what is needed to strengthen the management of culture resources and how they can be leveraged to address community priorities, inform planning and decision-making, and target investment.

Cultural Identity - Refers to those shared beliefs and characteristics that distinguish a physical community or social group and which underpin a sense of belonging to that group. Ethno-cultural background is one important, though not sole source of identity. As cultures interact and intermix, cultural identities change and evolve.

Cultural Mapping – A systematic approach to identifying, recording and classifying a community’s cultural resources.

Cultural Round Table - A strategic leadership group formed for the purposes of implementing cultural plans and ongoing cultural planning and development. Membership ideally includes Council member(s); municipal staff; wide representation from the cultural sector; the business community; important community agencies such as the United Way, Community Foundations and post-secondary institutions (where they exist).

Cultural Planning - A municipal government-led process for identifying and leveraging a community’s cultural resources, strengthening the management of those resources, and integrating cultural resources across all facets of local government planning and decision-making. Cultural planning is part of an integrated, place-based approach to planning and development that takes into account four pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality.

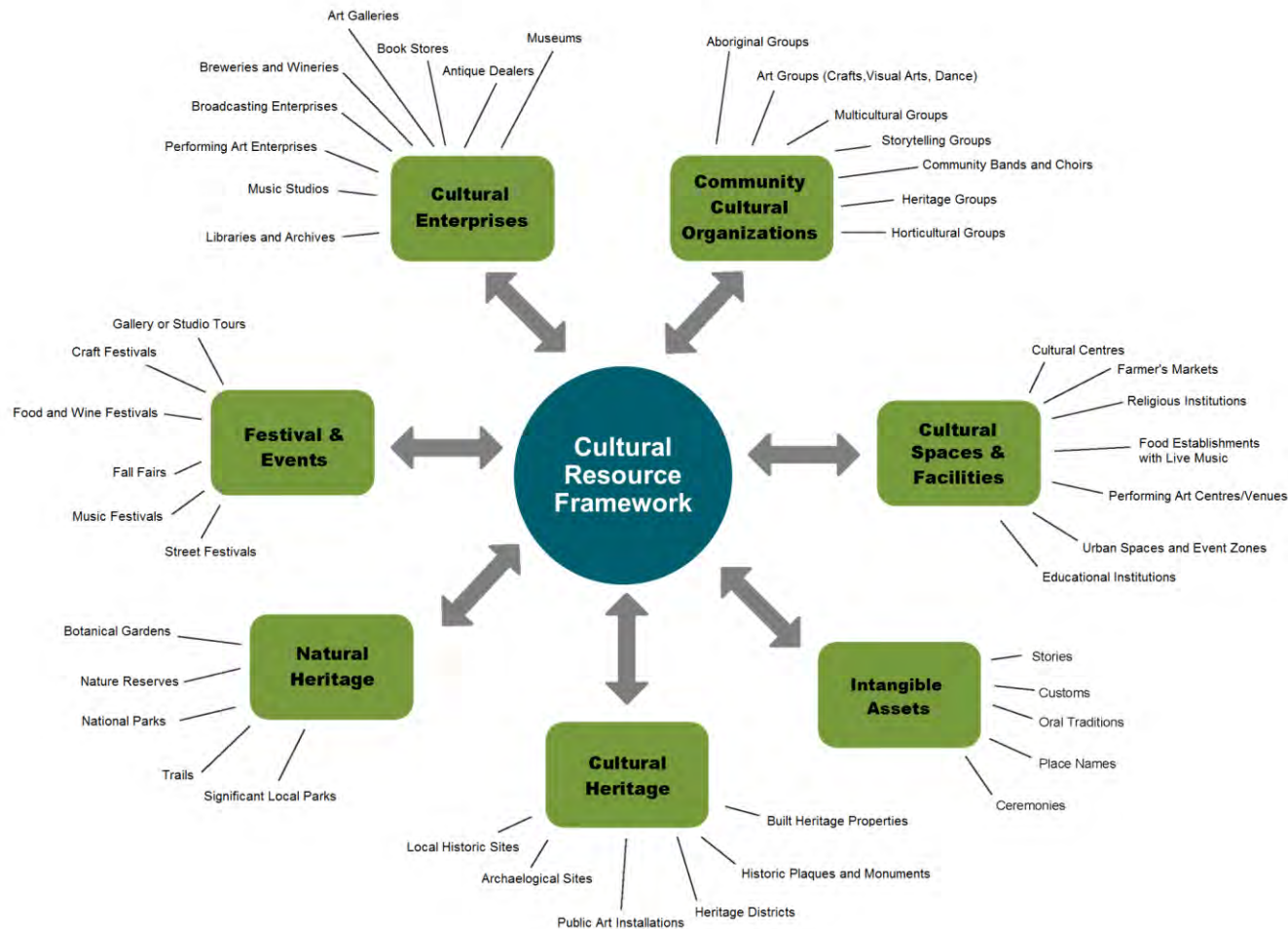
Diversity – A state of difference in a community or social group that can include race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, and religious or political beliefs.

Heritage - All that our society values that provides the living context – both natural and human – from which we derive sustenance, coherence, and meaning in our individual and collective lives.

Heritage Resources – Fall into three broad distinct but overlapping categories: *land-based resources* such as heritage buildings, heritage larger districts, and cultural landscapes; “*moveable resources*” including works of art, artifacts, archives; and *intangible cultural heritage* including community stories, customs and traditions, place names etc.



- Cultural Resource Framework (CRF)** – a consistent set of categories of cultural resources used to organize cultural information in a consistent and coherent way. The CRF grounded in Statistics Canada’s Framework of Cultural Statistics by which the Federal Government defines the cultural sector in Canada.





Executive Summary

Why Culture, Why Now?

The City of Spruce Grove joins leading municipalities nationally and internationally in developing a cultural master plan. Motivation for developing plans flows from growing recognition on the part of municipalities of the powerful role played by cultural resources in building prosperous and diversified local economies and enhancing quality of life in communities. Recognizing its importance, the City of Spruce Grove has integrated cultural development issues and opportunities into a range of plans and policies aimed at advancing economic and broader community development agendas in the city (a summary of these plans and their relevance to the Cultural Master Plan (CMP) is set out in Appendix B). A critical issue channel taken up by the CMP is how the City of Spruce Grove can build the capacity to act on and implement existing cultural policy and planning statements and commitments.

Much of the attention related to the importance of cultural resources in cities and communities focuses on their contribution to economic development goals. But cultural resources also play important roles in vitally important social planning and development issues in municipalities. Culture engages minds, enriches the education of children and supports lifelong learning. Culture helps define the character or identity of a community in which people feel a sense of belonging. It engages citizens in activities that help build a sense of community and civic engagement. Finally, as the diversity of the community grows, culture celebrates different cultures and helps newcomers feel welcome. An important opportunity identified during the planning process is to identify connections and synergies between the CMP and the City of Spruce Grove Social Sustainable Strategy.

The Cultural Master Plan Process

It was for many of these reasons that the City of Spruce Grove City Council in 2015 approved the development of a Cultural Master Plan (CMP). The planning process began in July of 2015 and concluded with a presentation to Council in June 2016. Developing the CMP was a multi-phase process that evolved as follows:

- **Background Reconnaissance** – this phase of work involved examining all existing planning and policy documents of the City to identify opportunities for linking cultural resources and opportunities to advancing the City's agenda across a wide cross-section of planning issues.
- **Cultural Resource Mapping** – this phase involved a systematic process for identifying and recording Spruce Grove's cultural resources. A total of 180 cultural resources were identified.



- **Community Engagement** – the community engagement process an online survey, community forum, stakeholder interviews, and focus group discussions.
- **Key Findings Report** – this report synthesized findings from the review of the planning context, findings from cultural mapping and insights drawn from community engagement. Highlights from the Key Findings Report were presented to Council.
- **Drafting the Cultural Master Plan** – The last step in the process was preparing a draft CMP, drawing on the information and insights gained from all phases of the planning process. The CMP includes a Vision and Guiding Principles, and definition of an expanded role for the City in cultural development. The Action Plan is built around Five Strategic Directions are supported by a series of Objectives which in turn provide a framework for proposed Actions. Each Action is assigned a timeline, lead responsibility and potential partners.

Overview of Cultural Master Plan Action Plan

Strategic Direction		Objectives
1	Building Cultural Capacity	<ul style="list-style-type: none"> • Strengthen Municipal Capacity • Integrate Culture in Municipal Planning • Build Community Capacity • Strengthen Municipal Collaboration
2	Strengthen Marketing and Communications	<ul style="list-style-type: none"> • Develop and Implement an Integrated Marketing Strategy
3	Support City Centre Revitalization	<ul style="list-style-type: none"> • Use Programming to Attract People to the Area • Establish Small Scale Cultural Spaces • Investigate the Potential for a Cultural Centre as a Catalyst for Revitalization
4	Strengthen City Identity	<ul style="list-style-type: none"> • Use Cultural Programming to Bolster and Express a Unique Identity • Address Diversity and Inclusion
5	Support Cultural Programs and Facilities	<ul style="list-style-type: none"> • Increase Access to Cultural Facilities/Spaces



Next Steps

The first step is communicating within the municipality and across the community. The Cultural Plan is a corporate document for the City of Spruce Grove as a whole. To succeed it must engage the interest and involvement of staff across a range of departments. A staff forum on the Cultural Master Plan (CMP) is one of the early recommendations in the Action Plan. The Action Plan identifies potential partners both within the municipality and across the community to support the implementation of specific recommendations.

Partnerships and collaboration in implementing the CMP are also needed in the community. Another early recommended Action is establishing some form of cross-sectoral cultural leadership group connecting the municipality with cultural, business and community leaders. It is only by aligning and mobilizing resources from a broad range of community interests will the full potential of the CMP be realized.

The CMP also recommends convening at an annual (or biennial) Cultural Summit that brings together a wide cross-section of the community to celebrate achievements in implementing the CMP and other cultural initiatives that were introduced over the past year. The Summit also provides an opportunity to undertake a collective “opportunity citing” process to identify new opportunities or initiatives. Some municipalities have used Cultural Summits to *launch* their cultural plans, building visibility and momentum and identifying individuals interested in assisting with the implementation of specific recommended Actions. The City should give consideration to this option.



1 Introduction

Building the Case for Cultural Planning

For the City of Spruce Grove, the development of a Cultural Master Plan (CMP) comes at an opportune time. There is growing recognition among municipalities across Canada regarding the importance of creativity, culture and quality of place in growing local and regional economies and enhancing quality of life. Updates to economic development strategies in Edmonton and other Alberta municipalities have given strong attention to the creative cultural industries as a significant economic driver. There is growing recognition that communities with diverse cultural and entertainment amenities connected to rich public realms achieved through commitments to urban design and public art are those that successfully attract and retain talented people. This talent in turn is the magnet attracting businesses and investment in an emerging creative economy. The emergence of this cultural economy can also be seen in the emergence of a new breed of cultural entrepreneurs and new greater attention to cultural tourism.

For some time there has been considerable attention given to the economic impacts of cultural resources. More recently, attention has turned to examining the social importance of cultural planning and development in building resilient and socially sustainable communities. A summary of some key findings from this research linking social and cultural development is set out in Appendix A.

The City of Spruce Grove's Social Sustainability Plan (SSP) introduces linkages and inter-dependencies between the economy, environment and society. The SSP describes value-driven decision-making and new collaborative cross-government and multi-sectoral collaboration in planning and taking action in addressing the many serious social issues and challenges facing communities today.

As the SSP evolves it is hoped it might take greater account of culture. There is growing acceptance in policy circles of the need to integrate culture as the "fourth pillar" of sustainability (alongside social, economic and environmental considerations). The SSP nonetheless does identify issues that are connected to a cultural agenda in Spruce Grove: creating and sustaining Spruce Grove as an inclusive, engaged and accessible community; celebrating milestones and telling success stories that reveal community strengths; and providing accessible and inclusive events, programs and services.

Cultural planning also provides fresh perspectives and actions aimed at building cultural partnerships, supporting the development of relevant and responsive cultural programs and services, improving the visibility

Economic Prosperity

Expanding Employment
and Rising GDP

Environmental Responsibility

Ecological Balance

Social Equity

Cohesion, Inclusion,
Engagement and Justice

Cultural Vitality

Creativity, Diversity,
Heritage and Innovation



of a community's cultural sector (artists, cultural workers, organizations and enterprises) and situating arguments for new or expanded cultural facilities in larger municipal agendas, among others.

Shared Assumptions

One of the challenges in any planning process is building a shared vocabulary and understanding among the many individuals and stakeholders involved with the plan. The glossary presented earlier in this document offers support in building shared understanding. However, the first and most fundamental question in any cultural plan is the definition of culture. The following definition is proposed for the CMP.

Culture means different things to different people. Simply put, however, culture is the expression and celebration of the values and aspirations of a community or social group. This is expressed through all manner of human activities that characterise a community and its people and shape its unique sense of place. It includes the sharing of ideas; learning through expression in the fine, visual, literary, media, material and performing arts; heritage; and the shared experiences of history. To engage in cultural planning therefore, requires knowing how people experience their local environment.

This definition lays the foundation for five operational assumptions that will support implementation of the CMP and ongoing cultural planning and development.

1. Cultural planning embraces a **broad definition of cultural resources** that includes creative cultural industries and occupations, cultural spaces and facilities, natural and cultural heritage, festivals and events, community cultural organizations and intangible cultural resources.
2. Cultural planning is **sustained through cultural mapping efforts** – cultural mapping is a process that identifies records, classifies and analyzes cultural resources.
3. Cultural planning involves **adopting a 'cultural lens'** in order to integrate culture as a consideration across all facets of municipal planning and decision-making.
4. Cultural planning **requires cross-sectoral strategies** and partnership models to support ongoing collaboration between the municipality and its cultural, community, business and associated partners.
5. Cultural planning involves **strengthening networks and community engagement activities** across all facets of the cultural sector and its interactions with the broader community.



Cultural Planning Objective and Process

In 2015 the City of Spruce Grove began the process of completing a CMP with the following stated objective:

“To identify arts, culture and heritage resources in Spruce Grove today and to map out a vision for developing those resources over the next five years and beyond”

In the fall of 2015, the City retained consultants MDB Insight, to lead the planning process. A strong focus was placed on building an inventory of cultural resources across the community, undertaking background research, and facilitating a multifaceted community engagement process.

The Planning Process

The following phases served as the foundation for the development of the CMP.

- **Project Initiation and Meetings** – At the out-set of any planning process it is important to set out a shared understanding of expected outcomes and prepare a schedule of tasks. As part of the project’s initiation phase, a communications and community engagement plan was prepared setting out specific steps and responsibilities for communicating and engaging community members and stakeholders in the planning process.
- **Background Reconnaissance** – A strong and effective CMP must complement and add value to the City’s larger planning and policy agenda. At the outset of the process, staff was asked to identify any City plan or strategy with existing or potential connections to the CMP. The consultants added to this list to build a full picture of the corporate planning context within which the CMP was being developed. A list of the plans reviewed, together with a summary of key policy and planning connections is set out in *Appendix B – Planning Context*.
- **Cultural Resource Mapping** – This second phase of work involved identifying, documenting and analyzing cultural resources in the city. The consultants, working with staff, established a consistent set of categories of cultural resources known as the Cultural Resource Framework tailored to the unique culture and identity of Spruce Grove. A summary of the cultural mapping process and findings is set out in *Appendix C – Cultural Mapping Inventory*.
- **Community Engagement** – Community input and engagement is a critical component to any planning process. Accordingly, the consultants used a variety of community engagement tools to gain insight from residents and stakeholders. These tools included an online survey, community forum, stakeholder



interviews, and focus group discussions. A summary of themes from the consultations is described in Section 3.

- **Key Findings Report** – Drawing on all findings from the work to date the consultants prepared a Key Findings Report. The report included highlights from the review of the planning context, findings from cultural mapping and insights drawn from community engagement. Highlights from these findings were presented to Council.
- **Drafting the Cultural Master Plan** – The last step in the process was preparing a draft CMP, drawing on the information and insights gained from all phases of the planning process. The CMP includes a Vision and Guiding Principles, and definition of an expanded role for the City in cultural development. The Action Plan is built around Five Strategic Directions are supported by a series of Objectives which in turn provide a framework for proposed Actions. Each Action is assigned a timeline, lead responsibility and potential partners.



2 Setting the Stage

The Planning Context

A review of plans revealed a range of policy or planning statements linking cultural resources to economic and broader community development agendas at the City. The challenge, as in many municipalities, has been finding the human and financial resources, as well as the necessary knowledge and expertise needed to translate these policy statements into action. This gap between policy statements and their implementation emerged as a strong theme in the consultation process. This challenge of implementation was identified internally by City staff as well as by community members and stakeholders. Many noted the strategic importance of the appointment of the Director of Cultural Services as a major step in building the City's capacity to take action and advance an integrated cultural agenda.

One outcome of the CMP is to establish coherent cultural planning definitions and assumptions that will strengthen cross-departmental collaboration in advancing cultural development. At the moment very little consistency exists in how culture is defined across multiple plans.

Major Planning Documents and Relevant Cultural Themes

Several themes emerged from the review of planning documents set out in greater detail in Appendix B. The City's Strategic Plan makes a commitment to a "well-balanced arts and culture environment that reflects the interests and needs of the community." The Strategic Plan makes a strong commitment to deliver "an exceptional, diverse and high quality leisure, recreation and sports opportunities." The Plan recognizes the importance of community pride and identity, social networks and civic engagement particularly as the city becomes more urban. It further recognizes the role played by cultural facilities, programming, parks, open spaces and civic events in building and sustaining these community qualities. The City's Corporate Plan provides a similar narrative but with added emphasis on more operational matters of regional collaboration, event hosting and support for cultural programming and infrastructure. The City Centre Revitalization Discussion Paper identifies the need for a vibrant cultural node as a priority to enhance community engagement and opportunities within the City Center.

The Municipal Development Plan (MDP) advocates fostering the development, enhancement, and preservation of cultural resources and opportunities and integrate these into the fabric of the community. It places a strong



emphasis on the use of cultural resources to enhance public spaces, including public art and in fostering culture through city-led partnerships. The MDP called for the development of a cultural strategy.

Mapping Spruce Grove's Cultural Resources

A broad definition of culture as set out above is essential to any cultural plan. However, in moving to identify tangible actions and initiatives for the CMP there is a need to define for a more concrete set of categories of *cultural resources*. Drawing on leading practice in municipalities across Canada, a set of categories of cultural resources was adopted for the CMP and illustrated in Figure 1.



FIGURE 1: CATEGORIES OF CULTURAL RESOURCES

SOURCE: STATISTICS CANADA FRAMEWORK FOR CULTURE STATISTICS ADAPTED BY AUTHENTICITY AND MDB INSIGHT



Cultural Mapping Methods

Cultural mapping is a systematic approach to identifying, recording, and classifying a community's cultural resources. It is important to note that the mapping work undertaken during the CMP process marks the beginning, not the end, of cultural mapping in Spruce Grove. Cultural resources in communities are continuously evolving. Cultural mapping must be understood as an ongoing process that progressively broadens and deepens information on cultural resources in a community over time.

The first step in undertaking cultural mapping is determining a consistent set of categories of cultural resources, known as a Cultural Resource Framework (CRF) within which a wide range of existing information can be effectively consolidated. A foundational element of the CRF is Statistics Canada's *Canadian Framework for Cultural Statistics*, which defines the categories of cultural enterprises and activities that constitute the cultural sector in Canada.

The categories of cultural resources set out in Figure 1 were the starting point for defining a CRF for Spruce Grove. These categories represent a "standard" Framework. However, the CRF is not intended as a rigid set of categories applicable in all communities. Each municipality must interpret it and adapt it to their particular circumstances and needs. In Spruce Grove, staff reviewed the standard Framework in order to "customize" it to reflect the culture and identity of the community. Staff also helped to identify sources of data on cultural resources in the community to supplement the consultants' own sources and research. While the consultants can collect and organize an initial database, there is no substitute for local knowledge in refining and extending this information. The full CRF categories and assets are set out in Appendix C.

Cultural Mapping Results

Using the CRF as a guideline, the cultural mapping exercise identified a total of 180 unique cultural resources in Spruce Grove. Figure 2 provides a breakdown of the total assets by category. A fuller description of these categories of Spruce Grove's cultural resources is found in Appendix C.

The findings reflect a rich and diverse mix of cultural resources available for the enjoyment of residents and visitors to Spruce Grove.

- **Creative Cultural Industries** - the exercise found 47 creative cultural industries with a significant amount of those industries belonging to design-based firms and photographers. Spruce Grove also has an exceptional number (per capita) of small businesses offering lessons in music, visual art, and dance. The significance of these assets is that they demonstrate the capacity of the private sector to deliver a certain segment of cultural instruction in the community.

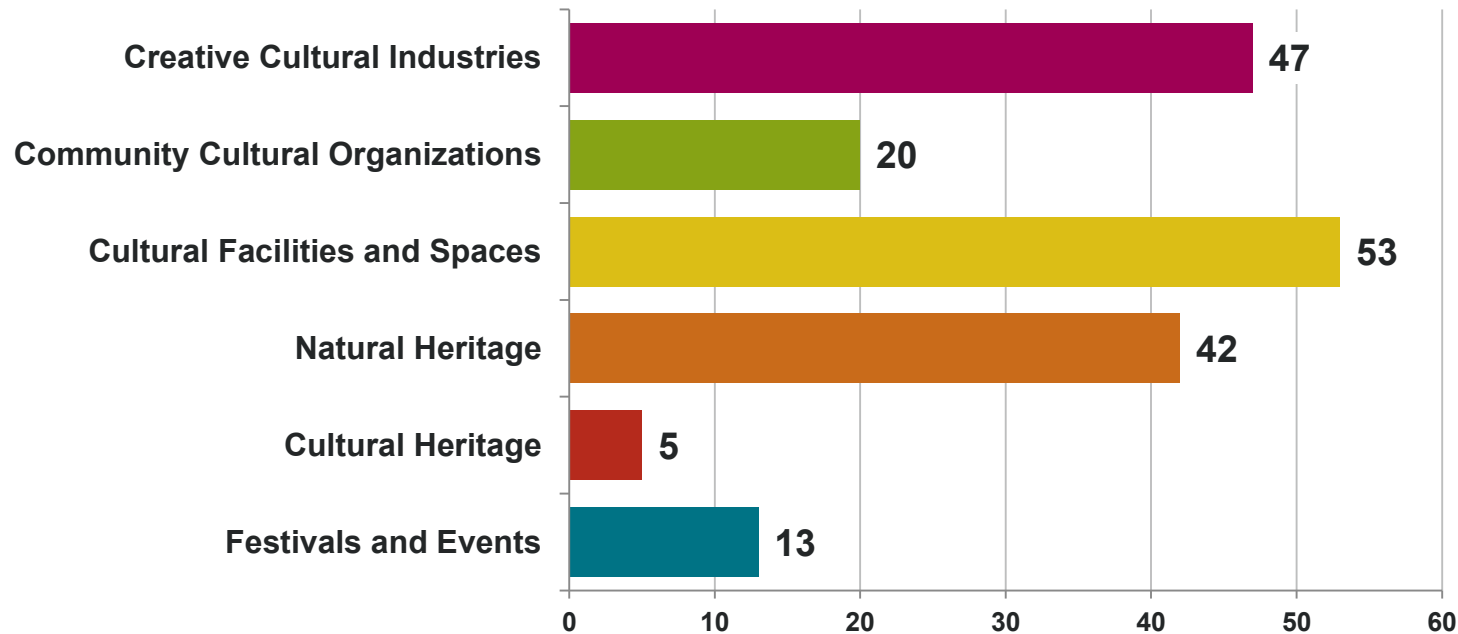


FIGURE 2: TOTAL NUMBER OF CULTURAL RESOURCES BY CATEGORY

- **Community Cultural Organizations** - in this category service groups (e.g. Rotary, Knights of Columbus, Lions Club) account for the highest proportion of organizations with very few dance, music, or multicultural groups. As Spruce Grove continues to become a more diverse community, there will be a need for cultural groups to consider programming relevant to these new residents.
- **Cultural Facilities and Spaces** - this category had the most cultural resources with 53 assets. Of these, 21 are religious institutions (e.g. churches) and 16 are schools. Combined, this accounts for roughly 70% of all facilities and spaces. It must be acknowledged that not all churches or schools open their doors to support community cultural activity, although more may be persuaded to do so.
- **Natural Heritage** - Spruce Grove has a strong commitment to ensure its residents have access to natural spaces. With over 40 parks to choose from and a city-wide trail, Spruce Grove's natural assets are a key element to its quality of place.



- Cultural Heritage** – Spruce Grove has relatively few assets that fall into this category. A significant number of heritage buildings have been lost to growth and development pressures. Spruce Grove has continued to enjoy one of its most iconic historic properties – The Grain Elevator. Along with the McLaughlin/Nelson home, these two historic properties help to showcase several segments of Spruce Grove’s history and heritage.
- Festivals and Events** - these are annual recurring events that showcases different facets of Spruce Grove’s identity and culture. Consultations confirmed interest in having more festivals and events available year round, including a potential signature event that could draw visitors from across the Capital Region.

Comparative Analysis

Communities frequently ask how their mapping findings compare to other communities of similar population size. Below we have compared Spruce Grove mapping findings to that of Parkland County and Stony Plain. Given the strong commitment to establish collaborative regional approaches to cultural development connecting the three municipalities, these comparisons provide useful information.

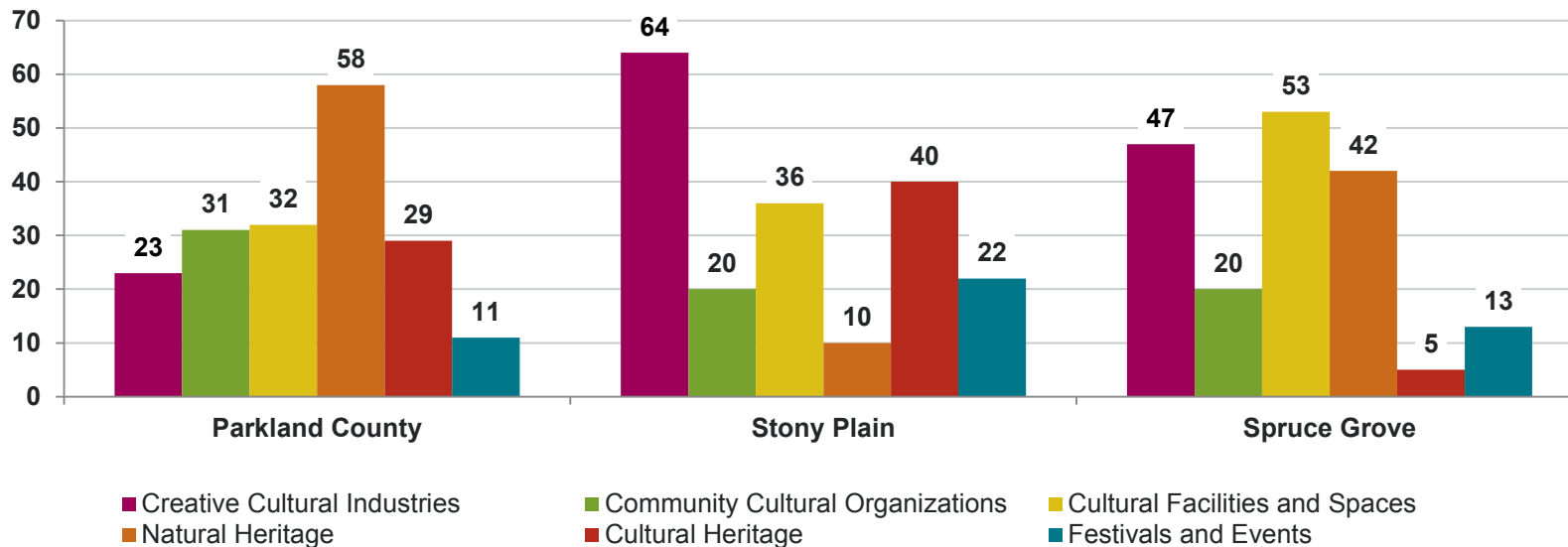


FIGURE 3: TOTAL NUMBER OF CULTURAL RESOURCES BY CATEGORY (PARKLAND COUNTY, STONY PLAIN AND SPRUCE GROVE)



In reviewing these comparable figures it is important to acknowledge that communities differ in terms of their history, geography, patterns of development, and economy, all of which shape the profile of their cultural resources. With that caveat, the data illustrates that Spruce Grove has a number of categories of cultural resources in which they excel and surpass those of the other two municipalities. There are also categories in which, despite its superior size, Spruce Grove is behind its neighbours.

In terms of **Creative Cultural Industries** Spruce Grove exceeds Parkland County but falls significantly behind Stony Plain despite Spruce Grove's higher population. Given the rapid expansion of these industries as an economic sector, strategies for attracting and supporting these enterprises should be considered. Best practices from other municipalities also seeking to grow their number of creative cultural industries could be looked to for guidance. Spruce Grove has industry strengths in design and photography whereas Stony Plain and Parkland County have more traditional enterprises such as art dealers and museums.

In terms of **Community Cultural Organizations**, Spruce Grove is roughly on par with Stony Plain and behind Parkland County. In identifying this category of cultural resources through the cultural mapping process, a distinction was drawn between community cultural organizations and a wider set of community organizations in order to provide comparable data to the other two municipalities. As noted above, organizations such as service clubs have been included due to their frequent support of cultural activities and initiatives.

Spruce Grove excels in the category of **Cultural Spaces and Facilities**. As noted above, this category includes religious institutions and schools but also a major regional cultural facility in Horizon Stage. Cost sharing agreements with the other municipalities provide regional access to this anchor cultural facility.

Spruce Grove's major weakness is in the area of **Cultural Heritage**. This stands in contrast to Stony Plain with its historic downtown, Pioneer Museum, Multicultural Heritage Centre, and popular murals program telling the stories of the community's history. Here is a strong example of why comparisons of cultural resources across communities can be difficult. Stony Plain had an earlier and significantly different path of development that produced many of the heritage features and assets it enjoys today.

In the category of **Natural Heritage** it is not surprising that Parkland County leads the other two municipalities. The county's rural geography translates into a higher number of natural heritage features. Along with natural heritage assets comes a significant offering of recreational activities such as fishing, hiking, mountain biking, cross-country skiing, and boating.

In the category of **Festivals and Events** Stony Plain ranked highest. A significant number of these events are rooted in the town's history and heritage. Spruce Grove and Parkland County had comparable figures in this category.



Spruce Grove's Shifting Demographic

Projected Population Trends

Population projections can assist the City in planning for, and responding to the cultural interests and needs of future populations. Some estimates suggest that the city will grow by 3.5% per annum, or 4,000 households over the period of 2011 to 2021.¹ The City's 2012 Transportation Master Plan considered anticipated build-out of existing residential areas in Spruce Grove from 2012 to 2040. The resulting projections anticipate a 2031 population of approximately 54,000 in the conservative growth scenario, or 62,000 in the high growth scenario, based on the level of building and development activity. Using the conservative growth projections, the continued rapid growth of the population will result in a near doubling of the Spruce Grove population over this time period.² Higher populations translate into greater demand for cultural programs and services with associated pressures on the facilities that offer them. Space pressures will be faced by both Horizon Stage and the Library. The Library's need for expansion will be particularly acute given pressures on their existing facility today.

Some of Spruce Grove's cultural programs and services are enjoyed by many people who live outside of the city and throughout the Capital Region. Therefore, the population patterns in the broader region need to be considered. Like Spruce Grove, the Capital Region is projected to grow, though not at the same rapid rate as Spruce Grove. According to data obtained by the Capital Region Board, the regional population is projected to increase by 23,000 individuals per year in the low growth scenario, and 31,000 per year in the high growth scenario (with projected average annual growth rates of 1.7% and 2.1%, respectively).³ While cultural agencies in Edmonton can be expected to absorb a significant portion of this growth, other municipalities with unique or original cultural offerings will also benefit.

Aging Trends

According to the 2011 National Household Survey, the median age of Spruce Grove's residents was 33.7 years old, down from 34.4 in 2006. The population is younger than both the national and provincial populations

¹ City of Spruce Grove. (2011). Spruce Grove Trade Area Profile Summary. Retrieved September 30, 2015 from http://www.sprucegrove.org/Assets/pdf/reports/trade_area_profile.pdf

² Note, as of 2013, the City adopted a new Land Use Bylaw that will allow for greater residential density, which may result in higher population growth beyond the Transportation Master Plan's projections.

³ Capital Regional Board. (2013). Capital Region Population and Employment Projections. Retrieved October 1, 2015 from <http://capitalregionboard.ab.ca/-/media/CRB-Population-and-Employment-Projections.pdf>



which, in 2011, were 40.6 and 36.5, respectively.⁴ The lower median age is a result of the large number of young families that are attracted and retained in the city. In 2015, children aged 0 to 14 made up just over 22% (6,828). Recognition of the need for programs to serve this young age cohort is well known among cultural groups offering programming to the community. Collaboration among groups to organize a more ambitious program such as a Youth Cultural Fair could be considered.

The adult population can be split into two age cohorts: younger adults (25 to 44 years of age) and older adults (45 to 64 years of age). The younger adults make up about 31% (10,060 residents) and older adults 21% (6,845 residents) of the total population, respectively. The senior population (those 65 years and older) make up 9% (2,994 residents) of the population. One of the issues that arose through the consultation process was the challenge many cultural organizations were facing recruiting a new generation of volunteers to take on leadership positions. The large cohort of young adults in Spruce Grove should provide a significant pool to draw upon should a systematic program of recruitment be developed.

Ethnic Population and Immigration Trends

Beneath the sheer numbers related to population change there are other issues of equal importance. Understanding Spruce Grove's ethnic and immigrant composition is one such area. The Spruce Grove municipal census does not provide information about the city's ethnic and immigration populations. However, Statistics Canada's 2011 National Household Survey provides information about Spruce Grove's immigrant, visible minority and ethnic populations. The data indicates that Spruce Grove remains a homogenous community with just over 6% of its population registered as immigrants. This statistic is corroborated by the city's visible minority population which made up a little over 4% of the total population in 2011.⁵ The total population in private households by non-official languages spoken (i.e., English and French) constituted 8% according to the same dataset.

While Spruce Grove is not currently facing diversity pressures it is inevitable that it will. Planning to meet the cultural aspirations of expanding diversity is a pressing challenge for municipalities across the country. Most established cultural organizations in communities were established at a time of much greater homogeneity than is the case today. Adapting programming to respond to the needs of diverse communities is a necessity. However, best practices in this area point to the need to bring an *intercultural* (not multicultural) lens to programming that focuses on cross-cultural communication and exchange.

⁴ Statistics Canada. (2015). Population by broad age groups and sex, counts, including median age, 1921 to 2011 for both sexes – Canada. Retrieved October 4, 2015

⁵ Statistics Canada. (2013). Spruce Grove, CY, Alberta (Code 4811049) (table). National Household Survey (NHS) Profile. 2011 National Household Survey. Statistics Canada Catalogue no. 99-004-XWE. Ottawa.



3 The Community's Voice

Engagement Process

A robust and varied community engagement process provided rich insights into cultural issues and opportunities in Spruce Grove. The engagement process involved the following elements:

- **Individual Interviews** – more than 30 interviews were conducted with municipal staff, leaders from arts and heritage organizations, the library, and local business and community leaders.
- **Focus Groups** – four focus groups were convened based on priorities that had emerged from the interviews and background reconnaissance.
- **Community Forum** – brought together a wide cross-section of individuals to add value to prior discussion.
- **Community Survey/Mindmixer** - the survey provided a means of reaching out to community members less likely to be engaged through other channels. The survey cannot claim to be statistically valid but alongside other sources of community input, adds important insights. The results of the survey are available in Appendix D – Mindmixer Results.

In total, the engagement process involved over 150 individuals.

Engagement Themes

Drawing on all sources of input and discussion a series of themes were identified.

Build Cultural Capacity

A clear theme emerging from consultations was the need to define strategies to build strong and resilient cultural organizations capable of delivering programs responsive to diverse interests and needs in the community. A commitment to helping organizations help themselves reflects the City's belief in a community development perspective and approach to advancing cultural development. Elements of capacity building included strengthening communications and collaboration among cultural groups. These actions were needed to combat what was seen as a fragmented cultural sector or community in Spruce Grove.



The need to strengthen partnerships was a strong theme. Partnerships were needed:

- Inside the City across departments.
- Externally among cultural groups in the community.
- Externally connecting the three municipalities.

Some expressed the view that the vision of collaboration and capacity building called for a dedicated position of Cultural Development Officer in Cultural Services.

Some identified the need for a physical space – a cultural hub easily accessible to individuals and groups in the sector that would foster dialogue, support collaboration and introduce groups that may otherwise connect with one another. Additionally, there was a view expressed that Spruce Grove should establish some form of leadership group that would bring together the City with representatives of cultural and community groups to mobilize and sustain collaboration. Such a group was felt to be necessary if the CMP was to be fully implemented.

Capacity building is also needed inside the City. A strong theme was that the cultural agenda for the municipality must be a corporate (i.e. cross-departmental) agenda if it is to be fully implemented. A Cultural Partnership Team drawing members from a range of departments was felt to be needed to implement this agenda. This Team could take the form of a new group or could make use of an existing committee, with additional staff members invited as needed. One focus of the group's work would be supporting implementation of the CMP. However, the group would also serve as a forum for ongoing "opportunity citing" in advancing cultural development and integrating culture into the City's plans and priorities.

There was a call for the City to pay more attention to the cultural industries, which represents a rapidly expanding business sector in Canada today, and an economic development opportunity for Spruce Grove. There was also interest expressed within the City to explore closer ties between social and cultural planning issues and needs. One means of advancing this goal is building stronger communication between Cultural Services and Family and Community Support Services. The recently new Social Sustainability Plan provides a framework and agenda to explore these linkages.

Finally, building cultural capacity also required stronger collaboration between the three municipalities. Collaboration is occurring but it was felt more could be done. Some people felt an ongoing leadership group connecting the three municipalities could help sustain focus and momentum.



Strengthen Marketing and Communication

A strong theme in consultations was the importance of raising awareness of cultural resources and activities in the city. The need to address this issue was born out of findings from the MindMixer survey which indicated that the biggest barrier to participating in cultural activity in Spruce Grove was lack of information. Some called for an integrated marketing strategy to better communicate activity, to share cultural success stories with the larger community and to support more cross-promotion of programs and activities. A marketing strategy that celebrated local culture could also help build a stronger community narrative and identity.

One element of a cultural marketing strategy could be development of a cultural brand that could be incorporated in print materials produced by cultural groups. Adopting a shared brand can serve to reinforce a sense of community and identity within the cultural sector. The view was expressed that the City itself could do a better job coordinating its communication by better linking cultural programs and events, recreational programs, Library and Horizon Stage programs.

Beyond coverage provided by the Stony Plain radio and the weekly Spruce Grove Examiner, there was a call for a “What’s happening in Spruce Grove this week?” as an ongoing and continuously updated web-based marketing tool. A shared calendar of events was also proposed. The leadership shown by the Library and the Art Gallery in establishing such a shared calendar can serve as a model for others or could potentially be expanded to include other cultural groups.

Support City Centre Revitalization

The revitalization of the City Centre and the potential role of culture in advancing this important community agenda was the subject of a great deal of discussion. Some pointed to empty or underutilized buildings in the area that could serve as exhibition or studio space for visual artists in Spruce Grove. Other suggestions for such space included establishing a cultural hub or meeting place for the cultural sector.

City Centre revitalization and renewal is a proven method for engaging the broad community in a way that supports both cultural and economic growth and development. Some spoke of the potential relocated Horizon Stage or Library as anchor cultural facilities. Others identified the possibility of a multi-purpose Cultural Centre that could include a performing arts venue, a library, an exhibition space for the visual arts and for celebrating local history and heritage.

Input regarding culture’s role in City Centre revitalization fell into two broad groups:



- **The facilities vision** – here the focus was on significant investment by the City and community and business partners in a major facility such as a multi-purpose Cultural Centre. The Downtown Revitalization Discussion Paper identified the power of catalytic projects in accelerating the transformation of the area. Arguments made in favour of the City investing in a Cultural Centre will be stronger if it is understood to be playing this larger role and one that can demonstrate a clear return on investment (ROI).
- **The programming vision** – here the focus is on organizing cultural programs and activities to attract people to the downtown and animate the area. Some suggested the City look into the possibility of established ‘First Fridays’ used in many communities as a means of establishing a predictable pattern of programming.

People highlighted the importance of integrating cultural resources and activities into the downtown in an informal and relaxed way. This approach provides an opportunity to expose some residents to cultural activities who would be unlikely to attend more formally programmed performances or exhibitions. There is a strong desire to establish and promote a cultural district as a walkable space connecting various cultural activities and experiences. A suggestion heard repeatedly was locating the Spruce Grove Farmers Market in the City Centre.

Spruce Grove can capitalize on the fact that many businesses in the immediate area and beyond understand the importance of cultural offerings and experiences to successful revitalization. These resources can include small gallery or studio spaces, “niche” boutiques selling unique place-based products and services, and sustained cultural programs and activities. Given the benefits businesses in the area will derive from these cultural offerings, many felt they should be a partner and investor in cultural development in the City Centre.

The engagement process identified opportunities to strengthen connections between cultural and economic development in the City Centre area and across the community in three ways:

1. By supporting growth in the cultural industries (e.g. digital media, film and video, sound recording, design, cultural tourism) as one of the fastest growing business sectors in Canada today.
2. Through a systematic approach to event hosting with connections to expanding cultural tourism locally and regionally.
3. Overall by enhancing the quality of life that is a magnet for talent and investment in an expanding creative economy.



Strengthen City Identity

Many people discussed Spruce Grove’s weak identity. The city was often compared to Stony Plain which was seen to possess a strong identity due to its historic downtown and its museums and heritage facilities. Identifying and communicating a City identity was seen as particularly important in the context of welcoming and helping to integrate the rapidly growing number of new residents. Building and communicating an authentic identity was understood to be a long-term project but one inextricably connected to the city’s cultural development agenda.

There is a common perspective in that Stony Plain is more about heritage and culture while Spruce Grove is known for sports and recreation. As one way of strengthening identity, some suggested the creation of a new “signature festival” that reflects some element of the city’s history or character. The Grain Elevator was seen as one of the city’s strongest cultural icons and one element of a larger identity.

Spruce Grove is still a largely homogenous community with limited diversity but this is slowly changing. There is recognition that any discussion of identity must be connected with strengthening relationships with Aboriginal communities in the area. The Rotary Club has an Aboriginal Communities Committee which is making important strides in this direction. Building relationships could lead to joint programming or event opportunities such as strong Aboriginal participation in Canada Day. The view was expressed by some that Aboriginal heritage and culture should have greater physical presence and visibility in the city that could be achieved through methods such as public art, urban design features, historical plaques, or interpretive programs using digital technologies telling important Aboriginal stories of the area.

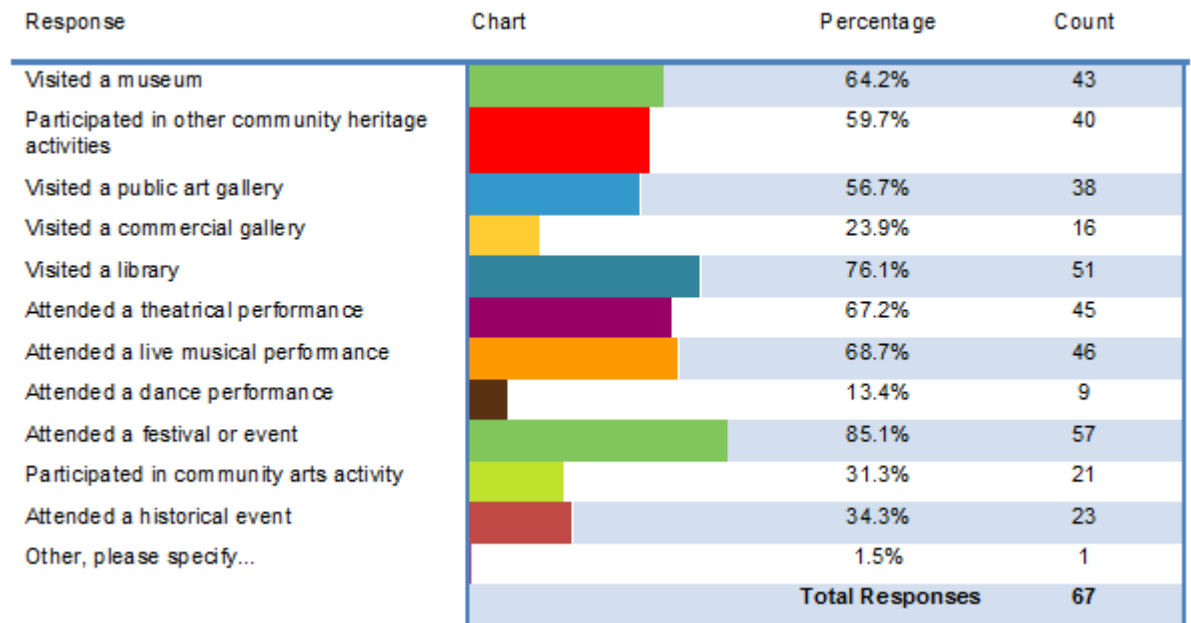


FIGURE 4: CULTURAL ACTIVITY PARTICIPATION LEVELS OVER THE LAST YEAR (MINDMIXER RESULTS)



Enhance Cultural Programs and Facilities

Cultural facilities and programs are the backbone of cultural development in any city. Pride was expressed in facilities such as Horizon Stage and the Melcor Cultural Centre, and in the innovative partnership and co-location of the Library and Art Gallery. While a source of pride, there was also a great deal of discussion of the facility shortcomings and challenges of both Horizon Stage and the Library.

In the case of Horizon Stage, many felt the facility was limited in the programming it could offer by having simultaneously too many and too few seats. A larger facility with 550-800 seats would make it possible to attract better known and recognized performers. A smaller venue of 50-75 seats would provide a “black box” type of facility useful as rehearsal space and a performing venue for smaller performing arts groups in the community. Another identified shortcoming of Horizon Stage was the small front of house and reception area.

The Library was simply felt to be outgrowing its current facility and location given the numbers of visitors attracted by its innovative programming. The Library’s location was also felt to make the facility “invisible” and difficult to find.

There was a frequent call for a new facility that many envisioned as a multi-purpose Cultural Centre, potentially in the City Centre. Such a step would contribute to advancing a cultural agenda but simultaneously would be a major catalyst for downtown revitalization.

In terms of potential new facilities it was noted that the Agricultural Society is exploring the feasibility of a tourism centre, including an archives adjacent to the Grain Elevator

Some commented on the amount of “unconventional” spaces in the community where cultural activity could take place. This included the use of restaurants or pubs as spaces for exhibiting visual arts as well as venues for live music. Access to churches and schools as spaces for performing and multi-purpose arts spaces was seen as an opportunity and one that a number of groups were already making use. People identified the opportunity to build cultural spaces into new schools being constructed in response to the city’s growing population. While the Provincial Government has voiced strong support for the idea of schools as community and cultural hubs, to date no financial support had been made available. Building cultural spaces into schools would also support expanded arts and cultural programming for students.

While the city enjoys strong events such as Canada Day, it was felt there is potential for much more, particularly if they could be undertaken as partnerships among cultural groups and between cultural groups and the City. Expanded programming in the City Centre could be supported through event infrastructure such as a temporary cover for outdoor events. The Business Revitalization Zone (BRZ) it was felt should lend strong



support - including financial support - to programming efforts. These activities align directly with a core mandate of increasing activity in the City Centre.

Spruce Grove must direct more attention to heritage. While this has been Stony Plain's strength, Spruce Grove has its own history and stories to tell to residents and visitors/tourists. Attention to heritage could include things such as naming roads, public spaces or facilities based on heritage stories of people, events or achievements (rather than only sports figures). The Planning Department at the City identified the need for stronger information on heritage properties, including archaeology in the context of making informed decisions related to new development.

One person summed up the ultimate goal of expanded programs and facilities; "success will be achieved when people come home on Friday and don't feel they need to leave the community until Monday because it has met their needs".



4 City of Spruce Grove Cultural Master Plan

Vision and Guiding Principles

In 2026, successful implementation of the City of Spruce Grove Cultural Master Plan will have contributed to the following:

Spruce Grove is recognized across the Capital Region for its cultural energy and vibrancy. Culture is widely accepted in the community as essential to building a diversified local economy and a high quality of life. The City is respected for the leadership it has demonstrated in leveraging cultural resources to address a range of pressing social issues and needs. Spruce Grove's strong cultural industries are significant drivers in a growing creative economy attracting talent and investment. Culture engages both new and long-standing residents stimulating civic pride and community identity. A 'culture of design' infuses decisions, producing a city that boasts a vital City Centre and beautiful places throughout the community. As its diversity grew, Spruce Grove's cultural sector answered with responsive cultural programming focused on intercultural dialogue and exchange. Finally, the City of Spruce Grove is recognized as a municipality that integrates culture into all facets of planning and decision-making.

The following principles will guide implementation of the CMP and ongoing cultural development in Spruce Grove:

- **Strength and Resilience** – actions will be aimed at building strong and resilient cultural organizations individually and collectively. The Cultural Master Plan itself will remain a living document that responds to new challenges and opportunities.
- **Fiscal Responsibility** – make the most efficient and effective use of City resources.
- **Collaboration and Partnerships** – adopt a collaborative approach of shared responsibility for cultural development supported by ongoing communication between the City, the cultural sector, the private and voluntary sectors and other municipalities.
- **Integrated Planning** – cultural resources and opportunities are considered and valued in all areas of City planning and decision-making.
- **Access and Inclusion** – cultural opportunities, resources and activities are accessible irrespective of age, gender, ethnicity, race, socioeconomic status, ability, religion or sexual orientation.



The City's Role

There is a shift occurring in governments at all levels from a traditional “planner-provider-deliverer” model to an increasingly collaborative “enabler-convener-catalyst-broker” approach to advancing public agendas.

Collaboration, within and between local government departments; between local government and the wider public sector and its agencies; and between local government and the wider community and business spheres offers local government the potential to pool talent and resources and address social, economic and cultural opportunities in a more consensual way. Given the scope of issues addressed by the CMP, the City of Spruce Grove will play the following roles:

- **Planning and Policy** - establish how culture will be integrated into plans and policies across all departments. Applying a “cultural lens” to municipal planning and decision-making.
- **Partner** - establishing and sustaining relationships with external partners, with organizations within the cultural sector and with community and business partners.
- **Facilitator and convener** – building connections, strengthening collaboration.
- **Promoter and champion** – acting as an advocate for cultural development within the City and beyond.
- **Funder and Provider** – investing in cultural development including support for cultural programs and facilities.

Strategic Directions and Action Plan

Each Strategic Direction is supported by a series of Objectives which in turn provide a framework for proposed Actions. For each Action a level of priority has been identified. The level of priority has been based on several criteria including:

- The level of immediacy and relevance based on the City's objectives.
- The resources required.
- The logical sequence of Actions; some early Actions are intended to build the capacity to undertake subsequent recommendations; other Actions rely on earlier Actions being addressed.



The priority level assigned to each Action also corresponds to a specific timeframe. The timeframe for each priority level is:

- **Immediate term (I)** – first year
- **Short term – (S)** within 2-3 years
- **Medium term (M)** – within 4- 5 years
- **Long term (L)** – beyond 5 years

The following acronyms are used in the Action Plan that follows

- Community and Protective Services (CAPS)
- Cultural Services (CS)
- Recreation Services (RS)
- Family and Community Support Services (FCSS)
- Corporate Communications (CC)
- Economic and Business Development (EBD)
- Public Works (PW)
- Planning and Development (PD)

A core recommendation in the Action Plan is establishing some form of cross-sectoral Cultural Leadership Group (CLG). Implementation of many Actions will require support from this group drawn from the municipality (Council and staff), cultural groups, business, service organizations, and others to be determined.



Strategic Direction #1

Building Cultural Capacity

#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
1.	Strengthen Municipal Capacity						
1.1	<ul style="list-style-type: none"> Convene a staff forum to introduce the CMP and explore additional opportunities to connect culture with agendas in other departments. 					CS	CC
1.2	<ul style="list-style-type: none"> Establish mechanism to support cultural planning and development across departments and to identify opportunities to integrate culture into City plans and priorities. 					CAPS	
1.3	<ul style="list-style-type: none"> Investigate a Cultural Development Officer position to assume a community development and capacity building role in support of the cultural sector in Spruce Grove. 					CS	CAPS
1.4	<ul style="list-style-type: none"> Ensure that any new cultural investment by the City is supported by strong return on investment (ROI) arguments and evidence. The calculation of ROI should include both social and economic returns. 					CS	All
1.5	<ul style="list-style-type: none"> Produce a “Cultural Report Card” on a regular (annual, biennial) basis to celebrate progress in implementing the CMP and other cultural achievements. The Report Card will make use of indicators and performance measures established to monitor progress in implementing by CMP. Produce the Report Card to coincide with an annual Cultural Summit (below). 					CS	CAPS, CLG



#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
1.6	<ul style="list-style-type: none"> Convene issue-based forums to gain input from the community on specific recommended Actions in the CMP or other cultural issues as they arise. 					CS	CLG
1.7	<ul style="list-style-type: none"> Establish and sustain a cooperative environment between the City and schools. 					CS	
2.	Integrate Culture in Municipal Planning						
2.1	<ul style="list-style-type: none"> Examine opportunities to connect the CMP with the Social Sustainability Plan (SSP) particularly in those Strategies and Actions related to <i>Community Engagement</i> and <i>Spruce Grove as an Inclusive City</i>. Implementation of the CMP should also be guided by the planning and decision-making processes set out in <i>Civic Governance and Administrative Services</i> particularly its emphasis on value-driven and cross-departmental ways of working. 					CS	CAPS
2.2	<ul style="list-style-type: none"> Consistent with leading practice, work toward extending the SSP's "three pillar" (i.e., social, economic, environmental) understanding of sustainability to include the "fourth pillar" of culture⁶. 					CS	CAPS, EBD
2.3	<ul style="list-style-type: none"> As one component of the soon to be launched Economic Development Strategy for Spruce Grove, examine opportunities for growing cultural industries as part of an expanding creative economy. 					EDB	CS
3.	Build Community Capacity						
3.1	<ul style="list-style-type: none"> Communicate the CMP widely in the community. Identify key messages stressing the breadth of cultural resources and their contributions to economic prosperity and quality of life in Spruce Grove. 					CS	CLG

⁶ United Cities and Local Governments. Culture: The Fourth Pillar of Sustainability.



#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
3.2	<ul style="list-style-type: none"> Establish a Cultural Resource Centre similar to the Recreation Resource Centre to support sustainability and capacity building in the cultural sector. Examine the potential to extend the Recreation Resource Centre to address cultural sector needs. 					CS	RS
3.3	<ul style="list-style-type: none"> Establish a cultural hub where members of the cultural sector in Spruce Grove can gather, share information and forge new partnerships. Consider the Cultural Resource Centre as a venue for this activity. 					CS	RS
3.4	<ul style="list-style-type: none"> Establish a Cultural Leadership Group (CLG) connecting the City with representatives of the cultural sector, together with community and business leaders to support implementation of the CMP and ongoing cultural plans and initiatives. The City should provide administrative support to this group. The Group functions by establishing task-based working groups to take responsibility for specific actions. The working group draw expertise from the community in implementing the action. 					CS	Composition of the Group to be determined
3.5	<ul style="list-style-type: none"> A key responsibility of the group should be to convene an annual (or biennial) Cultural Summit that engages a wide cross-section of the cultural sector and the broader community to celebrate achievements in implementing the CMP and other cultural initiatives over the past year (or alternate timeframe to be determined). Use the gathering as a forum for “opportunity citing” to identify new cultural development ideas or initiatives. Examine best practices for such events in other Canadian municipalities. Some municipalities have used Cultural Summits to launch their cultural plans, building visibility and momentum and identifying individuals interested in joining working groups charged with implementing specific recommended Actions. 					CS	CLG



#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
3.6	<ul style="list-style-type: none"> Leverage the City's existing Volunteer Opportunities program to reach out to recruit young adults to assume leadership roles in cultural organizations. Recruiting the next generation of volunteer leaders can also bring new perspectives to "refresh" programs and services. 					CS	RS
4.	Strengthen Municipal Collaboration						
4.1	<ul style="list-style-type: none"> Establish a Tri-Municipal cultural leadership group to extend existing cultural collaboration across the three municipalities. Ensure both municipal and culture sector representation. 					CS	Other municipal representatives to be determined
4.2	<ul style="list-style-type: none"> Convene a Tri-Municipal Cultural Summit on a regular (to be determined) basis. The Summit will connect people working in the cultural sector across the three municipalities with municipal staff. A less frequent Summit (e.g., every five years) could provide additional resources to mount an ambitious program including speakers and opportunities for professional development. 					CS	Staff responsible for culture in Stony Plain and Parkland County
4.3	<ul style="list-style-type: none"> Consider the potential to use Cost Sharing agreements currently restricted to cultural facilities to support cross-municipal collaboration on initiatives such as shared programming, marketing and promotion, professional development, among other areas of shared interests and needs. 					CAPS	Comparable staff in Stony Plain and Parkland County



Strategic Direction #2

Strengthen Marketing and Communication

#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
5.	Develop and Implement an Integrated Marketing Strategy						
5.1	<ul style="list-style-type: none"> Strengthen coordinated marketing for cultural programs delivered by the City with recreation programs, and Horizon Stage and Library programs. 					CS	Library, Horizon Stage, CC
5.2	<ul style="list-style-type: none"> Develop a cultural brand for Spruce Grove to support marketing and cross-promotion of programs and events as well as stimulating a stronger sense of community within the cultural sector. The brand should be available to any organization for use in print or web-based marketing materials, event banners, etc. 					CS	CC, CLG
5.3	<ul style="list-style-type: none"> Investigate the potential for establishing a “What’s on in Spruce Grove this week?” as a web-based marketing tool resource promoting a wide range of cultural and, potentially, other community events or activities. 					CLG	
5.4	<ul style="list-style-type: none"> Building on the shared calendar of events established by the Library and Art Gallery, investigate best practices in cultural calendars in use in other Canadian municipalities. 					CS	Library, Art Gallery, CC
5.5	<ul style="list-style-type: none"> Investigate the creation of a Spruce Grove Cultural Portal as a “one-window” point of access to culture in the city. Elements of the portal could include a blog, a calendar of events, an interactive map spatially locating and promoting different categories of cultural resources (geo-coded data can be produced based on cultural mapping findings) and a platform for collecting and sharing important community or cultural stories, etc. Again examine best practices in other municipalities. 					CS	CLG, CC



Strategic Direction #3

Support City Centre Revitalization

#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
6.	Use Programming to Attract People to the Area						
6.1	<ul style="list-style-type: none"> Working through the BRZ and Horizon Stage, consider opportunities for bringing music performances and other public events including heritage events to the City Centre. 					CS	BRZ, Horizon Stage
6.2	<ul style="list-style-type: none"> Investigate the feasibility of purchasing moveable staging for performances in the area. 					CS	PW
6.3	<ul style="list-style-type: none"> Acquire a temporary cover for outdoor spaces to support group gatherings in inclement weather. 					CS	PW
7.	Establish Small Scale Cultural Spaces						
7.1	<ul style="list-style-type: none"> Identify empty or underutilized spaces in buildings in the City Centre as locations for artists' studios. With sufficient space, an artists' co-op could be formed to exhibit and support the work of a range of Spruce Grove visual artists. 					CLG	BRZ
7.2	<ul style="list-style-type: none"> Use similar vacant or underutilized space as venues for outreach programming delivered by organizations such as the Library and Art Gallery. 					CS	Library, Art Gallery, other cultural groups with outreach programs to be determined
7.3	<ul style="list-style-type: none"> Support growth in creative cultural industries by using underutilized space as a shared work space. 					EBD	CS, CLG
7.4	<ul style="list-style-type: none"> In response to the call for a smaller performing arts venue than Horizon Stage, consider constructing a small "black box" theatre for use by cultural groups and to support programming in the City Centre. 					CS	Horizon Stage, BRZ



#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
7.5	<ul style="list-style-type: none"> Use effective lighting and urban design features to establish a visual identity for City Centre and to define/demarcate specific outdoor spaces. 					PD	CS, BRZ
7.6	<ul style="list-style-type: none"> Work toward establishing a critical mass of cultural facilities and activities in order to create a Culture District with amenities within easy walking distance from one another. 					CS	CLG
8.	Investigate the Potential for a Cultural Centre as a Catalyst for Revitalization						
8.1	<ul style="list-style-type: none"> Examine the experience of other cities that have used cultural facilities as catalysts for downtown renewal/redevelopment. 					CS	
8.2	<ul style="list-style-type: none"> Undertake a feasibility study for building a Cultural Centre in the City Centre. 					CS	CAPS, PD, BRZ



Strategic Direction #4

Strengthen City Identity

#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
9.	Use Cultural Programming to Bolster and Express a Unique Identity						
9.1	<ul style="list-style-type: none"> Establish a collaborative program to collect and share community stories related to people, places, events or achievements that have shaped the city's identity. These stories are one vehicle for responding to the Social Sustainability Plan's recommendation to mark accomplishments and milestones and celebrate the strengths of the community as a means of bolstering community engagement.⁷ 					CS	CAPS, Library
9.2	<ul style="list-style-type: none"> Establish an environment for a new "signature festival" that would distinguish Spruce Grove from other communities in the region and which would connect to some aspect of the city's identity or character. 					CS	CLG, EBD
9.3	<ul style="list-style-type: none"> Strengthen attention to heritage in the city by undertaking a Cultural Heritage Management Plan. Such a plan will produce information about the physical heritage resources (including archaeological sites) to inform planning decisions related to new development. It can also identify important heritage stories and themes that could inform programming through such vehicles as small traveling exhibitions, historical plaques, historical "iTours" of the area, etc. 					CS	PD, CLG
9.4	<ul style="list-style-type: none"> Strengthen the use of historically important people, places or events/achievement when naming spaces in the city (e.g., new streets, parks or green spaces, municipal buildings, etc.). 					CS	PW

⁷ Moorhouse and Associates (2016). *City of Spruce Grove Social Sustainability Plan*. pg. 52



#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
10.	Address Diversity and Inclusion						
10.1	<ul style="list-style-type: none"> Working through the Rotary Club's Aboriginal Communities Committee, engage in a conversation with Aboriginal representatives to explore how Spruce Grove's cultural organizations and activities can help respond to the cultural aspirations of Aboriginal communities. 					CS	Rotary Aboriginal Communities Committee
10.2	<ul style="list-style-type: none"> Leverage the power of public art to increase the profile for Aboriginal communities within Spruce Grove. Whenever possible use Aboriginal artists to produce these works. 					CS	PD, PW
10.3	<ul style="list-style-type: none"> Make Aboriginal participation a central programming feature for Canada Day celebrations. 					CS	Rotary Aboriginal Communities Committee
10.4	<ul style="list-style-type: none"> As Spruce Grove's population becomes increasingly diverse, develop a coordinated strategy for responding to the cultural needs and interests of these new residents. In keeping with leading practice, plan for cultural programs or events built on <i>intercultural</i> (not multicultural) assumptions focused on cross-cultural exchange. 					CS	CAPS
10.5	<ul style="list-style-type: none"> As diversity increases, encourage cultural groups to reach out to members of diverse communities to join boards of directors and committees to bring new voices and perspectives. 					CS	CLG



Strategic Direction #5

Support Cultural Programs and Facilities

#	Action / Tasks	Priority				Lead	Suggested Partners
		I	S	M	L		
11.	Increase Access to Cultural Facilities/Spaces						
11.1	<ul style="list-style-type: none"> In considering the feasibility of a multi-purpose Cultural Centre examine the potential of it including a large performing arts facility (550-800 seats) equipped with ample front of house amenities and reception space. Other elements could be a new location for the Library and an art gallery or exhibition space for visual arts. Feasibility would also determine possible locations other than the City Centre. 					CS	CAPS, PD, CLG
11.2	<ul style="list-style-type: none"> Conduct an “audit” of existing facilities in the city currently or potentially used for cultural programming including schools, churches, restaurants or pubs with exhibition space for visual arts and performance space for live music. Once collected, make this information available to the community to facilitate access to these spaces. 					CS	PD, PW, CLG
11.3	<ul style="list-style-type: none"> Monitor the plans of the Agricultural Society to build a tourism centre including archives adjacent to the Grain Elevator. 					CS	EBD



Monitoring and Evaluation

In 2011, the Municipal Cultural Planning Indicators & Performance Measures Guidebook was prepared by the Canadian Urban Institute. The purpose of the Guidebook was to provide a set of indicators and performance measures to assist municipalities undertaking cultural plans in evaluating and demonstrating benefits and outcomes in communities connected to the implementation of these plans. The report sets out a wide range of indicators and performance measures as well as a process to identify and implement an effective monitoring and evaluation system. Five categories of indicators are provided addressing a range of community benefits or outcomes:

- Fostering Creativity
- Creating Wealth
- Creating Quality Places
- Strengthening Social Cohesion
- Organizational Change

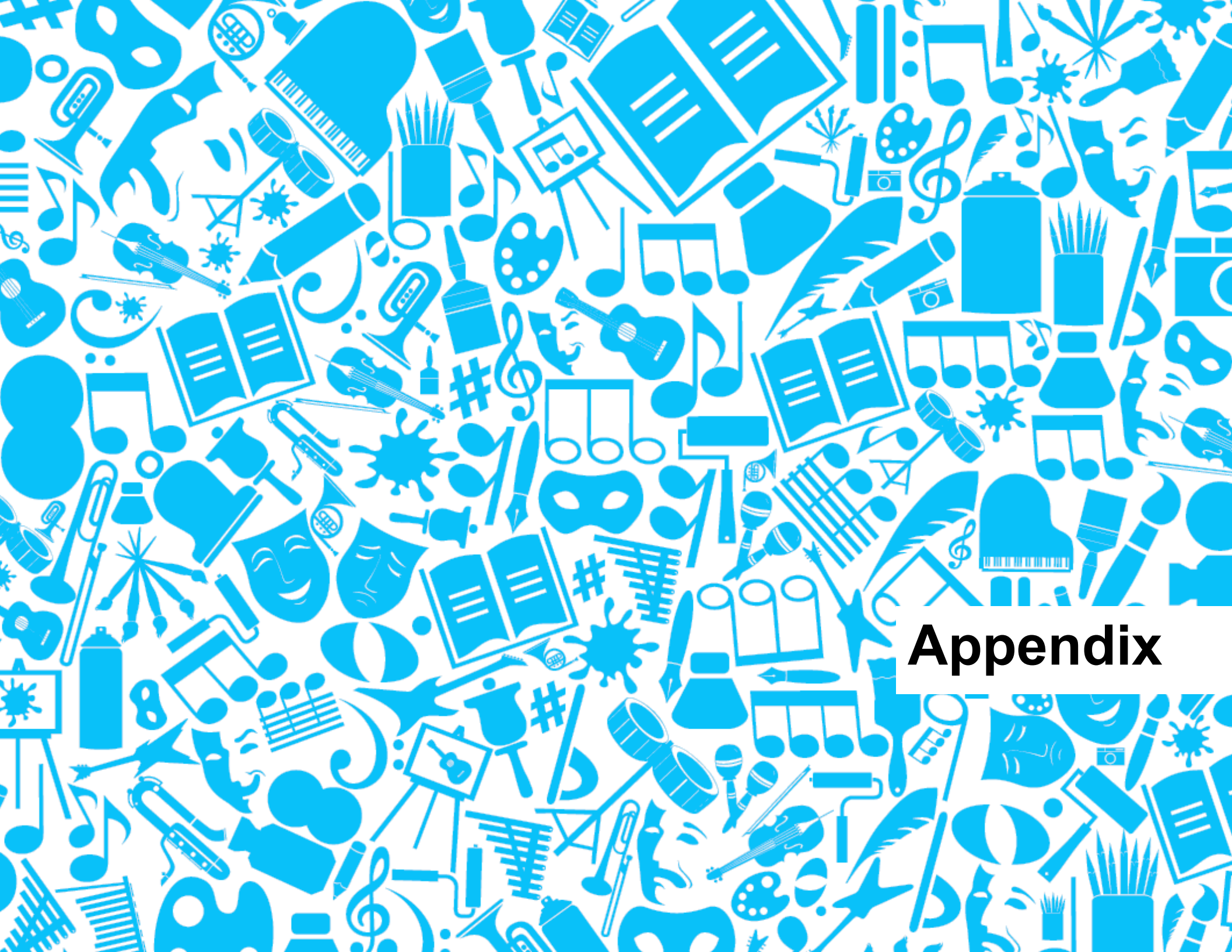
In each category there is a mix of quantitative and qualitative measures.

There are three types of data referred to in this guidebook:

- Data available from existing sources including Statistics Canada.
- Data the municipality is already collecting.
- Data the municipality may need to start collecting if it wants the information. This type of data may be largely qualitative and available through surveys.

A fundamental point made by the Guidebook is that a collective decision must be made about what stories the municipality and its partners want to tell in the identification and use of indicators. An early priority in the implementation of the CMP should be convening a meeting of the City and interested stakeholders to work through a process of selecting indicators and performance measures.

Once a suite of indicators has been selected, it is recommended the City, working collaboratively with the recommended cultural leadership group, monitor progress in implementing the CMP through a regular Report Card. The Report Card provides a means of updating Council, the cultural sector and the wider community on progress in implementing the CMP as well as in profiling new cultural initiatives not recommended or anticipated in the Plan. The frequency of the Report Card could be determined at a later date. Some municipalities produce annual reports but reporting on a less frequent basis (perhaps every two years) could reduce the time and resources required.



Appendix



A: Social Impacts of Culture

A growing body of research has examined culture's contribution to social well-being. A European cultural researcher, François Matarasso, devoted a book⁸ to the social impacts of the arts and culture. He organizes these impacts in a series of categories as follows:

Social cohesion

Arts and cultural projects provide neutral places that allow for socialization on a level playing field. They also allow diverse social groups to interact. The following are the benefits to be derived from participation in arts projects at the level of social cohesion:

- Reduce isolation by helping people to make friends
- Develop community networks and sociability
- Promote tolerance and contribute to conflict resolution
- Provide a forum for intercultural understanding and friendship
- Help validate the contribution of a whole community
- Promote intercultural contact and co-operation
- Develop contact between the generations
- Help offenders and victims address issues of crime
- Provide a route to rehabilitation and integration for offenders

Local identity and image

Cultural resources have a significant influence on residents' feeling of belonging. This impact can manifest itself in the following ways:

- Foster a sense of ownership, belonging and pride within a community
- Develop pride in local traditions and cultures
- Help people feel a sense of belonging and involvement

⁸ François Matarasso (1997). *Use or Ornament? The Social Impact of Participation in the Arts*. Comedia



- Create community traditions in new communities or neighbourhoods
- Improve perceptions of marginalised groups
- Make people feel better about where they live
- Help brand a community and set it apart from others
- Preserve collective memory and foster a continuing dialogue about the past

Youth Engagement and Inclusion

The Creative City Network of Canada on its site *Making the Case for Culture* identifies six benefits of the arts and culture for promoting the inclusion of youth:

- The arts are an effective outreach tool to engage youth.
- Learning in and through the arts enhances learning in other domains and general scholastic achievement.
- The arts build resilience and self-esteem in young people.
- The arts contribute to creating healthy and supportive communities for youth.
- The arts help in the successful transition to adulthood and the development of in-demand job skills.
- The arts offer opportunities for youth leadership development and for youth to affect positive change in their communities.

The Arts and Innovation

In 2008 the British organization NESTA published the study *Fine arts graduates and innovation policy briefing*. The study surveyed more than 500 fine-arts graduates from the 1950s on and showed how they have contributed to innovation in businesses:

- They characterise themselves as brokers across disciplines, taking insights and techniques from one field and translating them creatively into another. These interpretive skills are central to the creation of new, usable knowledge.
- The ability to take tacit or implicit knowledge or experiences, for example, and creatively transform them into usable products and services is at the heart of successful innovative firms.

Valuing Culture

Finally, an Ipsos Reid survey conducted in 2005 showed that *94% of Albertans* believe that a wide availability and variety of cultural activities make their province a better place to live.



B: The Planning Context

The following municipal plans and documents were examined:

- Strategic Plan 2015-2035 - Building an Exceptional: Building an Exceptional City – A Strategic Roadmap to 2035
- City of Spruce Grove 2015-2017 Corporate Plan
- City of Spruce Grove Social Sustainability Plan
- City Centre Revitalization Discussion Paper
- Community Use of Municipal Space and Programs – Corporate Policy No. 8,025
- Area Structure Plans
- Recreation and Culture Indoor Facility Strategy
- Regional Event Hosting Strategy
- Your Bright Future: Municipal Development Plan
- Parks and Open Space Master Plan
- Arts and culture vision for Spruce Grove CE37.2
- Partnerships for Prosperity: Spruce Grove's Economic Development Strategy – 2010 - 2020
- Horizon Stage 2015/16 Season

Other Community Plans and Provincial Policies and Best Practices/National Reports examined:

- Stony Plain Cultural Master Plan
- Alberta's Cultural Policy - The Spirit of Alberta
- Survey of Albertans on Culture, 2014
- The Value of Presenting – Canadian Arts Presenting Association (CAPACOA)
- Cultural Industries Report – Alberta Culture 2013-2014 Culture Annual Report
- Alberta Budget 2015
- Attracting immigrant artists and cultural workers, Atlantic Metropolis Centre, 2011

The following chart summarizes the most directly relevant plans and priorities.



Document	Description	Key Priorities	Themes	Relevance for Cultural Master Plan
<p>Strategic Plan 2015-2035 - Building an Exceptional: Building an Exceptional City – A Strategic Roadmap to 2035</p>	<ul style="list-style-type: none"> The strategic plan is designed to guide the City’s future direction for a 20-year planning horizon, including a vision for the future and strategies and goals to achieve that vision. 	<p>Objective</p> <ul style="list-style-type: none"> Spruce Grove provides exceptional, diverse and high quality leisure, recreation and sports opportunities, complemented with a respected arts and culture environment. <p>Goal (3 of 4) Spruce Grove has a well-balanced arts and culture environment that reflects the interests and needs of the community.</p> <ul style="list-style-type: none"> Collaborate with Regional partners on arts and culture amenities and programs to support variety. Be forward thinking and responsive to develop the arts and culture community through innovative and strategic programs, initiatives and infrastructure. 	<ul style="list-style-type: none"> Vision of Spruce Grove in 2035: Spruce Grove is the best place to raise an active, healthy family and grow a strong successful business. Community pride and identity, social networks and civic engagement are recognized as valuable to support a growing City, as it becomes more urban. This recognition upheld by City recreational and cultural facilities, programming, parks, open spaces and community events. Horizon Stage and related programming seems to largely represent cultural investment by the City. 	<ul style="list-style-type: none"> The plan outlines support for cultural facilities, infrastructure, and events, as well as an understanding of the contributions of culture to Spruce Grove’s future as a growing mid-sized city.



Document	Description	Key Priorities	Themes	Relevance for Cultural Master Plan
<p>City of Spruce Grove 2015-2017 Corporate Plan</p>	<ul style="list-style-type: none"> ▪ The corporate plan provides a 20-year vision for the future of the City, as well as a plan to achieve the vision. 	<ul style="list-style-type: none"> ▪ One aspect of the vision addresses: Where people choose to raise a family. A leading leisure, recreation and sports community, complemented with a respected arts and culture environment. <p>Relevant Goals</p> <ul style="list-style-type: none"> ▪ Event hosting destination ▪ Well balanced arts and culture environment that reflects needs and interests of the community 	<ul style="list-style-type: none"> ▪ Event hosting ▪ Community engagement, community group engagement ▪ Regional collaboration on arts and culture amenities ▪ Support for cultural programming and infrastructure 	<ul style="list-style-type: none"> ▪ Policy statement related to arts and culture does exist in the document although not with the same strength or emphasis as sports and recreation. ▪ There was no specific mention or connection of heritage in relation to culture.



Document	Description	Key Priorities	Themes	Relevance for Cultural Master Plan
<p>Your Bright Future: Municipal Development Plan – 2010 - 2020</p>	<ul style="list-style-type: none"> “An MDP is a statutory document required under s632 of the Municipal Government Act for all communities with a population greater than 3,500. This plan provides a long-range vision for the community and will guide the growth and development of Spruce Grove and help the community respond to change.” 	<p>Objective 7.4.1:</p> <ul style="list-style-type: none"> Foster the development, enhancement, and preservation of cultural resources and opportunities and integrate these into the fabric of the community. <p>Policies (summary):</p> <ul style="list-style-type: none"> Integrate cultural resources into community gathering places Showcase arts and culture in City publicly accessible spaces Support cultural programming Develop cultural strategy Encourage community engagement Foster culture through city-led partnerships Public Art strategies 	<ul style="list-style-type: none"> Vibrant culture is seen as strength for Spruce Grove’s future development, exemplified by Horizon Stage and the Spruce Grove Art Gallery. Increasing vibrancy and walkability of the downtown core is a priority. 	<ul style="list-style-type: none"> The Plan cites the importance of heritage parallel to and integrated with culture. It is one of the few documents reviewed that does encompass this integrated vision. The MDP supports integration of culture into spaces representing acknowledgment of the role of culture in enhancing the public realm.



Document	Description	Key Priorities	Themes	Relevance for Cultural Master Plan
<p>City of Spruce Grove Social Sustainability Plan</p>	<ul style="list-style-type: none"> ▪ The Social Sustainability Plan is a high-level look at the role that social sustainability plays within Spruce Grove’s strategic corporate and community planning frameworks. 	<p>Objectives are outlined in the Plan which include:</p> <ul style="list-style-type: none"> ▪ Identifying overarching values for the city ▪ Identifying social issues faced by residents ▪ Identifying goals and actions aligned with the identified values 	<ul style="list-style-type: none"> ▪ Establish a link between the economy, environment and society ▪ Identify values as well as outcomes and indicators for achieving goals ▪ Increase the level of awareness and information within the city of current and future social issues 	<ul style="list-style-type: none"> ▪ The Social Sustainability Plan assumes the need to connect planning for economy, environment and social issues and opportunities. ▪ This reflects a “3 pillar” view of planning for sustainability. ▪ Increasingly leading municipalities are turning to embrace a “4 pillar” framework including culture. ▪ This shift will occur over time. In the meantime, the CMP and ongoing cultural development should seek to be in alignment with overarching values for the city.



Document	Description	Key Priorities	Themes	Relevance for Cultural Master Plan
City Centre Revitalization Discussion Paper	<ul style="list-style-type: none"> The discussion paper outlines how the City could pursue the goal of Revitalization for its City Centre. 	Relevant options include: <ul style="list-style-type: none"> Branding, theming Catalyst project Infrastructure, capital improvements Incentives Streetscape planning 	Relevant themes include: <ul style="list-style-type: none"> Lack of definition Missing active uses/ events Passionate and divided stakeholder group Physical space for community engagement/opportunity 	<ul style="list-style-type: none"> The Cultural Master Plan could propose the animation of the downtown with cultural activity. It could also recommend the City further investigate the possibility of a catalyst project, such as a multi-purpose cultural centre.
Parks and Open Space Master Plan	<ul style="list-style-type: none"> “The Spruce Grove Parks and Open Space Master Plan is a comprehensive source of policy on open space, as well as a guide for its acquisition, development and use.” 	<ul style="list-style-type: none"> The Open Space Master Plan includes guidelines for maintenance of open space, land acquisition strategies, and funding strategies. One of the principles of the master plan is that open spaces are intended to reflect Spruce Grove history and culture. Culture, meaning ethnicity, is identified as a policy consideration when planning new uses of open space. 	The themes of the policy include: <ul style="list-style-type: none"> Ecological preservation and environmental responsibility Walkability and development of trails Tourism Health and wellness Community development Interconnectivity of neighbourhoods Increasing trail commuters 	<ul style="list-style-type: none"> Although the Open Space Master Plan has shared aims with cultural development, including tourism and community development, for example, the activation of public space is not reflected in this document. The Cultural Master Plan could address activating open spaces to increase community vitality.



Document	Description	Key Priorities	Themes	Relevance for Cultural Master Plan
Recreation and Culture Indoor Facility Strategy	<ul style="list-style-type: none"> ▪ The purpose of this Strategy was to build upon the successes of the TransAlta Tri-Leisure Centre and outline future strategies for the provision of recreation and culture facilities in the Region for years to come. 	<ul style="list-style-type: none"> ▪ The report established a Strategic Vision and six Goals to guide facility development in the Tri-Municipal region. ▪ The Strategy identified four specific sites as priorities for facility development 	<ul style="list-style-type: none"> ▪ A strong recommendation was made in favour of multi-purpose facilities ▪ A distinction was made between spontaneous and structured recreation and culture activity with a recommendation that facilities and spaces be built that accommodated both 	<ul style="list-style-type: none"> ▪ Of 27 facility priority, culture finished as follows: <ul style="list-style-type: none"> - 9th – performing arts space - 14th – library space - 17th – arts display spaces - 18th – museum spaces - 21 – arts and craft studios



C: Cultural Mapping Inventory

The following appendix contains the full results of the cultural mapping exercise. This database was developed with input from local residents and government representatives. Based on the research 180 cultural resources were identified in Spruce Grove.

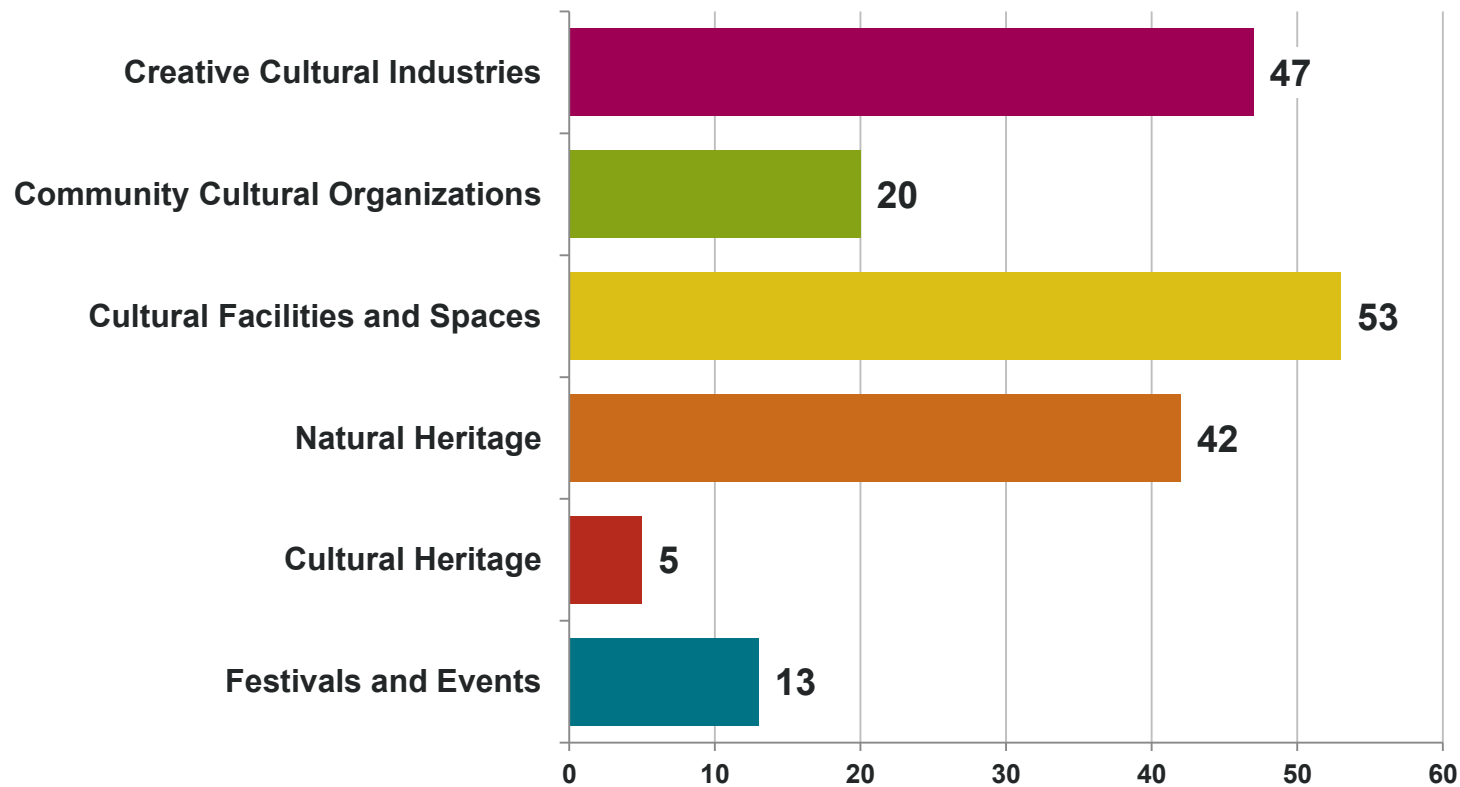


FIGURE 2: TOTAL NUMBER OF CULTURAL RESOURCES BY CATEGORY



Creative Cultural Enterprises

Cultural mapping revealed 47 cultural enterprises (including both cultural-based businesses and non-profit cultural organizations) in Spruce Grove. Design based organizations, which include graphic design, industrial design, and interior design services, make up the highest number of cultural enterprises. Design based business include Style with Flair, Hello Public Design, and Jubberworks. Also striking are the number of private studios offering dance and music instruction, including Image School of Dance and Community Music. For a community of Spruce Grove's size, the number of these enterprises represents a major asset.

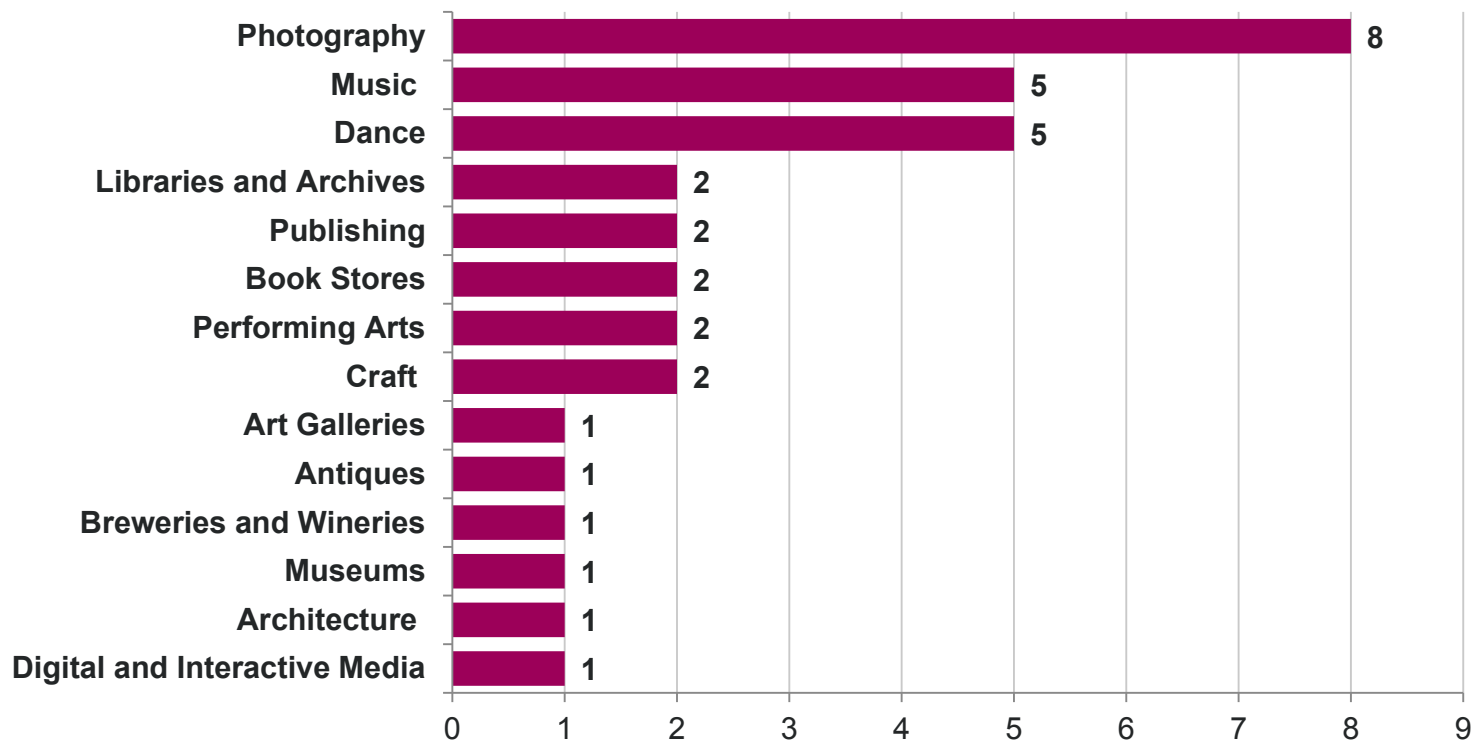


FIGURE 3: TOTAL NUMBER OF CREATIVE CULTURAL ENTERPRISES BY SUBCATEGORY



Community Cultural Organizations

Twenty (20) community cultural organizations were identified in the mapping process. A significant number of what has been classified as Community Social Clubs by Statistics Canada is service organizations (e.g. Rotary, Knights of Columbus, Lions Club, Legion, Girl Guides and Scouts). A number of small but important volunteer run cultural groups were also identified in the areas of visual arts (e.g. Allied Arts Council of Spruce Grove), music (e.g. Grove City Chorus), in addition to a multicultural organization and heritage society (e.g. the Spruce Grove Filipino Campus and the Spruce Grove and District Agricultural Society).

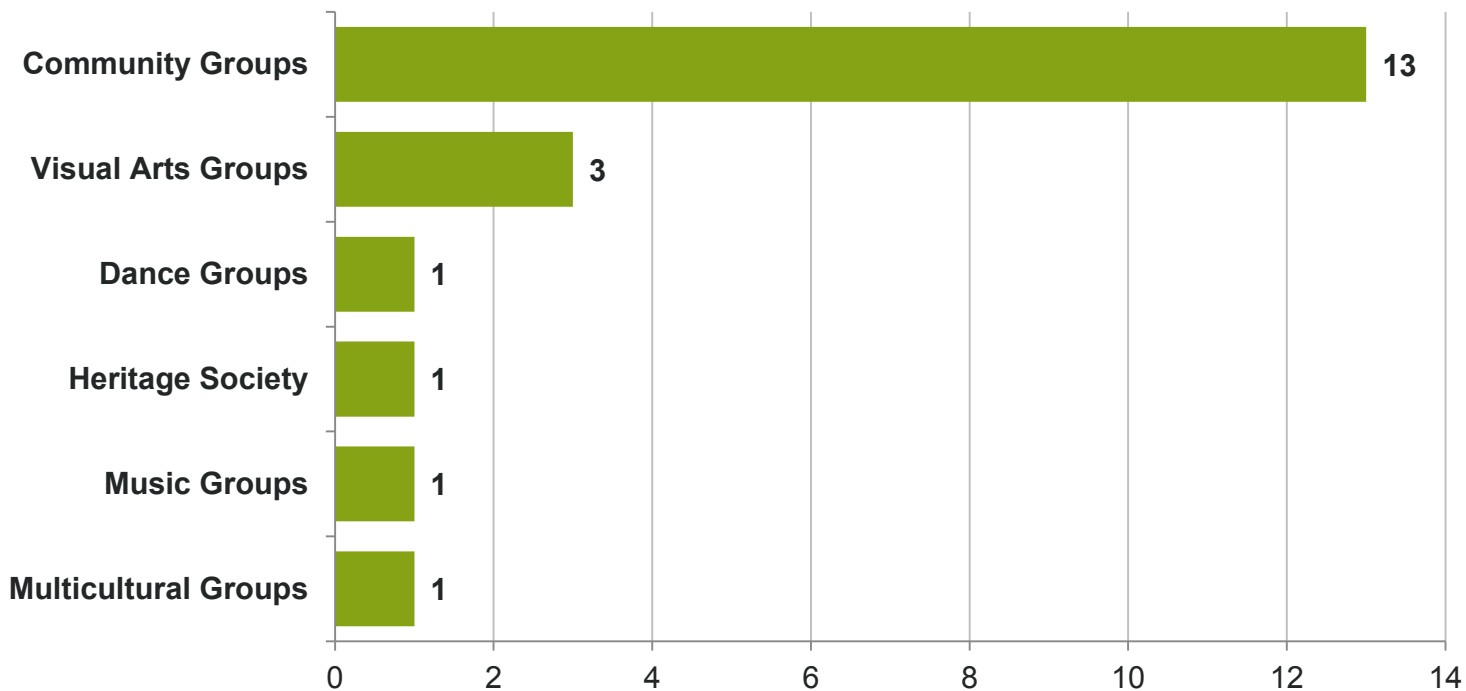


FIGURE 4: TOTAL NUMBER OF COMMUNITY CULTURAL ORGANIZATIONS BY SUBCATEGORY



Cultural Facilities and Spaces

Spruce Grove offers a variety of cultural facilities and spaces for cultural activities. This includes places of worship (churches), educational institutions (schools), and community halls (captured as cultural centres in the chart) and other theatres and cinemas. Spruce Grove has very strong cultural facilities including the Spruce Grove Public Library and Horizon Stage. However, both are constrained by the inadequate size and layout that makes it difficult to extend programming in response to changing community need. Additionally, a number of restaurants, bars or food establishments serve as venues for performances including the Perks Coffee House and Courtyard Steak and Ribs, and Bah! Entertainment.

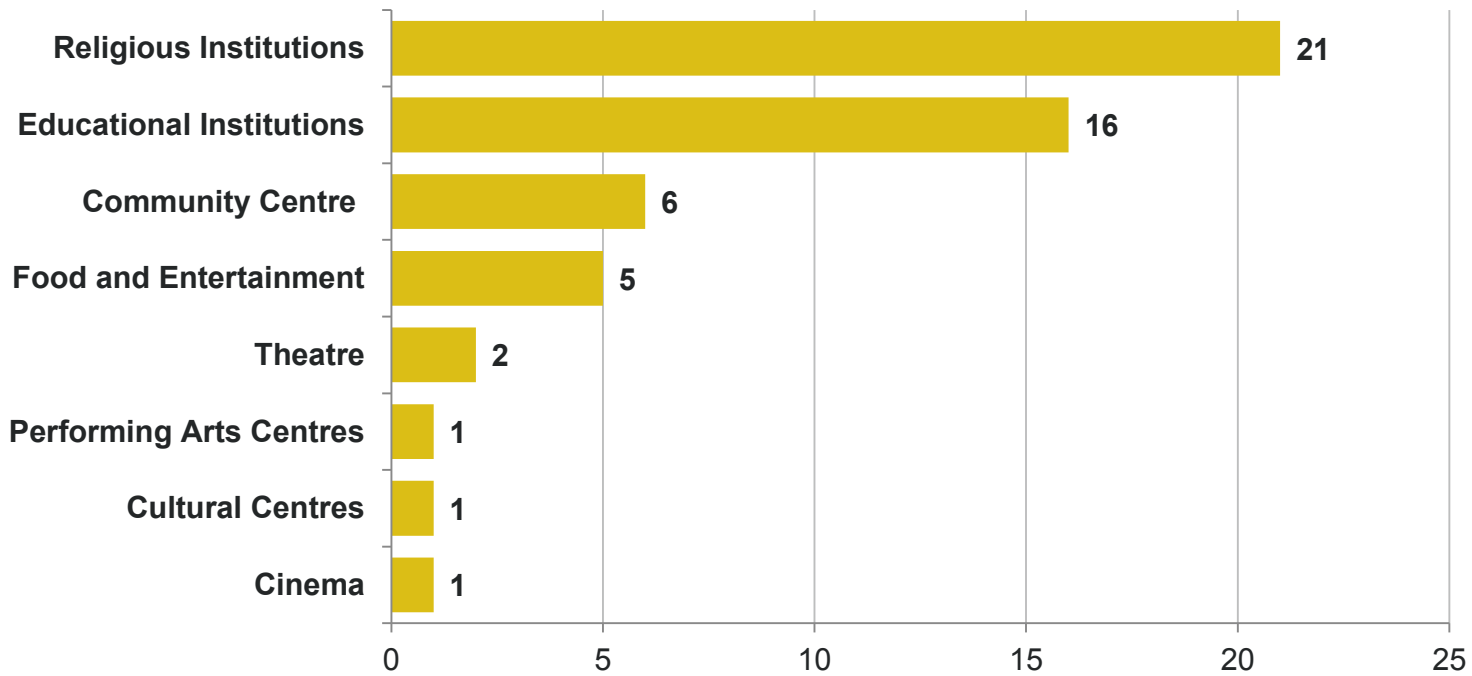


Figure 5: TOTAL NUMBER OF CULTURAL FACILITEIS AND SPACES BY SUBCATEGORY



Natural and Cultural Heritage Assets

There are 41 natural heritage assets of major significance in the community. These include 40 parks (e.g. Westgrove Park, Central Park, Jubilee Park) and a local trail system (Heritage Grove Park Trail System). Five cultural heritage assets of major significance were identified from the mapping exercise. These include the Spruce Grove Grain Elevator Museum, the McLaughlin/Nelson Home, and the Spruce Grove Water Tower plaque and the City's two cemeteries.

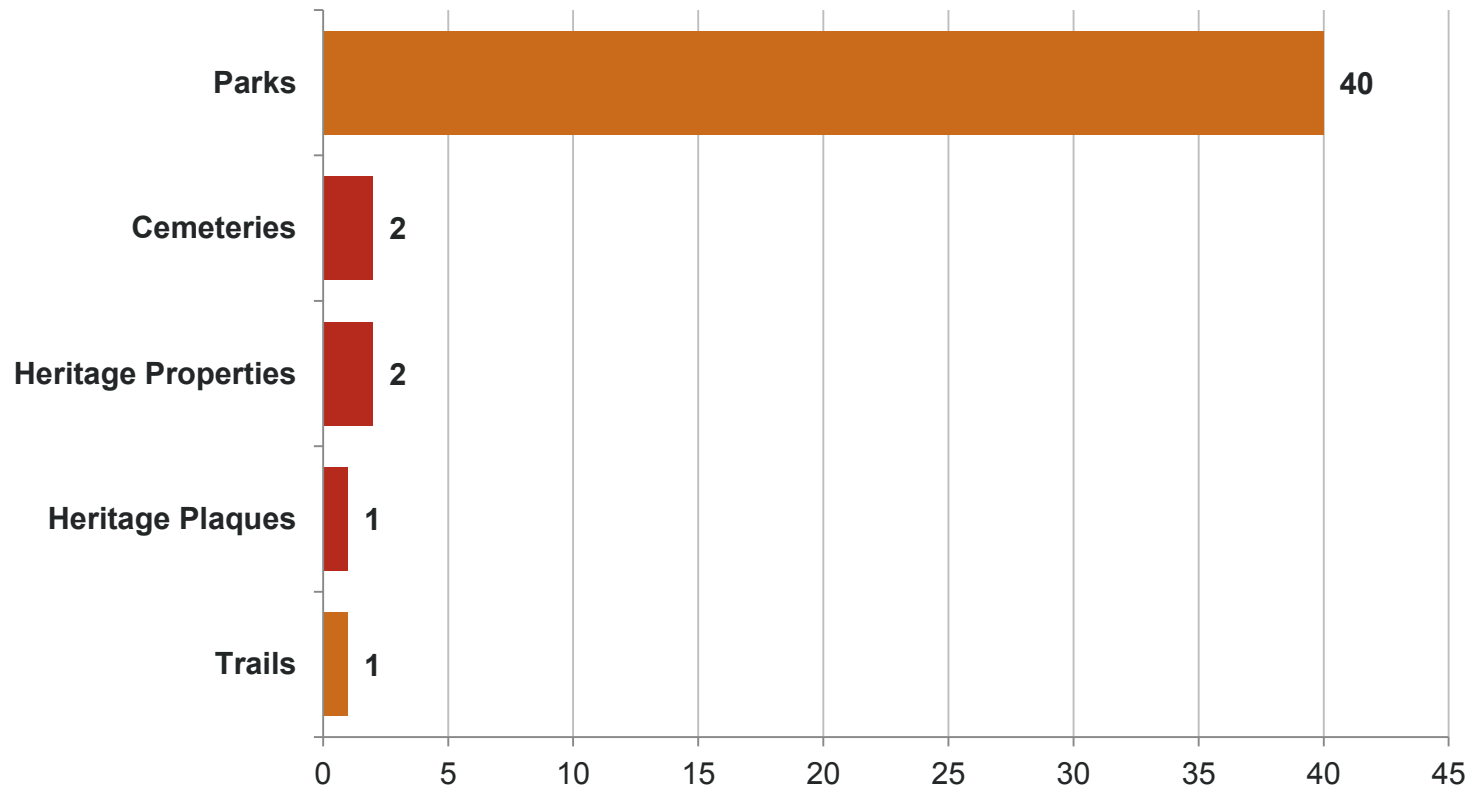


FIGURE 6: TOTAL NUMBER OF NATURAL AND CULTURAL HERITAGE ASSETS BY SUBCATEGORY



Festivals and Events

Spruce Grove also hosts a number of festivals and events as well as significant cultural heritage and natural heritage assets. In total, there are 13 recurring festivals and events in the community. These include season events (e.g. Canada Day, Christmas in Central Park), community events (e.g. Spruce Grove Farm and Heritage Carnival) and specialized beverage festivals (e.g. Taste of Spruce Grove).

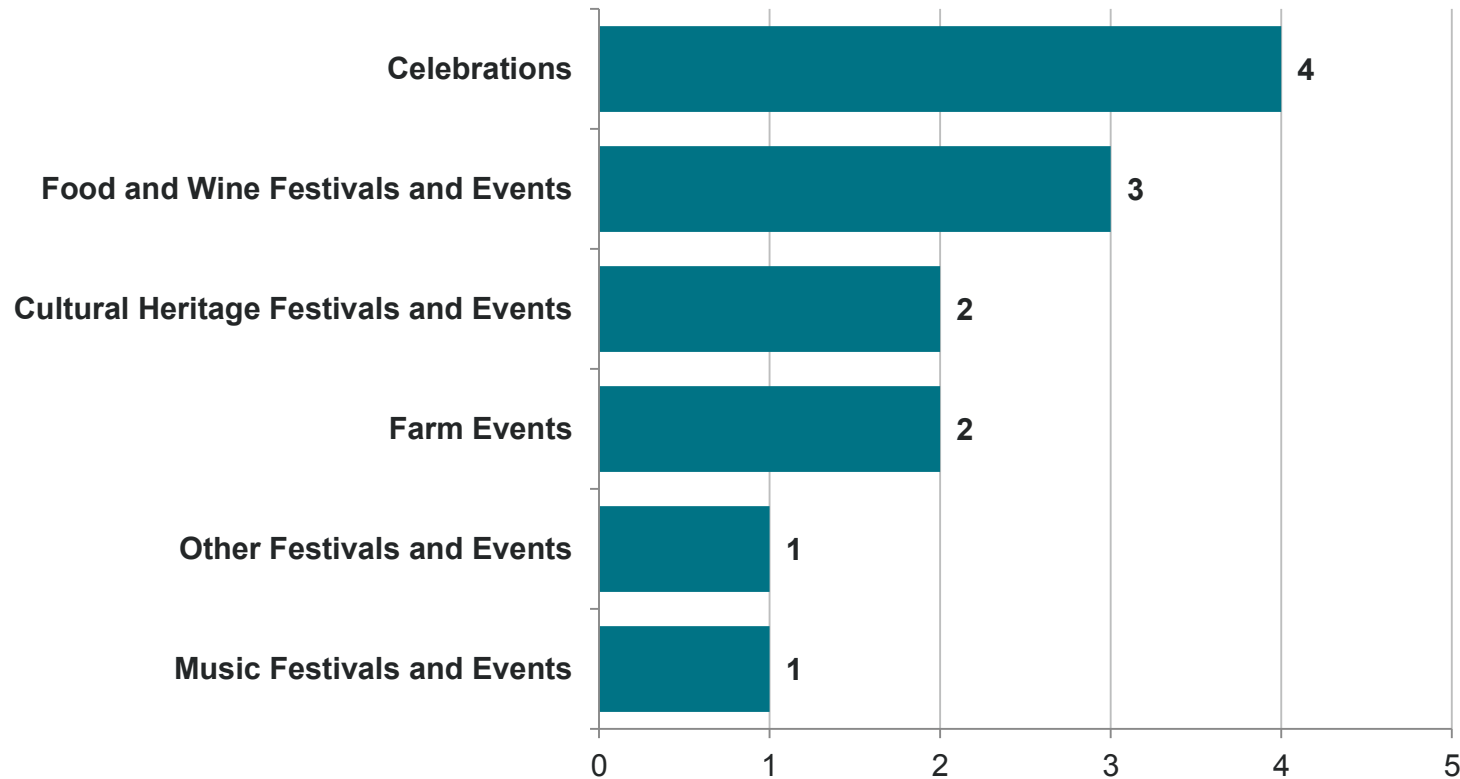


FIGURE 7: TOTAL NUMBER OF FESTIVALS AND EVENTS BY SUBCATEGORY





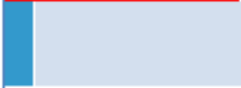
D: Mindmixer Survey Results

The following charts represent findings from the community survey which was completed by approximately 75 people. While not a statistically valid sample, responses do provide valuable insights into cultural participation in cultural activity in Spruce Grove. Major conclusions include:

- Lack of information or publicity is by far the most significant barrier to participation.
- With a number of exceptions there is relatively equal participation across a wide range of cultural activities.
- People are participating in cultural activity more than twice as often outside Spruce Grove as within (Edmonton is included in “surrounding municipalities” response).
- The highest response rate was the 26-39 age cohort followed closely by 40-55. This relatively young age group is a positive finding in terms of the likelihood of sustained participation in cultural activity in Spruce Grove over time. It also points to the potential for recruiting a new generation of leadership on cultural boards, a need identified through the community consultation process.



Which of the following statements best describes you?

Response	Chart	Percentage	Count
I participate a great deal in cultural activity		35.3%	24
I sometimes participate in cultural activity		57.4%	39
I rarely if ever participate in cultural activity		7.4%	5
Total Responses			68



Which of the following factors make it challenging for you to participate in cultural programs or activities in your community? (Select all that apply)

Response	Chart	Percentage	Count
Activities are too expensive		13.4%	9
Activities or facilities are too far from home		14.9%	10
Activities take place at times that are not convenient/accessible		25.4%	17
I don't feel like I would be welcomed at the activity		11.9%	8
I don't have enough time		28.4%	19
I don't know anyone else who is already participating		25.4%	17
Not enough information/publicity about activities		59.7%	40
Other, please specify...		23.9%	16
Total Responses			67



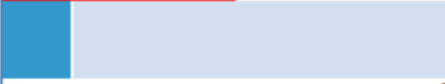


Participating in cultural activity can mean different things to different people and to different communities. Check all of the cultural activities you have participated in over the past year.

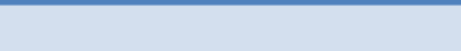
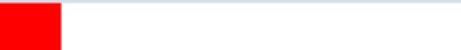

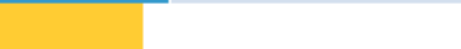

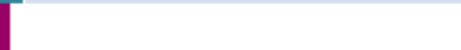
Response	Chart	Percentage	Count
Visited a museum		64.2%	43
Participated in other community heritage activities		59.7%	40
Visited a public art gallery		56.7%	38
Visited a commercial gallery		23.9%	16
Visited a library		76.1%	51
Attended a theatrical performance		67.2%	45
Attended a live musical performance		68.7%	46
Attended a dance performance		13.4%	9
Attended a festival or event		85.1%	57
Participated in community arts activity		31.3%	21
Attended a historical event		34.3%	23
Other, please specify...		1.5%	1
Total Responses			67



Overall, where would you say the majority of your participation in cultural activity takes place?

Response	Chart	Percentage	Count
In Spruce Grove		23.9%	16
In surrounding municipalities		58.2%	39
Outside of immediate region (please specify)		17.9%	12
Total Responses			67

Which category best matches your age (check only one)?

Response	Chart	Percentage	Count
Under 18 years old		0.0%	0
19-25 years old		15.2%	10
26-39 years old		40.9%	27
40-55 years old		34.8%	23
56-65 years old		6.1%	4
66+		3.0%	2
Total Responses			66