

Managing Cultural Services in Canada

* Sorted by population

Member (Community/Province)	Population (2006 Census Population)	Lead contact person for Department (title/dept/email)	Tell us about the structure of your department/division responsible for the delivery of municipal cultural services	Does your municipality have an arts/culture plan? Date? <i>(Broad plans or policies outlining a municipality's vision and strategies for arts and cultural development)</i>	Weblink to Plan/ Document <i>(If weblink not provided, see the CCNC website and the 'Municipal Cultural Planning' webpage (Resources section). Members may have provided PDF instead of link, which we have uploaded online)</i>
Toronto, ON	2,503,281	Terry Nicholson Manager, Cultural Affairs Economic Development, Culture & Tourism tnichols@toronto.ca		Yes (2003)	www.toronto.ca/culture/cultureplan.htm
Montréal (Montréal Arts Council, QC	1,620,693	Claude des Landes Conseiller culturel Conseil des arts de Montréal cdeslandes.p@ville.montreal.qc.ca		<i>Montréal, Cultural Metropolis / A Cultural Development for Ville de Montréal 2005-2015 - Montréal, métropole culturelle / Politique de développement culturel de la Ville de Montréal 2005-2015 (Policy adopted in 2005).</i>	ville.montreal.qc.ca/portal/page?_pageid=1576,4115940&_dad=portal&_schema=PORTAL
Calgary, AB	988,193	Beth Gignac, Manager, Arts and Culture, Recreation beth.gignac@calgary.ca		We don't have a Arts/Culture Plan. We are in the process of developing a Public Art Master Plan and a Recreation Master Plan. Both of these documents would inform an Arts/Culture Plan...we MAY develop such a plan in 2010/2011 as part of a policy review for	www.calgary.ca/arts

				the Civic Arts Policy...which, generally speaking, provides us with Council direction in this area. Civic Arts Policy was adopted in 2006. Public Art Policy in 2004 (currently under review..hence the Master Plan...which should result in a revised Public Art Policy).	
Ottawa, ON	812,129	Debbie A. Hill Manager, Cultural Services Debbie.Hill@ottawa.ca	Currently undergoing re-organization of Recreation and Community Services Branch (formerly Cultural Services and Community Funding Branch): -Cultural Services Division, Arts Development Unit includes: - Cultural Funding Section - Public Art Program Section - Community Arts Program Section - Arts Development Section - Arts Court (municipal arts centre operation) Other units within the Cultural Services Division are the Heritage Development Unit, Theatre Unit, & Creative Arts/Visual Art Unit		
Edmonton (Edmonton Arts Council), AB	730,372	John Mahon, Executive Director, Edmonton Arts Council		Yes (2008)	www.edmontonarts.ab.ca

		jmahon@edmontonarts.ab.ca			
Mississauga, ON	668,549	Susan Burt, Director, Office of Arts and Culture susan.burt@mississauga.ca		In the summer of 2008, Mississauga engaged Canadian Urban Institute along with sub-consultants from Artscape, Novita and AuthentiCity to develop an Arts and Culture Master Plan. The final draft has been completed and we will be taking it to Council for approval to release it to the public for review on April 1st. I anticipate final approval of the plan in May.	
Winnipeg (Winnipeg Arts Council), MB	633,451	Carol A. Phillips Executive Director, Winnipeg Arts Council carol@winnipegarts.ca		There is not a current plan, however, coincidentally we are working on the development of a new one that should be ready by September.	
Vancouver, BC	578,041	Sue Harvey Managing Director, Cultural Services sue.harvey@vancouver.ca			
Hamilton, ON	504,559	Anna M. Bradford Manager, Culture, Culture and Recreation, Community Services abradfor@hamilton.ca			
Waterloo (Region of), ON	478,121	Lucille Bish Director, Community Services, Planning, Housing & Community Services blucille@region.waterloo.on.ca			
Surrey, BC	394,976	Sheila McKinnon Manager, Art Services,			

		Parks, Recreation and Culture scmckinnon@surrey.ca			
Halifax (Regional Municipality of), NS	372,679	Holly Richardson Regional Coordinator, Culture and Heritage, Community, Culture and Economic Development richarh@halifax.ca			
London, ON	352,395	Robin Armistead Manager of Culture and Municipal Policy, City Administrator's Office rarmiste@london.ca		Yes (Adopted June 2005)	
Markham, ON	261,573	John Ryerson Director, Culture jryerson@markham.ca	Currently split as the Culture department is only 18 months old		
Vaughan, ON	238,866	Angela Palermo Manager, Cultural Services angela.palermo@vaughan.ca	Community Services, Recreation and Culture Department, Culture and Marketing Services	We are currently undertaking a cultural map and plan.	
Windsor, ON	216,473	Mary E. Baruth Manager, Cultural Affairs mbaruth@city.windsor.on.ca	I report directly to the Chief Administrator	We are undertaking our first municipal cultural master plan.	
Kitchener, ON	204,668	Ingrid Pregel Manager, Cultural Development, Community Services Ingrid.Pregel@kitchener.ca	Community Services Department Arts/Culture Unit 2 FTE 1 PTE Arts Co-ordinator responsible for delivery of public art program with assistance from the part time employee	Yes, Kitchener has an Arts/Culture Plan. It is called CulturePlan II. (The plan was adopted in June 2005)	The link below takes you to a page on the City of Kitchener's web site about the culture plan process. Here you will find PDF documents of the original CulturePlan, CulturePlan II, and a status update on CulturePlan II: www.kitchener.ca/city

					_hall/departments/community_services/community_program/cultureplanii.html
Burnaby, BC	202,799	Denis Nokony, Assistant Director, Cultural Services, Parks, Recreation & Cultural Services denis.nokony@burnaby.ca			
Saskatoon, SK	202,340	Frances Westlund Arts & Grants Consultant, Community Development Branch frances.westlund@saskatoon.ca		The City of Saskatoon does not have a "Cultural Policy". We are just in the initial stage of a three year plan to develop a Cultural Policy. (Civic Art Policy is 1998. Visual Arts Placement Jury Policy updated 2007. Civic Heritage Policy 1996.)	
Regina, SK	179,246	Glenn Gordon Arts, Culture and Film Coordinator, Community & Cultural Development ggordon@regina.ca			
Richmond, BC	174,461	Jane Fernyhough Manager, Cultural Services, Parks, Recreation & Cultural Services jfernough@richmond.ca		We have an Arts Strategy that was adopted in 2004. We also have a Museum and Heritage Strategy that was adopted in 2007.	www.richmond.ca/culture/overview.htm (click on link on the right for Arts Strategy Report)
Oakville, ON	165,613	Claire Loughheed Senior Manager, Cultural Services, Recreation and Culture cloughheed@oakville.ca		Nearly--due to go to council in early May (2009) for approval	www.oakville.ca/culture/alivehere.htm
Burlington, ON	164,415	Pam Eddenden Community Development Planner, Culture, Diversity and Recreation		City of Burlington has a Cultural Strategy, approved by Council in 2006. This is a	http://cms.burlington.ca/Asset8155.aspx?method=1

		eddendenp@burlington.ca		high-level strategy document. Cultural Plan is being developed in 2010.	
St. Catharines, ON	131,989	Rebecca Cann Cultural Planning Supervisor, Recreation and Community Services rcann@stcatharines.ca	Cultural Services is currently part of the department of Recreation and Community Services. We currently have a Cultural Services Supervisor, A Cultural Planning Supervisor and a Culture Coordinator. We are undergoing restructuring, so the table may change in early 2009.	Yes – A municipal cultural policy (2000).	www.stcatharines.ca/recreation/resources/CulturalPolicy.pdf
Barrie, ON	128,430	Onalee Groves, Culture Officer, Infrastructure, Development and Culture Department OGroves@barrie.ca	We have recently created a Department of Culture, the new Director reports to the Manager of Infrastructure, Development and Culture. That way they are at the table with Building, Planning and Engineering.	We have a ten year plan that was adopted in the spring of 2006.	www.barrie.ca – Right hand column of our website, it is called “Building A Creative Future”.
Trois-Rivières, QC	126,323	Michel Jutras Directeur, Direction des Arts et de la Culture michel.jutras@v3r.net		La Ville de Trois-Rivières a une Politique culturelle. Cette politique fait actuellement l’objet d’une mise à jour et sera rééditée à l’automne prochain dans le cadre de Capitale culturelle du Canada 2009. Cette opération sera suivie d’un plan d’action 2010-2014. Toutefois, nous avons un	www.v3r.net Section LA VILLE, onglet POLITIQUES MUNICIPALES

				plan de développement spécifique pour les bibliothèques que nous avons adopté en 2009. La première politique culturelle a été adoptée en 1993. Elle a été révisée en 2000 et lors des fusions municipales de 2002, elle a été harmonisée avec deux autres politiques culturelles. En 2009, il y aura actualisation de la politique culturelle de 2002 et réédition.	
Abbotsford, BC	123,864	Tamaka Fisher, Arts & Heritage Coordinator, Parks, Recreation, & Culture tfisher@abbotsford.ca	I am sole cultural representative in the Parks, Rec and Culture dept. and work half time.		
Kingston, ON	117,207	Brian McCurdy Manager, Cultural Services, Department of Community Services bmccurdy@cityofkingston.ca			
Guelph, ON	114,943	Ann Pappert Director, Community Services ann.pappert@guelph.ca		We are completing a Masterplan for Recreation, Parks and Culture and will have a 3-4 year 'synergistic plan' for cultural development only. We are just starting up the arts/cultural unit at Guelph and so... taking baby steps.	
Coquitlam, BC	114,565	Wendy Wiederick, Community Services Manager, Community Services wwiederick@coquitlam.ca			
Thunder Bay, ON	109,140	Leah Bayly		City of Thunder Bay Cultural	

		Supervisor, Cultural Services, Recreation & Culture Division lbayly@thunderbay.ca		Policy (Adopted in 2005)	
Saanich, BC	108,265	Diane Thorpe Community Arts Specialist, Community Services thorped@saanich.ca			
Kelowna, BC	106,707	Sandra Kochan Cultural Services Manager, Recreation & Culture Services skochan@kelowna.ca	Due to 2008 internal re-organization, Cultural functions are now divided between 3 separate departments: Cultural Services and Development within Active Communities (Recreation), public art within Infrastructure Planning, & cultural policy within Community Sustainability (Planning).		
St. John's, NFL	100,646	Kay Anonsen Arts & Culture Development Coordinator, Economic Development, Tourism & Culture kanonsen@stjohns.ca	Writing a Municipal Arts Plan for submission to Council June 2009.	It is being written now and will go to Council in June 2009 for approval.	
Waterloo, ON	97,475	Betty Anne Keller Manager, Cultural Development, Community Services bakeller@city.waterloo.on.ca	Manager of Cultural Development and Heritage Program Manager are peers. We report to Director of Community Services. Director reports to General Manager of Recreation and Leisure Services.	Not since 1997, so it's out of date.	
Brantford, ON	90,192	Astero Kalogeropoulos		Our Municipal Cultural Plan	

		Brantford Cultural Network Coordinator, Economic Development & Tourism AKalogeropoulos@brantford.ca		was approved by Brantford City Council in 2005 and is due to be revised in 2010.	
Red Deer, AB	82,772	Wendy Meeres Acting Culture Superintendent, Culture Services wendy.meeres@reddeer.ca		Community Culture Vision (Dec 2008)	www.reddeer.ca/Conn ecting+with+Your+City /City+Services+and+D epartments/Recreation +Parks+and+Culture/ Culture+Services/Cult ure+Services+Centre/ Community+Culture+V ision/default.htm
North Vancouver (District of), BC	82,562	Ian Forsyth Director, North Vancouver Office of Cultural Affairs ian.forsyth@nvoca.ca	North Vancouver Office of Cultural Affairs – a bi- municipal office responsible for cultural planning, grant administration, public art, cultural promotion / community education	Yes we do have a Culture Plan, it was completed in 2003, adopted in 2003, and we are going to be updating it this year.	
Strathcona County, AB	82,511	Teresa Koslo Community Liaison Officer, Recreation, Parks and Culture, Community Services koslot@strathcona.ab.ca	Recreation, Parks and Culture in Community Services division. Three dedicated staff, contract staff as required.		
Niagara Falls, ON	82,184	Kathy Moldenhauer, Manager of Policy & Community Development, Parks, Recreation and Culture kmoldenhauer@niagarafalls.ca		Public Art Policy (November 4, 2002) Arts & Culture Wall of Fame Policy (May 8, 2006)	
Kamloops, BC	80,376	Barbara Berger, Arts, Culture, and Heritage Manager, Parks, Recreation & Culture bberger@kamloops.ca			
Nanaimo, BC	78,692	Richard Harding	Parks/Recreation/Culture		

		Director, Parks, Recreation & Culture Richard.Harding@nanaimo.ca			
Capital Regional District (Victoria), BC	304,683	James Lam, Manager, Arts Development jlam@crd.bc.ca			
Victoria, BC	78,057	Kate Friars Director, Parks, Recreation and Community Development kfriars@victoria.ca	Under the umbrella of Parks, Recreation and Community Development		
Peterborough, ON	74,898	Ken Doherty Community Services Director, Community Services kdoherty@peterborough.ca			
Prince George, BC	70,981	Doug Hofstede Community Services Coordinator, Community Services DHofstede@city.pg.bc.ca	The Recreation Division under the Community Services Department is responsible for Public Art, cultural development, cultural grants and the Playhouse theatre. There are two full time staff and several part-time contractors to assist.	We do not have a masterplan but we do have an Arts policy (1997) and Public Arts policy (2001).	www.city.pg.bc.ca/rec_culture/artsandculture/
Chilliwack, BC	69,217	Gordon Pederson Director of Parks, Recreation & Culture, Parks, Recreation & Culture Department			
Saint John, NB	68,043	Bernard J. Cormier Cultural Affairs Officer, Cultural Affairs bernard.cormier@saintjohn.ca			
Moncton, NB	64,128	Jocelyn Cohoon Director, Recreation and Culture, Recreation, Parks, Tourism &	The Culture Division is part of the larger Recreation, Parks,		

		Culture jocelyn.cohoon@moncton.ca	Tourism and Culture Department. The "Culture Division" is made up of one employee, and reports to the Director of Recreation and Culture. The Moncton Museum also falls under the responsibility of the Director of Recreation and Culture, but they operate a bit more independently, and separate from the Culture Division that operates from City Hall.		
Huron County, ON	59,325	Michael Pullen Senior Economic Development, Planning and Development mpullen@huroncounty.ca			
New Westminster, BC	58,549	Joanne Edey-Nicoll Assistant Director, Parks and Recreation jedey-nicoll@newwestcity.ca		Yes (2008)	www.nwpr.bc.ca/parks%20web%20page/pdf%20programs/art%20strategy%20manual%202008.pdf
St. Albert, AB	57,719	Gail Barrington-Moss Director, Cultural Services, Community and Protective Services gailb@st-albert.net	City Council General Manager Community and Protective Services Cultural Services Director Staff Artists and Community	We have a number of Arts policies from Access to our municipal arts facilities" to "fee policies", "Art-In-Public Places Policies" and Administrative Policies with respect to municipal programming, etc. We are currently in the process of developing a Community Culture Master Plan due to go in front of Council in September 2010. This will	

				take a 20 year vision for Arts and Culture in the City of St. Albert. As part of this Plan, all the relevant cultural policies will form attachments to the document.	
Medicine Hat, AB	56,997	Carol Beatty Manager, Cultural Development, Community Development Department carbea@medicinehat.ca		No we don't actually have an Arts/Culture Plan. We do have a 3 year business plan but not a Cultural Master Plan. (We have an original plan that was adopted in 1982. Many of the policies are still relevant today, but the Plan does not look into the future and obviously with it being 27 years old, it is in need of updating.)	
Milton, ON	53,939	Joy Anderson Community Services Department Coordinator, Community Development joy.anderson@town.milton.on.ca			
Port Coquitlam, BC	52,687	Barry Becker Parks & Recreation Director, Parks and Recreation beckerb@portcoquitlam.ca			
Wood Buffalo (Regional Municipality of), AB	51,496	John Mulhall Supervisor, Recreation and Culture, Recreation, Art and Leisure Community Services John.Mulhall@woodbuffalo.ab.ca		We are currently finalizing a Recreation and Culture Master Plan. From there we will then develop polices and frameworks.	
Fredericton, NB	50,535	Angela Watson, Cultural Development Officer, Heritage and Cultural Affairs			

		angela.watson@fredericton.ca			
Welland, ON	50,331	Bill Fenwick General Manager, Parks, Facilities, & Leisure Services bill.fenwick@welland.ca		<i>Strategy for Action – Parks, Recreation and Culture Plan, City of Welland, 2006-2011.</i> An Arts and Culture Committee was developed in 2008, and are now in the process of developing a policy.	A Summary Version of our Parks, Recreation and Culture Plan is available on the city's web site at: www.welland.ca ("Links", "City Department & Division", "Parks, Facilities & Leisure Services" - Column on right had side of web page gives different listing - go to "Summary Parks, Recreation & Culture Plan")
Grande Prairie, AB	47,076	Lois Harper Manager, Culture & Sport Development lharper@cityofgp.com		Yes (2003). We are doing another Cultural Plan this year, but we are still putting the funding in place, so it won't be available until early 2010.	
Haldimand County, ON	45,212	Anne Unyi Heritage & Culture Division aunyi@haldimandcounty.on.ca		In 2006-07 the Heritage and Culture Division drafted a strategic plan focusing on arts, heritage and culture in Haldimand County unfortunately the document was shelved. At the present time it is unknown whether the plan will be revised and presented to Council for approval.	
North Vancouver (City)	45,165	Ian Forsyth	North Vancouver Office of	Yes we do have a Culture	

of), BC		Director, North Vancouver Office of Cultural Affairs ian.forsyth@nvoca.ca	Cultural Affairs – a bi- municipal office responsible for cultural planning, grant administration, public art, cultural promotion / community education	Plan, it was completed in 2003, adopted in 2003, and we are going to be updating it this year.	
West Vancouver, BC	42,131	Cathy Matheson Cultural Services Manager, Cultural Services cmatheson@westvancouver.ca			
Woodstock, ON	35,480	Bob McFarland Director, Community Services bmcfarland@city.woodstock.on.ca	The Community Services Department of the City of Woodstock is responsible for the recreation and leisure activities and projects in our community. The Gallery, Museum and Library are responsible as advisors and for the delivery of municipal cultural services.	We do not have a specific Arts and Culture Plan. We did a Recreation and Leisure Master Plan in 2005 that contains elements devoted to Arts, Culture and Heritage. Since that time, we have been working with a group of individuals and organizations who are developing an Oxford County Arts and Culture Master Plan. That organization is known as OCCI (Oxford Creative Connections Inc.) and is a legally incorporated not-for- profit body.	
Prince Albert, SK	34,138	Shaun Pikaluk Recreation Coordinator, Community Services spikaluk@citypa.com		Civic Arts Policy (1994)	
Penticton, BC	31,909	Allison Markin Arts and Cultural Officer, Parks, Recreation and Culture allison.markin@penticton.ca	Note: Arts and culture position terminated as of April 17, 2009.		

Orillia, ON	30,259	Craig Metcalf Director, Culture and Heritage cmetcalf@city.orillia.on.ca		Yes (February 2006)	www.city.orillia.on.ca/cityhall/citydepts_heritage&culture_plan.htm
Campbell River, BC	29,572	Michele Sirett, Recreation and Culture Manager, Parks, Recreation and Culture michele.sirett@campbellriver.ca		Yes (September 2007)	www.campbellriver.ca/Residents/RecreationandCommunity/ParksandRecreation/Pages/CulturalandHeritagePlan.aspx
Port Moody, BC	27,512	Devin Jain Cultural Services Production Coordinator, Strategic Planning and Culture devin@cityofthearts.ca	Strategic Planning and Culture is the department responsible for communications, special events and public art. There is a director of the department and then support staff – communications advisor, production coordinator, events assistants, public art coordinator, theatre technicians and front-of-house staff for the theatre.	Yes (2001)	www.cityofportmoody.com/NR/rdonlyres/EAD1901C-3802-4094-B867-F749A0092F30/82416/CulturalStrategicPlan2001.pdf
Prince Edward (County of), ON	25,496	Dan Taylor Economic Development Officer dtaylor@pecounty.on.ca		Municipal Cultural Plan (2005)	www.buildanewlife.ca/site/images/pdf/strategicculturalplan.pdf (www.buildanewlife.ca/site/index.php/Collaboration-Centre/Queens-University/Meet-Geography-337-Queens-University.html)
Mount Pearl, NL	24,671	Bronda Aylward Director, Economic Development			

		baylward@mtpearl.nf.ca			
Whitchurch-Stouffville, ON	24,390	Dorie Billich Manager of Culture & Museum Services, Leisure Services dorie.billich@townofws.com		Our municipality adopted a Cultural Policy in June 2006. Later this year, we will be undertaking a Cultural Master Plan as part of an update to the overall Leisure Service Plan.	
Langley, BC	23,606	Kim Hilton Director, Recreation, Culture & Community Services khilton@langleycity.ca			
Owen Sound, ON	21,753	Doug Cleverley Event Facilitator, Community Services dcleverley@e-owensound.com		The City of Owen Sound fully adopted its Cultural Master Plan in November 2007, after a series of consultations in the community culminating in an initiative-prioritizing session led by its Cultural Advisory Committee.	http://www.owensound.ca/communityservices/2007_Cultural_Master_Plan_Final.pdf
Clarence-Rockland, ON	20,790	Thérèse Lefavre, Director of Community Services, Community Services tlefavre@clarence-rockland.com			
Whitehorse, YK	20,461	Sheila Dodd Department Supervisor, Tourism and Economic Development sheila.dodd@whitehorse.ca			
Corner Brook, NL	20,083	Justin Preece, Planning Technician, Community Services jpreece@cornerbrook.com			
Strathroy-Caradoc, ON	19,977	Tim Hanna Director,			

		Recreation and Leisure Services thanna@strathroy-caradoc.ca			
Spruce Grove, AB	19,496	Lawrie Seligman Director, Cultural Services lseligman@sprucegrove.org		We have an annual budget process as part of the City of Spruce Grove three-year Fiscal Plan.	
Collingwood, ON	17,290	Tanya Mazza, Coordinator, Arts & Culture, Leisure Services tmazza@collingwood.ca			
Leduc, AB	16,967	Jennifer Grant Community Development Coordinator - Culture, Community and Protective Services jgrant@leduc.ca		The City of Leduc is currently without a Cultural Plan.	
Esquimalt (Township of), BC	16,840	Barbara Snyder, Director, Development Services bsnyder@esquimalt.ca	There is no department responsible which is part of the problem. Development Services and Parks & Recreation share the public art function but there is no mandate to provide cultural services.	No, all we have right now is a Public Art Policy. Esquimalt Council just appointed a new Arts and Culture Committee which may decide to work on developing an Arts and Culture Plan but that hasn't been determined yet.	www.esquimalt.ca/files/PDF/Culture_and_Heritage/public_art_policy.pdf
Port Hope, ON	16,390	Brenda Whitehead Program Manager, Parks, Recreation & Culture bwhitehead@porthope.ca		We do not have a "plan" per se... but we have a document that is guiding our Cultural Advisory Committee. We are revisiting in April to update as some objectives have been met and we need to refocus. Council had adopted the Spotlight on Culture document.	
Camrose, AB	15,620	Jane Cherry-Lemire,		Unfortunately Camrose does	

		Arts Director, Chuck MacLean Arts Centre, Leisure Services jcherry@camrose.ca		not have a Arts/Culture Plan yet but I am working on trying to encourage council and administration to adopt one.	
Quispamsis, NB	15,239	Dana Purton Dickson Director of Community Services, Community Services dpurtondickson@quispamsis.ca		No	
Fort Saskatchewan, AB	14,957	Richard Gagnon, Culture Director, Community & Protective Services rgagnon@fortsask.ca			
Niagara-on-the-Lake, ON	14,587	Stephen Bedford Director, Planning and Development Services sbedford@notl.org		No. I am presently on the Niagara Steering Committee developing a Niagara wide Culture Plan - I would think NOTL might follow up with our own plan.	
Summerside, PEI	14,500	Lori Ellis Manager, Heritage & Cultural Properties, Economic Development lori.ellis@city.summerside.pe.ca			
Cochrane, AB	13,760	Tracy Smyth, Recreation, Culture & Arts Manager, Community and Protective Services tracy.smyth@cochrane.ca	The Recreation Culture and the Arts Department is under the Community and Protective Services Division. This also includes-Fire and EMS-RCMP-Bylaw-Family and Community Support Services. The Recreation, Culture and the Arts department is responsible for delivery of municipal cultural services.	Parks, Recreation And Culture Facilities Master Plan (May 2008)	

Stony Plain, AB	12,363	Donna Smith Community Services Coordinator, Community Services d.smith@stonyplain.com			
Cowansville, QC	12,182	Brigitte Messier, Directrice, Culture, Tourisme et patrimoine bmessier@ville.cowansville.qc.ca			
Canmore, AB	12,039	Christine Bartolomie, Cultural Development Coordinator, Recreation and Culture cburr@canmore.ca			
Mississippi Mills, ON	11,734	Nicole Guthrie Community and Cultural Coordinator nguthrie@mississippimills.ca		Mississippi Mills has an Arts and Cultural Policy contained within its Community Official Plan. Furthering the plan, an Arts and Culture Advisory Committee was formed late 2007 and is just approaching its one year anniversary. This committee will be actively working on 2 things in 2009: the preparation of a Public Art Policy and a cultural mapping initiative. The COP will also be undergoing a review this year and this committee will begin to expand its goals and objectives with input from residents. (The policy was adopted in September 26, 2006).	
High River, AB	10,716	Sue Graham Arts & Culture Manager, Community Services		We are just embarking on our Cultural Planning. We are hoping to have a	

		sgraham@highriver.ca		document in place over the next several months.	
Oxford County (Tourism Oxford), ON	10,481	Cathy Bingham Tourism Specialist tourism@county.oxford.on.ca		Oxford Creative Connections Inc. is working on a countywide cultural masterplan for Oxford, and will complete in the Fall of 2009. The County of Oxford does not formally support culture.	
Hinton, AB	9,738	Don Engerdahl Coordinator, Arts and Culture arts@hinton.ca			
Quesnel, BC	9,326	Jeff Norburn Community Services Director, Community Services jnorburn@city.quesnel.bc.ca			
Minto, ON	8,504	Gordon Duff Treasurer gordon@town.minto.on.ca			
Dryden, ON	8,195	Arie Hoogenboom City Manager ahoogenboom@dryden.ca			
Olds, AB	7,248	Janice Delude Community Facilitator, Community Services delude@olds.ab.ca			
Stratford, PEI	7,083	Ron Fisher Director, Recreation ron.fisher@town.stratford.pe.ca			
Chelsea, QC	6,703	Nancy Bergeron, Programme coordinator, Recreation and Cultural services n.bergeron@chelsea.ca			
Banff, AB	6,700	Susan Webb,			

		Recreation Projects Planner, Community Services sue.webb@banff.ca			
Northern Rockies Regional Municipality, BC	6,147	Randy McLean Chief Administrative Officer rmclean@northernrockies.org			
Sackville, NB	5,411	Rebekah Cant Acting Director, Community Economic Development & Tourism, Community Development r.cant@sackville.com			
Jasper, AB	4,265	Yvonne McNabb Director, Culture and Recreation ymcnabb@town.jasper.ab.ca		We are in the process of doing a community plan which includes Culture. I don't expect this plan to be completed for several months. We have some documentation of where we are in the planning stage.	jasperplan.wordpress. com
Armstrong, BC	4,241	Patti Ferguson City Administrator pferguson@cityofarmstrong.bc.ca		No	
Gibsons, BC	4,182	Wendy Gilbertson, Director of Parks & Aquatics, Parks & Cultural Services wgilbertson@gibsons.ca			
High Level, AB	3,887	Wendy Johner Director, Community Services wjohner@highlevel.ca		No	
Houston, BC	3,163	Michele Taylor Director of Leisure Services, Leisure Services leisureservices@houston.ca		The municipality has no formal plan. However recently, the Steelhead Multicultural Society has been formed by local residents and they are working on attaining a facility	

				to promote arts and culture in the community. The District's Leisure Services Department strives to promote Arts and Culture through its programs. The District will be in the process of updating its Official Community Plan in 2009.	
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