

CULTURE
CONNECTS US

**Strategic Cultural
Plan Implementation
Strategy**



City of
Courtenay

The image shows two tall, intricately carved wooden totem poles. Each pole features a large, stylized face at the top with prominent eyes and a wide mouth. Below the faces are various other figures and symbols, including what appears to be a bird or a fish-like creature. The poles are painted with vibrant colors like red, blue, and yellow. They stand on a paved area in front of a modern building with large windows. One window has a sign that says 'TECHNOLOGY'. The sky is clear and blue, and there are some bare trees in the background.

Vision

Courtenay is a thriving cultural hub of creative opportunities, dedicated to cultivating vibrant and inclusive arts and culture for residents and visitors alike. Culture and history of Indigenous peoples are interwoven into a diverse community where connection and resiliency are celebrated through artistic expression and cultural exchange.

Introduction

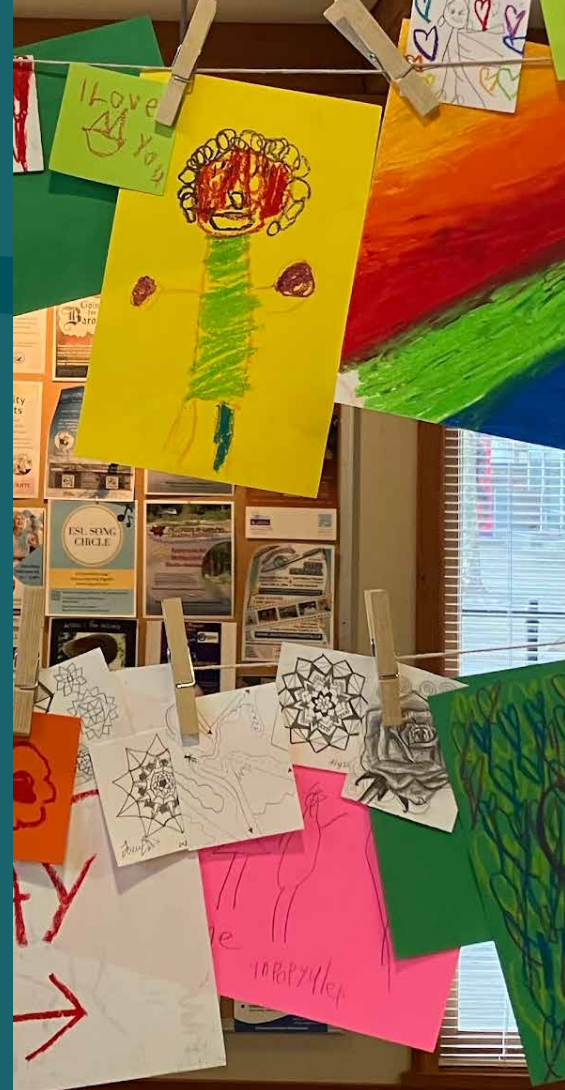
The City of Courtenay's Strategic Cultural Plan creates a framework and roadmap to support and strengthen arts and culture in Courtenay over the next 10 years and beyond. The Plan includes specific objectives and actions, informed by extensive research and consultations, including with diverse community members, arts and culture patrons, and local arts and culture organizations.

This document serves as the **Implementation Strategy**, outlining the key actions, priorities, and resources required to put the Strategic Cultural Plan into practice. It provides a structured approach to guide the delivery of cultural initiatives, ensuring they are effectively resourced, phased, and aligned with the City's long-term vision.

Strategic Cultural Plan Implementation Strategy

This document serves as the implementation strategy for the Strategic Cultural Plan, outlining a structured yet flexible approach to advancing cultural plan initiatives. The strategy follows a three-phased implementation approach where goals progress at different rates based on priorities and available resources, rather than being restricted to fixed timelines.

This document provides an overview of that strategy, detailing how actions are sequenced, how foundational elements guide implementation, and how funding considerations support long-term sustainability.



The document provides a summary of the strategy and is organized into three key sections:

SECTION 1

Phased Implementation Approach

Explains how actions are organized across phases to support long-term cultural development.

SECTION 2

Phase Overviews

Provides a summary of each phase, including key priorities, alignment with foundational elements, and major actions.

SECTION 3

Funding Summary

Estimates financial costs and impacts by phase and gives a capital planning overview.

- Low (\$0-\$100,000)
- Medium (\$100,000-\$500,000)
- High (over \$500,000)

By structuring implementation in adaptable phases, this strategy ensures that cultural initiatives are realistic, financially sustainable, and responsive to the evolving needs of the community.

Phased Implementation Approach

This section outlines how actions are organized across phases, ensuring a clear path for advancing the Strategic Cultural Plan.

The implementation of Courtenay's Strategic Cultural Plan follows a **phased approach**, ensuring that actions are prioritized and executed in a structured manner. Each action within the strategy has been carefully mapped across three phases, aligning with the city's strategic priorities. This approach allows for **measured progress, adaptability, and long-term sustainability.**



PHASE 1

Building Foundations

Focuses on establishing the necessary frameworks, policies, relationships, and resources to support long-term cultural development.

PHASE 2

Enhancing Access and Visibility

Expands cultural programming, strengthens partnerships and relationships, and increases public engagement, ensuring greater accessibility and representation across the community.

PHASE 3

Thriving as a Cultural Hub

Integrates arts and culture into City and regional planning, economic and tourism development, solidifying Courtenay's identity as a vibrant and sustainable cultural hub.

Each phase is not timebound, allowing goals to progress at different rates—some may advance to the next phase sooner as resources and conditions align, while others continue developing until they are ready to move forward.

Foundational Elements

The strategic vision for Courtenay's cultural landscape sets the stage for a dynamic and inclusive future where arts and culture play a pivotal role in community connection and resilience. To translate this vision into action, it is essential to establish the foundational elements that will guide the City's efforts in responding to the Strategic Cultural Plan's goals, objectives, and actions.

These elements represent the core priorities that must be integrated across all cultural initiatives. While they remain relevant throughout all phases, the necessary work to establish them must be completed in Phase 1, positioning them as the first pieces of the puzzle.

By prioritizing this work early, the implementation strategy is built on a strong, strategic framework, allowing each phase to advance in a sustainable, inclusive, and impactful way.



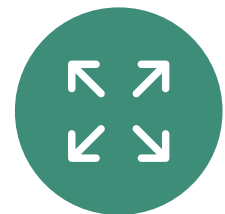
**Advance Reconciliation
Across All Initiatives**



**Build the Team to
Drive Cultural Change**



**Elevate Investment
in Arts and Culture**



**Transform and Expand
Cultural Spaces**



**Lead Regional
Cultural Advocacy**



Goals and Implementation Priorities

The foundational elements shape the priorities for each goal across all phases, ensuring that actions align with strategic vision, capacity, and sustainability. Each goal progresses in a way that builds on early efforts, expands access, and strengthens long-term cultural impact.

GOAL	PHASE 1	PHASE 2	PHASE 3
Advance Truth and Reconciliation Through Arts and Culture	Strengthen reconciliation as a core value by integrating Indigenous perspectives into cultural planning and policies and investing in relationship building.	Support Indigenous arts and culture to enhance visibility and capacity through programming, public art, and civic engagement in festivals and events.	Deepen reconciliation efforts through long term relationships and embedding of Indigenous knowledge into cultural planning and integration with tourism and economic development.
Build Community Resilience Through Arts and Culture	Strengthen arts and culture support by establishing key roles, policies, and inclusive programming structures.	Expand partnerships with equity-priority groups, schools, and businesses to increase and diversify participation and representation.	Ensure arts and culture remain a core part of community life by fostering long-term collaboration and public involvement.
Develop More Accessible and Affordable Cultural Spaces	Assess cultural infrastructure needs and establish policy frameworks for future space development.	Implement facility policies, secure funding, and initiate infrastructure improvements.	Integrate cultural spaces into city planning, improve accessibility, and strengthen long-term sustainability models.
Bolster Community Arts	Establish funding structures and leadership to enable arts and culture sustainability and growth.	Expand collaboration among artists, organizations, and businesses to increase cultural reach.	Strengthen cultural visibility through reporting, public engagement, and long-term partnerships.
Support the Strategic Development of the Cultural Sector	Enhance and develop sustainable funding strategies and City policies and work towards the downtown as a cultural district.	Strengthen regional collaboration and integration of culture into tourism and economic development.	Position the City as a recognized cultural leader through regional partnerships, marketing, and workforce development.

Phase 1: Building Foundations

Phase 1 focuses on laying the groundwork for Courtenay’s long-term cultural development by establishing key policies, strengthening relationships, and building foundational structures. This includes policy development, governance frameworks, infrastructure assessments, and financial planning to support a strong and sustainable arts and culture sector.

GOAL	IMPLEMENTATION PRIORITIES
Advance Truth and Reconciliation Through Arts and Culture	Strengthen reconciliation as a core value by integrating Indigenous perspectives into cultural planning and policies and investing in relationship building.
Build Community Resilience Through Arts and Culture	Strengthen arts and culture support by establishing key roles, policies, and inclusive programming structures.
Develop More Accessible and Affordable Cultural Spaces	Assess cultural infrastructure needs and establish policy frameworks for future space development.
Bolster Community Arts	Establish funding structures and leadership to enable arts and culture sustainability and growth.
Support the Strategic Development of the Cultural Sector	Enhance and develop sustainable funding strategies and City policies and work towards the downtown as a cultural district.

Outcome: Established frameworks, relationships, and leadership to support sustainable cultural growth.

Phase 1 Key Actions

The table below summarizes the key actions that will be implemented in Phase 1. These actions will set the stage for future growth, allowing for expanded programming, enhanced accessibility, and stronger community engagement in the next phases.

GOAL	SUMMARY OF KEY ACTIONS
Advance Truth and Reconciliation Through Arts and Culture	<ul style="list-style-type: none"> ▶ Foster ongoing relationships with Indigenous communities to guide cultural planning and practices (1.1.1, 1.1.2, 1.1.3) ▶ Develop and implement policies that acknowledge K'ómoks First Nation, MIKI'SIW Métis Association, Inuit and urban Indigenous cultural heritage (1.2.1, 1.3.6) ▶ Support Indigenous artists and cultural projects through dedicated funding and city grants (1.3.1) ▶ Acknowledge Indigenous history through renaming initiatives and culturally appropriate processes (1.2.3)
Build Community Resilience Through Arts and Culture	<ul style="list-style-type: none"> ▶ Establish a Cultural Coordinator position to lead and integrate arts and culture initiatives across the City (2.1.1, 4.1.4) ▶ Enhance event and festival support to reflect diverse cultural representation and refine inclusive practices to ensure accessibility and representation in arts and cultural offerings (2.1.3, 2.1.2)
Develop More Accessible and Affordable Cultural Spaces	<ul style="list-style-type: none"> ▶ Advocate for regional funding to support capital arts and culture projects with broad community impact (3.2.4) ▶ Assess the needs and accessibility of City-owned arts and culture facilities to inform future development (3.1.1, 3.2.1) ▶ Develop a Cultural Facilities Plan with prioritized actions to address community needs (3.2.2)
Bolster Community Arts	<ul style="list-style-type: none"> ▶ Create a City-funded Arts and Culture Grant Program to support community-led cultural initiatives (4.1.3) ▶ Sustain and strengthen core cultural service providers as community anchors (4.1.1, 5.1.2)
Support the Strategic Development of the Cultural Sector	<ul style="list-style-type: none"> ▶ Advocate for regional funding approaches and build diverse collaborations to support arts and cultural services and initiatives (5.1.3, 5.1.4) ▶ Develop policies to guide and promote arts and cultural activities, including a Special Events and Hosting Policy and a Public Art Policy (5.3.1, 5.3.2) ▶ Incorporate arts and culture into local area planning, including establishing an art, culture and heritage district Downtown (5.3.5)

Phase 2: Enhancing Access and Visibility

With the foundational structures in place, Phase 2 focuses on expanding cultural access, increasing community participation, and strengthening visibility. This phase moves from planning to implementation, ensuring that cultural policies, programs, and funding structures are actively put into practice.

GOAL	IMPLEMENTATION PRIORITIES
Advance Truth and Reconciliation Through Arts and Culture	Support Indigenous arts and culture to enhance visibility and capacity through programming, public art, and civic engagement in festivals and events.
Build Community Resilience Through Arts and Culture	Expand partnerships with equity-priority groups, schools, and businesses to increase and diversify participation and representation.
Develop More Accessible and Affordable Cultural Spaces	Implement facility policies, secure funding, and initiate infrastructure improvements.
Bolster Community Arts	Expand collaboration among artists, organizations, and businesses to increase cultural reach.
Support the Strategic Development of the Cultural Sector	Strengthen regional collaboration and integration of culture into tourism and economic development.

Outcome: Cultural access and visibility are strengthened as the City implements policies, programs, and partnerships and builds relationships that foster engagement and inclusivity.

Phase 2 Key Actions

The table below outlines the key actions and milestones that will drive progress in Phase 2, focusing on broadening participation, enhancing visibility, and fostering deeper connections across the cultural sector.

GOAL	SUMMARY OF KEY ACTIONS
Advance Truth and Reconciliation Through Arts and Culture	<ul style="list-style-type: none"> ▶ Bolster Indigenous capacity and engagement in arts and culture initiatives through targeted investments and funding programs (1.3.2) ▶ Celebrate Indigenous culture through public art installations and visible acknowledgments of K'ómoks First Nation territory (1.2.2) ▶ Promote and integrate Indigenous arts and culture into community events and ceremonies (1.3.3)
Build Community Resilience Through Arts and Culture	<ul style="list-style-type: none"> ▶ Strengthen partnerships with equity-priority groups to co-create inclusive programs and events that reflect community needs (2.3.1) ▶ Collaborate with community arts groups to make arts and cultural offerings more inclusive, accessible, and welcoming (2.1.4)
Develop More Accessible and Affordable Cultural Spaces	<ul style="list-style-type: none"> ▶ Promote grant opportunities to support renovations, equipment, and feasibility studies for cultural spaces (3.2.3) ▶ Explore digital platforms to map and communicate cultural facility resources and availability (3.1.4) ▶ Develop policies to secure development-related funding for arts and cultural facilities and amenities (3.2.5)
Bolster Community Arts	<ul style="list-style-type: none"> ▶ Support organizational capacity building through partnerships with the Comox Valley Community Arts Council (4.1.2) ▶ Collaborate with partners to promote and increase awareness of arts and culture events (4.3.2, 4.3.3) ▶ Introduce annual reporting to track progress and highlight community cultural initiatives (4.3.1)
Support the Strategic Development of the Cultural Sector	<ul style="list-style-type: none"> ▶ Integrate arts and culture into economic development strategies and align with broader initiatives (5.1.1) ▶ Develop a marketing strategy and establish signature tourism events to promote Courtenay as a year-round cultural destination (5.2.2, 5.2.4) ▶ Promote cultural tourism opportunities and advocate for a vibrant nighttime economy (5.2.1, 5.2.3) ▶ Leverage the Street Entertainer Program and placemaking initiatives to enhance community engagement and nightlife (5.3.3)

Phase 3: Thriving as a Cultural Hub

Phase 3 focuses on embedding arts and culture into the city’s identity, economy, and planning, ensuring long-term sustainability and impact. By this stage, cultural initiatives are fully integrated into municipal planning, and Courtenay is recognized as a dynamic hub for arts and culture.

As the City moves into Phase 3, the focus shifts to solidifying cultural initiatives within city planning, economic development, and regional partnerships.

GOAL	IMPLEMENTATION PRIORITIES
Advance Truth and Reconciliation Through Arts and Culture	Deepen reconciliation efforts through long term relationships and embedding of Indigenous knowledge into cultural planning and integration with tourism and economic development.
Build Community Resilience Through Arts and Culture	Ensure arts and culture remain a core part of community life by fostering long-term collaboration and public involvement.
Develop More Accessible and Affordable Cultural Spaces	Integrate cultural spaces into city planning, improve accessibility, and strengthen long-term sustainability models
Bolster Community Arts	Strengthen cultural visibility through reporting, public engagement, and long-term partnerships.
Support the Strategic Development of the Cultural Sector	Position the City as a recognized cultural leader through regional partnerships, marketing, and workforce development.

Outcome: The City becomes a dynamic, sustainable arts and culture hub.

Phase 3 Key Actions

The table below outlines the key actions that will drive this phase, ensuring that Courtenay’s arts and culture sector continues to evolve, strengthen partnerships, and remain a defining element of the city’s identity.

GOAL	SUMMARY OF KEY ACTIONS
Advance Truth and Reconciliation Through Arts and Culture	<ul style="list-style-type: none"> ▶ Foster collaboration and opportunities for Indigenous artists to showcase their work and connect (1.3.4) ▶ Advocate for sustainable economic and tourism development initiatives that respectfully highlight Indigenous arts and culture (1.3.5)
Build Community Resilience Through Arts and Culture	<ul style="list-style-type: none"> ▶ Support collaborative arts and culture projects that address social challenges through dialogue and storytelling and foster partnerships that provide arts and culture-based wellness activities to support healing and well-being (2.2.1, 2.2.2) ▶ Recognize and celebrate contributions to the cultural sector through awards programs and community events (2.3.2) ▶ Develop youth arts and culture programming by partnering with local groups and institutions to reduce barriers to participation (2.3.3)
Develop More Accessible and Affordable Cultural Spaces	<ul style="list-style-type: none"> ▶ Advocate for improved transit planning to support access to arts and culture events and programming (3.1.3) ▶ Encourage and support accessibility improvements for non-City-owned cultural spaces through grant opportunities (3.1.2)
Bolster Community Arts	<ul style="list-style-type: none"> ▶ Facilitate networking and collaboration through events and forums for cultural organizations (4.2.1) ▶ Support cultural visibility through public art projects and resource mapping (4.3.4, 4.3.5) ▶ Develop policies or incentives to encourage partnerships between local businesses and cultural groups (4.2.3)
Support the Strategic Development of the Cultural Sector	<ul style="list-style-type: none"> ▶ Establish an arts and culture committee to guide priorities and initiatives (5.3.4) ▶ Collaborate with educational institutions to create training opportunities and technical courses in arts and culture (5.4.2) ▶ Support mentorship, co-op opportunities, and affordable housing for artisans and cultural workers to strengthen the sector (5.4.3, 5.4.4) ▶ Strengthen relationships with local institutions to enhance youth engagement in arts and culture, including working with educational institutions to integrate arts and culture into school curricula (5.4.1, 4.2.2)

Funding Summary

This section presents a high-level overview of funding needs across each phase. A detailed breakdown by phase and activity is available in the appendix. The outlined funding requirements do not account for future financial implications of the Facilities Capital Plan.

Phase	Funding Type	Estimated Funding Required
Phase 1: Building Foundations	Net-New Operating	<ul style="list-style-type: none"> ▶ Medium: Estimated \$160,000 ▶ Cultural Coordinator, Indigenous engagement & investments, and Arts & Culture Grant Program
	One-Time	<ul style="list-style-type: none"> ▶ Medium: Estimated \$300,000 ▶ Renaming NSH, Special Events, Facilities Studies and Public Art Policy
Phase 2: Enhancing Access and Visibility	Net-New Operating	<ul style="list-style-type: none"> ▶ Low: Estimated \$60,000 ▶ Program partnerships, events, and cultural asset mapping.
	One-Time	<ul style="list-style-type: none"> ▶ Medium: Estimated \$250,000 ▶ Supporting Indigenous public art, marketing strategy, and capacity building
Phase 3: Thriving as a Cultural Hub	Net-New Operating	<ul style="list-style-type: none"> ▶ Low: Estimated \$10,000 ▶ Project partnerships, and committee development
	One-Time	<ul style="list-style-type: none"> ▶ Medium: Estimated \$100,000 ▶ Public art
Total	Net-New Operating	Estimated \$230,000
	One-Time	Estimated \$650,000

Funding sources are classified as:

Net New Operating: Ongoing funding required to sustain new or expanded initiatives, programs, or staffing

One-Time: Funding allocated for capital projects or time-limited initiatives that do not require ongoing financial commitment

**Assumes all actions are funded according to recommendations. Any change in funding in one area may affect required funding in another area*

Funding Categories:

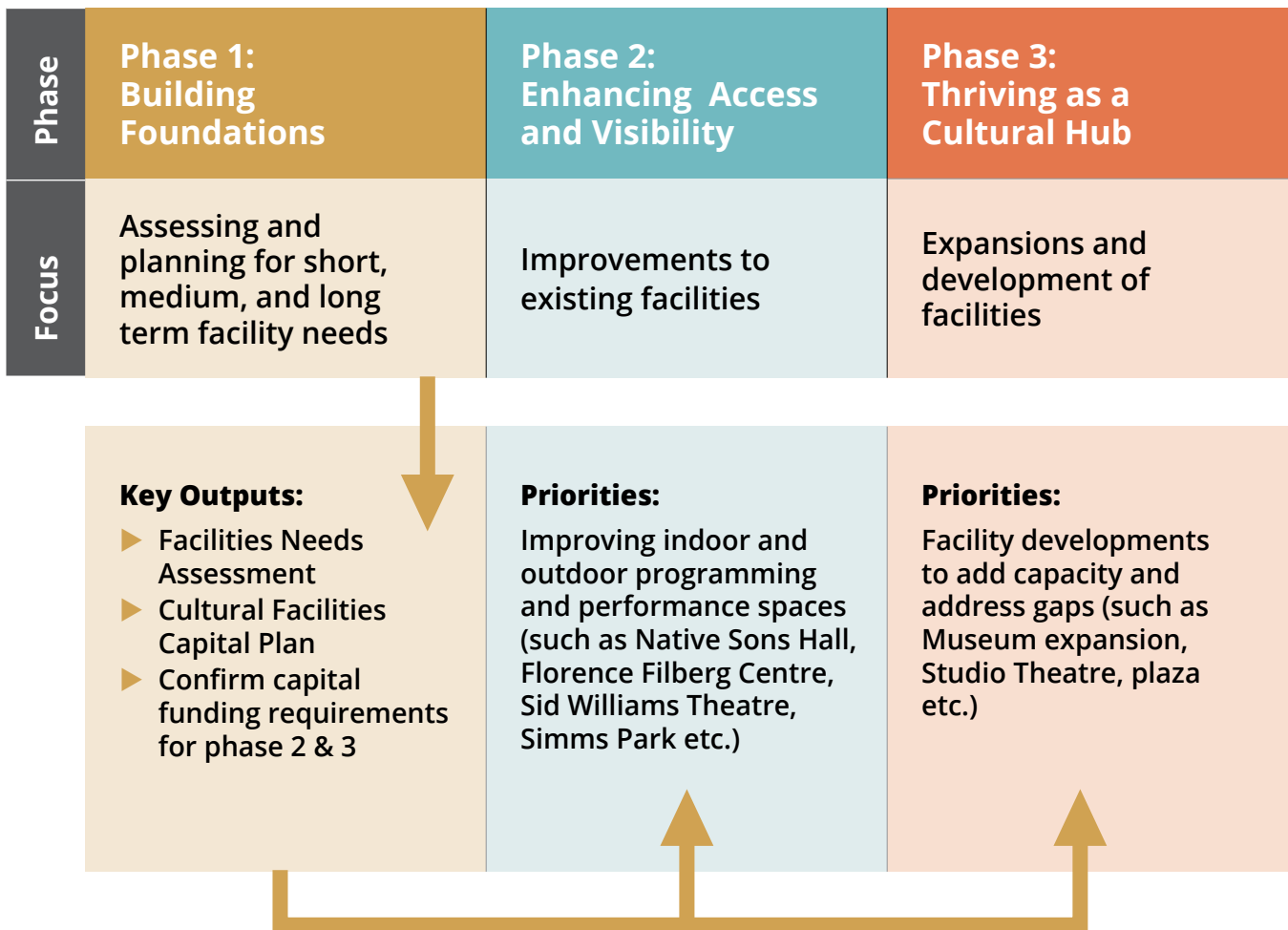
Low: Under \$100,000

Medium: \$100,000 - \$500,000

High: Over \$500,000

Capital Facility Planning & Projects

The approach to capital planning integrates with the phased approach ensuring infrastructure planning and assessments support long-term cultural facility development. Phase 1 lays the groundwork for future investments in Phase 2 and Phase 3 by assessing needs, developing funding strategies, and establishing a strong foundation for cultural facility improvement and development.



The facilities capital plan will determine capital projects and funding requirements to inform phase 2 and 3 projects and priorities.

Appendix 1: Detailed Implementation Strategy

Implementation Strategy - By Goal

Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 1. Advance truth and reconciliation through arts and culture				
1.1: Recognize the role and rights of K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples as it relates to arts and culture	1.1.1: Commit to ongoing relationship building with K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples to allow for the continuous shaping of the Strategic Cultural Plan as a living document reflective of the Indigenous history of Courtenay and the region	1	N/A	Existing
	1.1.2: Engage with K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples to seek input, guidance, and consent in cultural planning processes and co-designing protocols through decolonized practices.	1	N/A	Existing
	1.1.3: Include Indigenous Elders, Knowledge Keepers, and community leaders in cultural planning processes to ensure the incorporation of traditional wisdom.	1	Low (\$10,000)	Net New Operating
Objective 1.2: Respectfully acknowledge K'ómoks territory through arts and culture	1.2.1: Continue to respectfully acknowledge the land, recognizing the Unceded traditional territories of the K'ómoks First Nation, in all City-led engagement and activities. Further this through the development of the City's Reconciliation Framework and include corporate policy to ensure K'ómoks First Nation land acknowledgment is carried out consistently across City operations.	1	N/A	Existing
	1.2.2: Support the creation of public art installations that celebrate K'ómoks First Nation and Indigenous cultures and reinforce the City's commitment through development of a Public Art Policy. These installations can serve as a visible and lasting representation of the respect and acknowledgment of the territory and should be commissioned from Indigenous artists.	2	Medium (\$200,000)	One-time (Recurring Capital)
	1.2.3: Consider renaming the Native Sons Hall following an appropriate process that acknowledges the harms caused by the Native Sons of Canada to a number of equity deserving groups. The process should be conducted with consent from K'ómoks First Nation as part of acknowledging the Indigenous history of Courtenay.	1	Low (\$50,000)	One-time
Objective 1.3: Increase support and investment in Indigenous arts and culture	1.3.1: Consider establishing dedicated funding and grants for Indigenous artists, cultural projects, and public art through a City-funded Arts and Culture Grant Program.	1	See 4.1.3	Net New Operating
	1.3.2: Investigate financial investment opportunities to support K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples to bolster their capacity for meaningful engagement in City Arts and Culture initiatives such as the Strategic Cultural Plan. Further this through the development of the City's Reconciliation Framework and potential Arts and Culture Grant Program.	2	Low (\$50,000)	One-time
	1.3.3: Support and encourage participation in Indigenous-led cultural events and ceremonies and explore ways to decolonize existing arts and cultural activities by integrating Indigenous arts and culture into events like Canada Day.	2	N/A	Existing
	1.3.4: Foster collaboration with Indigenous artists and creators by commissioning or showcasing their work and exploring facilitation of networking opportunities to connect with peers, collaborators, mentors, and buyers.	3	See 1.2.2	One-Time
	1.3.5: Advocate for sustainable tourism initiatives and tourism investments that respectfully highlight and celebrate Indigenous arts and culture in collaboration with K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples.	3	N/A	Existing
	1.3.6: Explore partnerships with Indigenous communities to co-develop arts and culture-related policies, learning opportunities, programs, events, and workshops that foster understanding of Indigenous histories, traditions, and values.	1	See 1.3.2	Net New Operating

Appendix 1: Detailed Implementation Strategy

Implementation Strategy - By Goal

Goal	Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 2. Build community resilience through arts and culture					
Objective 2.1: Use arts and culture to support community belonging and inclusion, where differences and similarities are celebrated	2.1.1: Explore establishing a Cultural Coordinator position at the City as a dedicated resource for arts and culture. This role will be responsible for connecting with communities, building relationships, and ensuring that arts and culture initiatives are effectively integrated and supported throughout the City.		1	Medium (\$100,000)	Net New Operating
	2.1.2: Review the City's current event and festival support, as well as community activities, with a lens to enhance diverse cultural representation and celebrations (i.e. Complete a Special Events and Hosting Policy for the City of Courtenay)		1	See 5.3.1	One-Time
	2.1.3: Explore ways to make arts and cultural events, as well as heritage offerings more inclusive, accessible, and representative in collaboration with community arts groups.		1	N/A	Existing
	2.1.4: Explore collaborations with community arts groups that serve distinct community members in creating cultural spaces and developing activities that are accessible and welcoming to everyone.		2	Low	Net New Operating
Objective 2.2: Leverage arts and culture as a medium to engage community on complex social challenges and to support healing	2.2.1: Support ongoing collaborative arts and culture projects with local organizations that encourage dialogue, collective problem-solving, and storytelling through diverse media to address social challenges like isolation, while promoting relevant grant funding streams to support this work.		3	See 4.1.3	Net New Operating
	2.2.2: Develop partnerships with organizations that provide arts and culture-based wellness activities to support healing and well-being, especially for community members affected by trauma or social disparities.		3	See 2.1.4	Net New Operating
Objective 2.3: Develop cultural programming that appeals to a more diverse community	2.3.1: Strengthen partnerships with equity priority groups (Indigenous, Black and people of colour, immigrants, 2SLGBTQIA+, persons with disabilities, and unhoused community members) to support or co-create inclusive programs and events, provide space for feedback on cultural sensitivity, and identify diverse programming opportunities that reflect the needs and interests of all community members		2	See 2.1.4	Net New Operating
	2.3.2: Showcase the contributions of diverse individuals and local organizations in the cultural sector through an awards program or by integrating recognition into existing community events		3	Low	Net New Operating
	2.3.3: Explore partnerships with local groups and institutions, such as North Island College and School District 71, to develop youth arts and culture programming both in schools and community, focusing on reducing barriers to participation.		3	See 2.1.4	Net New Operating
Goal 3. Develop more accessible and affordable cultural spaces					
Objective 3.1: Increase the availability of accessible and affordable spaces for arts and culture	3.1.1: Conduct a facility needs assessment and accessibility audit of City-owned arts and culture spaces as the first step in developing a Cultural Facilities Plan. This assessment will consider factors like location, transportation, and potential upgrades, with the findings directly informing the plan to guide future development of cultural spaces.		1	Low (\$75,000)	Existing
	3.1.2: Encourage other arts and cultural spaces (non-City-owned) to conduct accessibility audits of their spaces. The City can support this by communicating and promoting external grant opportunities that support facility retrofits.		3	N/A	Existing
	3.1.3: Advocate to the region for transit providers to include consideration for events and programming relating to arts and culture (i.e., car and bike usage, shuttle usage, walking and parking) in service planning.		3	N/A	Existing
	3.1.4: Consider exploring digital platforms to host a Cultural Asset and Resource map that communicates the inventory, availability, and pricing of cultural facilities, in partnership with a community lead agency.		2	Low (\$10,000)	Net New Operating
Objective 3.2: Prioritize initiatives/upgrades that provide enhanced and additional space for arts and culture	3.2.1: Complete Facility Feasibility / Needs Assessments to look at how existing City-owned arts and culture facilities can be modified to meet emerging community needs and support the cultural district in the downtown area where existing cultural assets are located (including spaces for live performance, multi-disciplinary, rehearsal, and creation). These efforts should be integrated into a Cultural Facilities Plan to align with the City's long-term cultural infrastructure strategy.		1	See 3.1.1	Existing
	3.2.2: Develop a Cultural Facilities Plan with short, medium and longer term priorities, leveraging relevant feedback collected and analysis undertaken in the Strategic Cultural Plan project including the Cultural Facilities Options Analysis.		1	Medium (\$100,000)	One-time
	3.2.3: Work with partners to promote grant opportunities, such as the Canada Cultural Spaces Fund, for both City and non-City-owned cultural organizations to fund renovations, specialized equipment, and feasibility studies.		2	N/A	Existing
	3.2.4: Advocate to the Comox Valley Regional District (CVRD) regarding regional funding to support future capital arts and culture projects that demonstrate regional impact.		1	N/A	Existing
	3.2.5: Develop policy to include arts and cultural facilities and amenities as eligible for development-related funding, including but not limited to Amenity Cost Charges. These funds could be directed toward projects identified in the Cultural Facilities Plan. These tools provide a funding mechanism to ensure that the increased demand on community amenities such as arts and cultural services is accommodated as the community grows, as well as provides for street improvement amenity features that can assist in the unique feeling and community practice of place-making at the neighbourhood scale.		2	N/A	Existing

Appendix 1: Detailed Implementation Strategy

Implementation Strategy - By Goal

Goal	Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 4. Bolster community arts					
Objective 4.1: Support the capacity building of community-led arts and culture organizations	4.1.1: Continue supporting core cultural service providers (i.e., Comox Valley Art Gallery, the Courtenay and District Museum, the Sid Williams Civic Theatre, and the Comox Valley Community Arts Council) to ensure continuity and ability to meet their full potential as cultural anchors in the community.		1	N/A	Existing
	4.1.2: Leverage the City's relationship with Comox Valley Community Arts Council to support organizational capacity building in the sector through its training and professional development initiatives.		2	N/A	Existing
	4.1.3: Consider establishing a City-funded Arts and Culture Grant Program to support community-led events, initiatives, and organizational capacity building. This grant program would be the primary mechanism for providing financial resources to local arts organizations, community groups, and Indigenous artists.		1	Low (\$50,000)	Net New Operating
	4.1.4: Explore establishing a dedicated Cultural Coordinator role in the City to act as a liaison for the cultural community, support capacity building, identify and act on arts and culture opportunities, lead coordination activities, and implement the Cultural Strategic Plan.		1	See 2.1.1	Net New Operating
Objective 4.2: Break down silos and increase collaboration across the cultural sector	4.2.1: Work with one of the core cultural service providers to organize regular networking events, conferences, and forums that connect organizations, facilitate knowledge sharing and collaboration, and exchange resources to strengthen community capacity throughout the region.		3	Low	Net New Operating
	4.2.2: Consider fostering a relationship between the cultural sector and other local institutions – e.g. North Island College and SD71. Such a relationship can support youth engagement in arts and culture as well as access to the use of school spaces.		3	N/A	Existing
	4.2.3: Investigate opportunities to develop policies or incentives to encourage partnerships between local businesses (i.e. Downtown Courtenay BIA), and local artists, groups, and organizations.		3	N/A	Existing
Objective 4.3: Increase the awareness of community-led arts and culture events	4.3.1: Introduce an annual Arts and Culture report to Council from core cultural service providers that includes insights from community on their programs and services, as well as performance metrics, and reports on implementation of Strategic Cultural Plan.		2	Low (\$5,000)	Existing
	4.3.2: Consider partnering with existing non-profit organizations who are curating event calendars locally and on Vancouver Island to support promotion and increased awareness of local events		2	N/A	Existing
	4.3.3: Consider support for development of an awareness and marketing strategy to promote arts and culture events and offerings, with a focus on reaching diverse groups. This strategy will also consider event promotion and collaboration with partners like the Comox Valley Community Arts Council.		2	Low (\$50,000)	One-time
	4.3.4: Promote and raise awareness of arts and culture by supporting community-based arts projects supported by public art policy.		3	N/A	Existing
	4.3.5: Consider creating an annual or bi-annual process of updating Courtenay's Cultural Asset Map in collaboration with Creative Coast to highlight Courtenay's cultural offerings and encourage regional collaboration.		3	See 3.1.4	Net New Operating

Appendix 1: Detailed Implementation Strategy

Implementation Strategy - By Goal

Goal	Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 5. Support the strategic development of the cultural sector					
Objective 5.1: Build and sustain existing social and economic impact by strengthening Courtenay's professional arts and culture sector	5.1.1: Integrate arts and culture into City's Community Economic Development Analysis and economic strategies, including fostering closer alignment with local, regional, and national economic development initiatives by collaborating with entities like the Canada Council for the Arts (CCA) and Canadian Heritage.		2	N/A	Existing
	5.1.2: Review and enhance existing funding structures to support core cultural service providers (Comox Valley Community Arts Council (CVAC), Comox Valley Art Gallery (CVAG), Sid William Theatre, and Courtenay and District Museum) by considering integrating existing funding into a dedicated stream within a City-Funded Arts and Culture Grant Program. This will ensure that these providers continue to meet the evolving needs of the community.		1	See 5.1.4	Existing
	5.1.3: Cultivate diverse collaborations with interest groups, including educational systems (e.g., North Island College, School District 71), private studios, individual arts educators, and music organizations, to build a robust network that amplifies the sector's influence and supports arts education and Indigenous collaborations		1	N/A	Existing
	5.1.4: Explore a regional funding and coordination approach with Comox Valley local governments and the Comox Valley Regional District to support arts and culture. This includes establishing regional funding for core cultural partners who provide regional services, as well as community grants and capital funding for arts and culture		1	N/A	Existing
Objective 5.2: Embed arts and culture more firmly in tourism initiatives in Courtenay and the Comox Valley	5.2.1: Collaborate with the Comox Valley Regional District and Experience Comox Valley to highlight cultural tourism opportunities in Courtenay, aligning with their Tourism Strategy Plan.		2	N/A	Existing
	5.2.2: Work with local organizations (e.g., Comox Valley Community Arts Council, Experience Comox Valley) to develop a marketing and outreach strategy for events and programs and to promote the City and Comox Valley as a cultural tourism destination. Leverage Experience Comox Valley's annual Destination Plan.		2	See 4.3.3	One-Time
	5.2.3: Create a Working Group to develop a sustainable vision and action plan for nightlife in Courtenay and advocate for the nighttime economy, potentially leveraging the existing Comox Valley Tourism Advisory Committee or Economic Development Strategy.		2	Low (\$50,000)	One-time
	5.2.4: Work with Experience Comox Valley to establish signature tourism events during the shoulder months (outside of summer) to draw year-round visitors to Courtenay and the Comox Valley.		2	Low (\$50,000)	Net New Operating
Objective 5.3: Create new and or updated policies to support the cultural sector	5.3.1: Develop a Special Events and Hosting Policy or Guidelines that support arts and cultural events including those that serve as a tourism draw for Courtenay. The policy could also outline how to create accessible materials for hosting events that would be useful to community-led and grassroots event organizers. The policy should further clarify guidelines for when the City is being a host, a facilitator or a location for special events. Note, this policy should align with cultural tourism and economic development plans.		1	Low (\$75,000)	One-time
	5.3.2: Develop a Public Art Policy that supports public art and mural projects in the community. The policy would outline how to prioritize commissions for local artists, as well as support the representation of Indigenous arts and culture in the community. The policy could also help foster youth engagement in community public art initiatives.		1	Low (\$75,000)	One-time
	5.3.3: Consider reviewing the City's Street Entertainer Program and the associated regulation bylaw. Explore opportunities for leveraging the program for nightlife and community placemaking activities via collaboration with local businesses.		2	N/A	Existing
	5.3.4: Consider establishing an arts and culture committee for the City to advise Council and staff on priorities, activities, and initiatives related to arts and culture in Courtenay, including the implementation of the Strategic Cultural Plan and alignment with local tourism and economic development activities.		3	Low (\$10,000)	Net New Operating
	Action 5.3.5: Include arts and culture in local area planning initiatives, with specific consideration for identifying Downtown as an arts, culture, and heritage district in line with the OCP.		1	N/A	Existing
Objective 5.4: Explore strategic ways to meet sector labour needs	5.4.1: Consider opportunities of working with School District 71 and local organizations to integrate arts and culture into school curricula to foster the interest of children and youth in the arts and cultural sector.		3	N/A	Existing
	5.4.2: Support collaborations between local organizations and educational institutions (such as North Island College and Excel Career College) to develop and fast-track technical and short courses related to arts and culture including sound and lighting, stage management and crowd control related courses.		3	N/A	Existing
	5.4.3: Investigate ways the City can support local arts and culture organizations to offer volunteer, mentorship, and co-op educational opportunities for youth and community members who are interested in developing a career in the cultural sector.		3	N/A	Existing
	5.4.4: Support the approval of developments that provide housing and workspaces for artisans and the cultural sector in the community (similar to Tin Town) in the community. Advance land use planning in Town Centres where this type of use is allowed as per the OCP, and consider other tools such as pre-zoning specific areas (i.e. through the Downtown Local Area Plan) to enable the development of artist housing and workspace.		3	N/A	Existing

Appendix 2: Detailed Implementation Strategy by Phase

Implementation Strategy - Phase 1

Goal	Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 1. Advance truth and reconciliation through arts and culture	1.1: Recognize the role and rights of K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples as it relates to arts and culture	1.1.1: Commit to ongoing relationship building with K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples to allow for the continuous shaping of the Strategic Cultural Plan as a living document reflective of the Indigenous history of Courtenay and the region	1	N/A	Existing
		1.1.2: Engage with K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples to seek input, guidance, and consent in cultural planning processes and co-designing protocols through decolonized practices.	1	N/A	Existing
		1.1.3: Include Indigenous Elders, Knowledge Keepers, and community leaders in cultural planning processes to ensure the incorporation of traditional wisdom.	1	Low (\$10,000)	Net New Operating
	Objective 1.2: Respectfully acknowledge K'ómoks territory through arts and culture	1.2.1: Continue to respectfully acknowledge the land, recognizing the Unceded traditional territories of the K'ómoks First Nation, in all City-led engagement and activities. Further this through the development of the City's Reconciliation Framework and include corporate policy to ensure K'ómoks First Nation land acknowledgment is carried out consistently across City operations.	1	N/A	Existing
		1.2.3: Consider renaming the Native Sons Hall following an appropriate process that acknowledges the harms caused by the Native Sons of Canada to a number of equity deserving groups. The process should be conducted with consent from K'ómoks First Nation as part of acknowledging the Indigenous history of Courtenay.	1	Low (\$50,000)	One-time
	Objective 1.3: Increase support and investment in Indigenous arts and culture	1.3.1: Consider establishing dedicated funding and grants for Indigenous artists, cultural projects, and public art through a City-funded Arts and Culture Grant Program.	1	See 4.1.3	Net New Operating
1.3.6 Explore partnerships with Indigenous communities to co-develop arts and culture-related policies, learning opportunities, programs, events, and workshops that foster understanding of Indigenous histories, traditions, and values.		1	See 1.3.2	Net New Operating	
Goal 2. Build community resilience through arts and culture	Objective 2.1: Use arts and culture to support community belonging and inclusion, where differences and similarities are celebrated	2.1.1: Explore establishing a Cultural Coordinator position at the City as a dedicated resource for arts and culture. This role will be responsible for connecting with communities, building relationships, and ensuring that arts and culture initiatives are effectively integrated and supported throughout the City.	1	Medium (\$100,000)	Net New Operating
		2.1.2: Review the City's current event and festival support, as well as community activities, with a lens to enhance diverse cultural representation and celebrations (i.e. Complete a Special Events and Hosting Policy for the City of Courtenay)	1	See 5.3.1	One-Time
		2.1.3: Explore ways to make arts and cultural events, as well as heritage offerings more inclusive, accessible, and representative in collaboration with community arts groups.	1	N/A	Existing
Goal 3. Develop more accessible and affordable cultural spaces	Objective 3.1: Increase the availability of accessible and affordable spaces for arts and culture	3.1.1: Conduct a facility needs assessment and accessibility audit of City-owned arts and culture spaces as the first step in developing a Cultural Facilities Plan. This assessment will consider factors like location, transportation, and potential upgrades, with the findings directly informing the plan to guide future development of cultural spaces.	1	Low (\$75,000)	Existing
		3.2.1: Complete Facility Feasibility / Needs Assessments to look at how existing City-owned arts and culture facilities can be modified to meet emerging community needs and support the cultural district in the downtown area where existing cultural assets are located (including spaces for live performance, multi-disciplinary, rehearsal, and creation. These efforts should be integrated into a Cultural Facilities Plan to align with the City's long-term cultural infrastructure strategy.	1	See 3.1.1	Existing
	Objective 3.2: Prioritize initiatives/upgrades that provide enhanced and additional space for arts and culture	3.2.2: Develop a Cultural Facilities Plan with short, medium and longer term priorities, leveraging relevant feedback collected and analysis undertaken in the Strategic Cultural Plan project including the Cultural Facilities Options Analysis.	1	Medium (\$100,000)	One-time
		3.2.4: Advocate to the Comox Valley Regional District (CVRD) regarding regional funding to support future capital arts and culture projects that demonstrate regional impact.	1	N/A	Existing
Goal 4. Bolster community arts	Objective 4.1: Support the capacity building of community-led arts and culture organizations	4.1.1: Continue supporting core cultural service providers (i.e., Comox Valley Art Gallery, the Courtenay and District Museum, the Sid Williams Civic Theatre, and the Comox Valley Community Arts Council) to ensure continuity and ability to meet their full potential as cultural anchors in the community.	1	N/A	Existing
		4.1.3: Consider establishing a City-funded Arts and Culture Grant Program to support community-led events, initiatives, and organizational capacity building. This grant program would be the primary mechanism for providing financial resources to local arts organizations, community groups, and Indigenous artists.	1	Low (\$50,000)	Net New Operating
		4.1.4: Explore establishing a dedicated Cultural Coordinator role in the City to act as a liaison for the cultural community, support capacity building, identify and act on arts and culture opportunities, lead coordination activities, and implement the Cultural Strategic Plan.	1	See 2.1.1	Net New Operating

Appendix 2: Detailed Implementation Strategy by Phase

Implementation Strategy - Phase 1

Goal	Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 5. Support the strategic development of the cultural sector	Objective 5.1: Build and sustain existing social and economic impact by strengthening Courtenay's professional arts and culture sector	5.1.2: Review and enhance existing funding structures to support core cultural service providers (Comox Valley Community Arts Council (CVAC), Comox Valley Art Gallery (CVAG), Sid William Theatre, and Courtenay and District Museum) by considering integrating existing funding into a dedicated stream within a City-Funded Arts and Culture Grant Program. This will ensure that these providers continue to meet the evolving needs of the community.	1	See 5.1.4	Existing
		5.1.3: Cultivate diverse collaborations with interest groups, including educational systems (e.g., North Island College, School District 71), private studios, individual arts educators, and music organizations, to build a robust network that amplifies the sector's influence and supports arts education and Indigenous collaborations	1	N/A	Existing
		5.1.4: Explore a regional funding and coordination approach with Comox Valley local governments and the Comox Valley Regional District to support arts and culture. This includes establishing regional funding for core cultural partners who provide regional services, as well as community grants and capital funding for arts and culture	1	N/A	Existing
	Objective 5.3: Create new and or updated policies to support the cultural sector	5.3.1: Develop a Special Events and Hosting Policy or Guidelines that support arts and cultural events including those that serve as a tourism draw for Courtenay. The policy could also outline how to create accessible materials for hosting events that would be useful to community-led and grassroots event organizers. The policy should further clarify guidelines for when the City is being a host, a facilitator or a location for special events. Note, this policy should align with cultural tourism and economic development plans.	1	Low (\$75,000)	One-time
		5.3.2: Develop a Public Art Policy that supports public art and mural projects in the community. The policy would outline how to prioritize commissions for local artists, as well as support the representation of Indigenous arts and culture in the community. The policy could also help foster youth engagement in community public art initiatives.	1	Low (\$75,000)	One-time
		Action 5.3.5: Include arts and culture in local area planning initiatives, with specific consideration for identifying Downtown as an arts, culture, and heritage district in line with the OCP.	1	N/A	Existing

Appendix 2: Detailed Implementation Strategy by Phase

Implementation Strategy - Phase 2

Goal	Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 1. Advance truth and reconciliation through arts and culture	Objective 1.2: Respectfully acknowledge K'ómoks territory through arts and culture	1.2.2: Support the creation of public art installations that celebrate K'ómoks First Nation and Indigenous cultures and reinforce the City's commitment through development of a Public Art Policy. These installations can serve as a visible and lasting representation of the respect and acknowledgment of the territory and should be commissioned from Indigenous artists.	2	Medium (\$200,000)	One-time (Recurring Capital)
	Objective 1.3: Increase support and investment in Indigenous arts and culture	1.3.2: Investigate financial investment opportunities to support K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples to bolster their capacity for meaningful engagement in City Arts and Culture initiatives such as the Strategic Cultural Plan. Further this through the development of the City's Reconciliation Framework and potential Arts and Culture Grant Program.	2	Low (\$50,000)	One-time
		1.3.3: Support and encourage participation in Indigenous-led cultural events and ceremonies and explore ways to decolonize existing arts and cultural activities by integrating Indigenous arts and culture into events like Canada Day.	2	N/A	Existing
Goal 2. Build community resilience through arts and culture	Objective 2.1: Use arts and culture to support community belonging and inclusion, where differences and similarities are celebrated	2.1.4: Explore collaborations with community arts groups that serve distinct community members in creating cultural spaces and developing activities that are accessible and welcoming to everyone.	2	Low	Net New Operating
	Objective 2.3: Develop cultural programming that appeals to a more diverse community	2.3.1: Strengthen partnerships with equity priority groups (Indigenous, Black and people of colour, immigrants, 2SLGBTQIA+, persons with disabilities, and unhoused community members) to support or co-create inclusive programs and events, provide space for feedback on cultural sensitivity, and identify diverse programming opportunities that reflect the needs and interests of all community members	2	See 2.1.4	Net New Operating
Goal 3. Develop more accessible and affordable cultural spaces	Objective 3.1: Increase the availability of accessible and affordable spaces for arts and culture	3.1.4: Consider exploring digital platforms to host a Cultural Asset and Resource map that communicates the inventory, availability, and pricing of cultural facilities, in partnership with a community lead agency.	2	Low (\$10,000)	Net New Operating
	Objective 3.2: Prioritize initiatives/upgrades that provide enhanced and additional space for arts and culture	3.2.3: Work with partners to promote grant opportunities, such as the Canada Cultural Spaces Fund, for both City and non-City-owned cultural organizations to fund renovations, specialized equipment, and feasibility studies.	2	N/A	Existing
		3.2.5: Develop policy to include arts and cultural facilities and amenities as eligible for development-related funding, including but not limited to Amenity Cost Charges. These funds could be directed toward projects identified in the Cultural Facilities Plan. These tools provide a funding mechanism to ensure that the increased demand on community amenities such as arts and cultural services is accommodated as the community grows, as well as provides for street improvement amenity features that can assist in the unique feeling and community practice of place-making at the neighbourhood scale.	2	N/A	Existing
Goal 4. Bolster community arts	Objective 4.1: Support the capacity building of community-led arts and culture organizations	4.1.2: Leverage the City's relationship with Comox Valley Community Arts Council to support organizational capacity building in the sector through its training and professional development initiatives.	2	N/A	Existing
	Objective 4.3: Increase the awareness of community-led arts and culture events	4.3.1: Introduce an annual Arts and Culture report to Council from core cultural service providers that includes insights from community on their programs and services, as well as performance metrics, and reports on implementation of Strategic Cultural Plan.	2	Low (\$5,000)	Existing
		4.3.2: Consider partnering with existing non-profit organizations who are curating event calendars locally and on Vancouver Island to support promotion and increased awareness of local events	2	N/A	Existing
		4.3.3: Consider support for development of an awareness and marketing strategy to promote arts and culture events and offerings, with a focus on reaching diverse groups. This strategy will also consider event promotion and collaboration with partners like the Comox Valley Community Arts Council.	2	Low (\$50,000)	One-time
Goal 5. Support the strategic development of the cultural sector	Objective 5.1: Build and sustain existing social and economic impact by strengthening Courtenay's professional arts and culture sector	5.1.1: Integrate arts and culture into City's Community Economic Development Analysis and economic strategies, including fostering closer alignment with local, regional, and national economic development initiatives by collaborating with entities like the Canada Council for the Arts (CCA) and Canadian Heritage.	2	N/A	Existing
	Objective 5.2: Embed arts and culture more firmly in tourism initiatives in Courtenay and the Comox Valley	5.2.1: Collaborate with the Comox Valley Regional District and Experience Comox Valley to highlight cultural tourism opportunities in Courtenay, aligning with their Tourism Strategy Plan.	2	N/A	Existing
		5.2.2: Work with local organizations (e.g., Comox Valley Community Arts Council, Experience Comox Valley) to develop a marketing and outreach strategy for events and programs and to promote the City and Comox Valley as a cultural tourism destination. Leverage Experience Comox Valley's annual Destination Plan.	2	See 4.3.3	One-Time
		5.2.3: Create a Working Group to develop a sustainable vision and action plan for nightlife in Courtenay and advocate for the nighttime economy, potentially leveraging the existing Comox Valley Tourism Advisory Committee or Economic Development Strategy.	2	Low (\$50,000)	One-time
		5.2.4: Work with Experience Comox Valley to establish signature tourism events during the shoulder months (outside of summer) to draw year-round visitors to Courtenay and the Comox Valley.	2	Low (\$50,000)	Net New Operating
	Objective 5.3: Create new and or updated policies to support the cultural sector	5.3.3: Consider reviewing the City's Street Entertainer Program and the associated regulation bylaw. Explore opportunities for leveraging the program for nightlife and community placemaking activities via collaboration with local businesses.	2	N/A	Existing

Appendix 2: Detailed Implementation Strategy by Phase

Implementation Strategy - Phase 3					
Goal	Objectives	Actions	Phase	Budget Estimate	Existing, Net New Operating, One-time
Goal 1. Advance truth and reconciliation through arts and culture	Objective 1.3: Increase support and investment in Indigenous arts and culture	1.3.4: Foster collaboration with Indigenous artists and creators by commissioning or showcasing their work and exploring facilitation of networking opportunities to connect with peers, collaborators, mentors, and buyers.	3	See 1.2.2	One-Time
		1.3.5: Advocate for sustainable tourism initiatives and tourism investments that respectfully highlight and celebrate Indigenous arts and culture in collaboration with K'ómoks First Nation, MIKI'SIW Métis Association, Inuit, and Urban Indigenous peoples.	3	N/A	Existing
Goal 2. Build community resilience through arts and culture	Objective 2.2: Leverage arts and culture as a medium to engage community on complex social challenges and to support healing	2.2.1: Support ongoing collaborative arts and culture projects with local organizations that encourage dialogue, collective problem-solving, and storytelling through diverse media to address social challenges like isolation, while promoting relevant grant funding streams to support this work.	3	See 4.1.3	Net New Operating
		2.2.2: Develop partnerships with organizations that provide arts and culture-based wellness activities to support healing and well-being, especially for community members affected by trauma or social disparities.	3	See 2.1.4	Net New Operating
	Objective 2.3: Develop cultural programming that appeals to a more diverse community	2.3.2: Showcase the contributions of diverse individuals and local organizations in the cultural sector through an awards program or by integrating recognition into existing community events	3	Low	Net New Operating
Goal 3. Develop more accessible and affordable cultural spaces	Objective 3.1: Increase the availability of accessible and affordable spaces for arts and culture	2.3.3: Explore partnerships with local groups and institutions, such as North Island College and School District 71, to develop youth arts and culture programming both in schools and community, focusing on reducing barriers to participation.	3	See 2.1.4	Net New Operating
		3.1.2: Encourage other arts and cultural spaces (non-City-owned) to conduct accessibility audits of their spaces. The City can support this by communicating and promoting external grant opportunities that support facility retrofits.	3	N/A	Existing
Goal 4. Bolster community arts	Objective 4.2: Break down silos and increase collaboration across the cultural sector	3.1.3: Advocate to the region for transit providers to include consideration for events and programming relating to arts and culture (i.e., car and bike usage, shuttle usage, walking and parking) in service planning.	3	N/A	Existing
		4.2.1: Work with one of the core cultural service providers to organize regular networking events, conferences, and forums that connect organizations, facilitate knowledge sharing and collaboration, and exchange resources to strengthen community capacity throughout the region.	3	Low	Net New Operating
		4.2.2: Consider fostering a relationship between the cultural sector and other local institutions – e.g. North Island College and SD71. Such a relationship can support youth engagement in arts and culture as well as access to the use of school spaces.	3	N/A	Existing
	Objective 4.3: Increase the awareness of community-led arts and culture events	4.2.3: Investigate opportunities to develop policies or incentives to encourage partnerships between local businesses (i.e. Downtown Courtenay BIA), and local artists, groups, and organizations.	3	N/A	Existing
		4.3.4: Promote and raise awareness of arts and culture by supporting community-based arts projects supported by public art policy.	3	N/A	Existing
Goal 5. Support the strategic development of the cultural sector	Objective 5.3: Create new and or updated policies to support the cultural sector	4.3.5: Consider creating an annual or bi-annual process of updating Courtenay's Cultural Asset Map in collaboration with Creative Coast to highlight Courtenay's cultural offerings and encourage regional collaboration.	3	See 3.1.4	Net New Operating
		5.3.4: Consider establishing an arts and culture committee for the City to advise Council and staff on priorities, activities, and initiatives related to arts and culture in Courtenay, including the implementation of the Strategic Cultural Plan and alignment with local tourism and economic development activities.	3	Low (\$10,000)	Net New Operating
	Objective 5.4: Explore strategic ways to meet sector labour needs	5.4.1: Consider opportunities of working with School District 71 and local organizations to integrate arts and culture into school curricula to foster the interest of children and youth in the arts and cultural sector.	3	N/A	Existing
		5.4.2: Support collaborations between local organizations and educational institutions (such as North Island College and Excel Career College) to develop and fast-track technical and short courses related to arts and culture including sound and lighting, stage management and crowd control related courses.	3	N/A	Existing
		5.4.3: Investigate ways the City can support local arts and culture organizations to offer volunteer, mentorship, and co-op educational opportunities for youth and community members who are interested in developing a career in the cultural sector.	3	N/A	Existing
	5.4.4: Support the approval of developments that provide housing and workspaces for artisans and the cultural sector in the community (similar to Tin Town) in the community. Advance land use planning in Town Centres where this type of use is allowed as per the OCP, and consider other tools such as pre-zoning specific areas (i.e. through the Downtown Local Area Plan) to enable the development of artist housing and workspace.	3	N/A	Existing	

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**City of
Courtenay**