



City of  
Courtenay

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# Strategic Cultural Plan



Presented by: Recreation, Culture, and  
Community Services

March 12, 2025 Council Meeting

# Presentation Outline

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## Strategic Cultural Plan & Implementation Strategy

Project Process Overview

Draft Strategy – Engagement Highlights

Courtenay's Strategic Cultural Plan

Implementation Strategy

Recommendation



# Project Overview

## Cultural Planning Process

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### Phase 1

Desk Research:  
review of City's  
strategic &  
planning  
documents

### Phase 2

Community  
Engagement

### Phase 3

Analysis:  
cultural facility  
needs,  
economic &  
social impact,  
benchmarking

### Phase 4

Draft strategy &  
recommendations  
Community  
Check-In

### Phase 5 Reporting



We are here!



# Community Engagement

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**Online Surveys**  
Phase 1: ~700 Responses  
Check-In: 78 Responses



**24 Interviews**  
(54 participants)



**Arts & Culture Sector  
Focus Group**  
(38 participants)



**Public Drop-In Event  
Community Check-in  
Event**



**4 Group Conversations  
with equity priority  
communities**  
(28 participants)



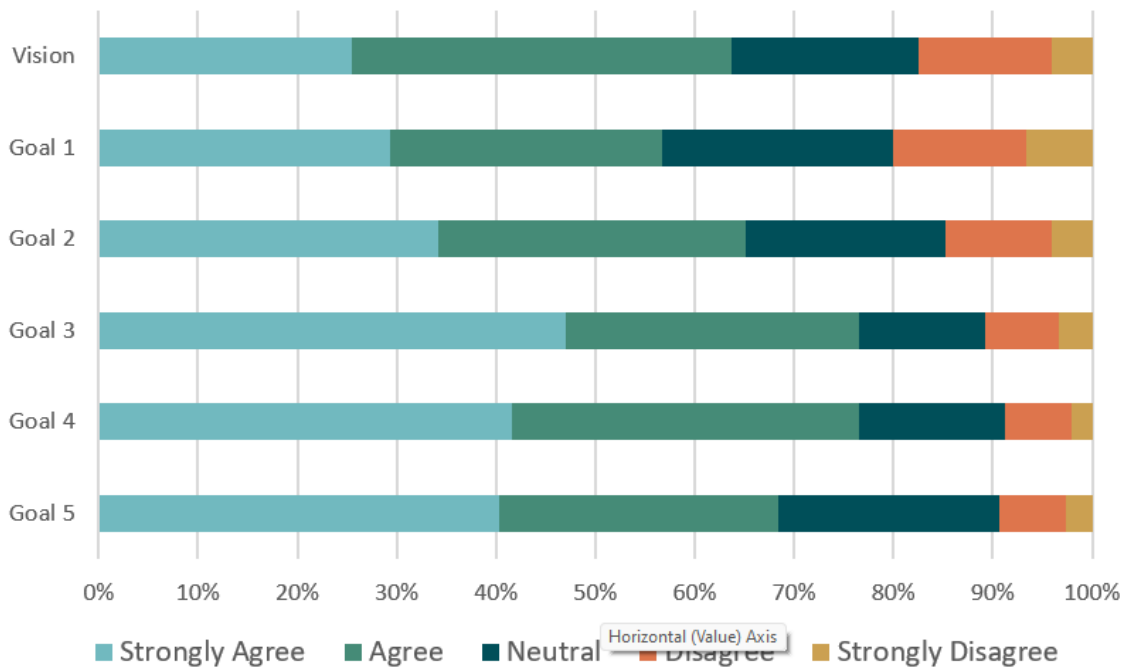
**Indigenous serving  
organizations  
Core Cultural Partners  
Public Survey**  
(~149 responses)

# Draft Strategic Cultural Plan

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## What we heard – Online Survey

Draft Cultural Strategic Plan Feedback



- Support for affordable arts spaces.
- More opportunities for local artists.
- Cultural initiatives for community resilience.
- Need for clear plans, collaboration, and accountability.
- Recognition of truth and reconciliation efforts.
- Questions regarding costs and feasibility.
- Debate on funding arts vs. social issues.
- Support for grassroots, community-driven efforts.

# Draft Strategic Cultural Plan

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## What we heard – Community Conversations

### Indigenous Serving Organizations

- Support for distinction-based approach, with guidance on interpretation.
- Significant value placed on relationship building with community members, including Elders.
- Support for promoting truth and reconciliation through arts and cultural events.
- Importance of providing honorariums for Indigenous contributions and knowledge.
- Recommendation that local governments employ Indigenous staff to support culturally safe interactions.
- Need to advance anti-racism policies for awareness and inclusion.

### Core Cultural Partners

- Support for the creation of a staff position focused on culture to respond to sector and City needs.
- Importance of completing cultural facility needs assessments and feasibility studies to address urgent infrastructure and program requirements and ensure cultural assets are protected from climate impacts.
- Support for a cultural district downtown.
- Advocacy for regional partnerships and funding models.
- Willingness and desire to collaborate on grant applications from Federal and Provincial sources.

**CULTURE**  
**CONNECTS US**

**Strategic  
Cultural Plan**



# Strategic Cultural Plan: Culture Connects Us

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## 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**.

”



# Strategic Cultural Plan

## Goals & Objectives

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### Goal 1: Advance truth and reconciliation through arts and culture

- 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
- Respectfully acknowledge K'ómoks territory through arts and culture
- Increase support and investment in Indigenous arts and culture

### Goal 2: Build community resilience through arts and culture

- Use arts and culture to support community belonging and inclusion, where differences and similarities are celebrated
- Leverage arts and culture as a medium to engage with community on complex social challenges and to support healing
- Develop cultural programming that appeals to a more diverse community

### Goal 3: Develop more accessible and affordable cultural spaces

- Increase the availability of accessible and affordable spaces for arts and culture
- Prioritize initiatives & upgrades that provide enhanced and additional space for arts and culture

Plus 59  
Actions

### Goal 4: Bolster community arts

- Support the capacity building of community-led arts and culture organizations
- Break down silos and increase collaboration across the cultural sector
- Increase the awareness of community-led arts and culture event

### Goal 5: Support the strategic development of the sector

- Build and sustain existing social and economic impact by strengthening Courtenay's professional arts and culture sector
- Embed culture more firmly in tourism initiatives in Courtenay and the Comox Valley
- Create new and or updated policies to support the cultural sector
- Explore strategic ways to meet sector labour needs

# Strategic Cultural Plan

## Foundational Elements

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**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**

# Strategic Cultural Plan

## Document Overview

### Strategic Cultural Plan

- Strategic Plan
- What We Heard Report
- Comparative Review
- Cultural Facilities Options

### Strategic Cultural Plan – Summary

### Strategic Cultural Plan – Implementation Strategy

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# Implementation Strategy

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## Phased Implementation Approach

### 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.

# Implementation Strategy

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## Funding Summary

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

**Funding Categories:**

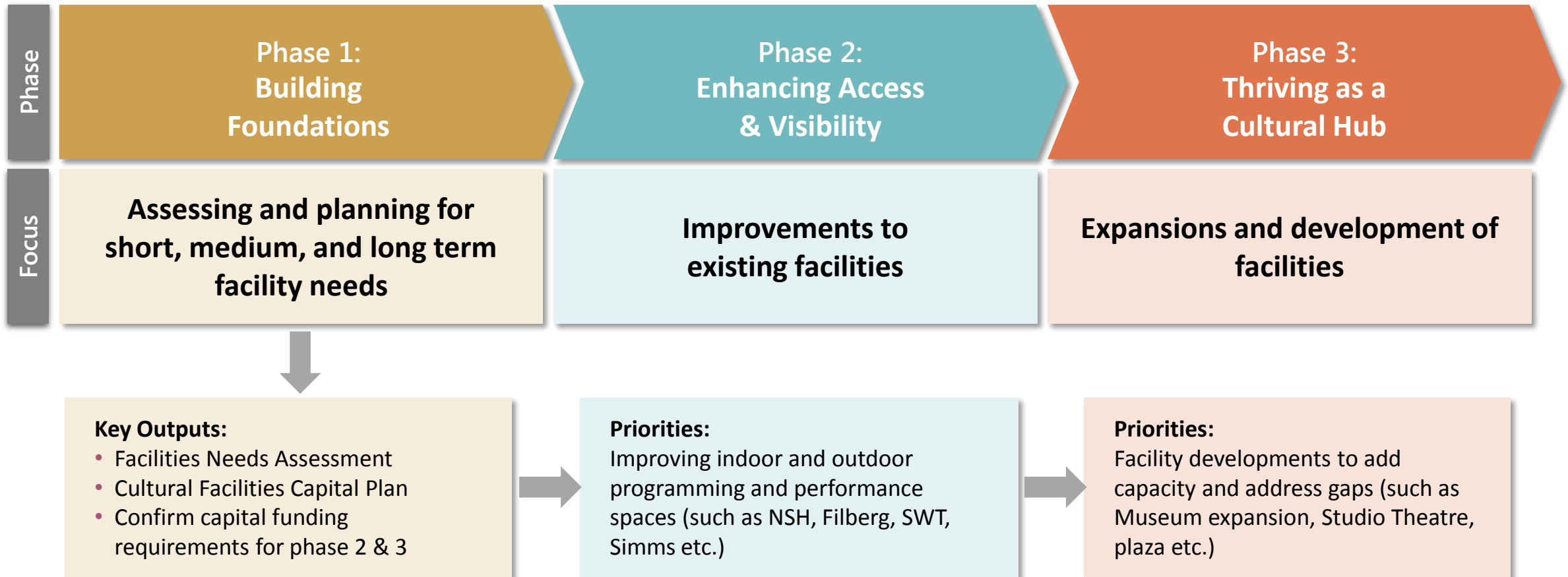
- Low: Under \$100,000
- Medium: \$100,000 - \$500,000
- High: Over \$500,000



# Implementation Strategy

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## Capital Facility Planning & Projects



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

# Strategic Cultural Plan

## Recommendation

THAT based on the March 12, 2025 staff report “Strategic Cultural Plan and Implementation Strategy Adoption,” Council approve the final draft of the Strategic Cultural Plan (Attachment 1) and Implementation Strategy (Attachment 2) as presented.

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