



Jennifer Casey, Executive Director  
Comox Valley Arts  
580 Duncan Avenue, Suite 202  
Courtenay, BC V0N 2M7  
[ed@comoxvalleyarts.com](mailto:ed@comoxvalleyarts.com)

Feb 13, 2024

Susie Saunders, Director  
City of Courtenay Department of Recreation, Culture and Community Services  
830 Cliffe Avenue  
Courtenay, BC V9N 2J7

Dear Susie, Joy and the RCCS Team,

As requested, I am writing to provide you with the latest update on our partnership and the progress of the Fee for Service Agreement (FFSA) between Comox Valley Arts and the City of Courtenay. Enclosed is our report detailing the status of ongoing programs, phased deliverables, and the trajectory of our collaboration.

In this report, you will find an analysis of our efforts to fulfill the commitments outlined in the FFSA. We have provided insights into the achievements, challenges, and areas requiring review or adjustment. Additionally, the report highlights how our organization has piloted new programs and enriched existing initiatives, demonstrating our commitment to innovation and continuous improvement.

Amidst the challenges posed by the pandemic, we have remained steadfast in our dedication to community engagement in the arts, and the arts and cultural enrichment of our community. However, it is crucial to acknowledge the evolving landscape of our sector (much of this due to changes brought on by the pandemic), which has prompted a reframing of priorities and necessitated a nuanced approach to partnership agreements.

As we move forward, we are committed to collaborating closely with the City of Courtenay to ensure that our partnership remains responsive to the needs of our community and aligned with our shared goals. We believe that by engaging in open dialogue and strategic refinement, we can further strengthen our collaboration and maximize our collective impact.

Thank you for your continued support and partnership. We look forward to discussing the contents of this report in more detail and exploring opportunities for further collaboration. We understand the next steps are to schedule a delegation with Council, and await the final Cultural Plan prior to discussing a revised and new agreement.

Should you have any questions or require additional information, please do not hesitate to contact me at [ed@comoxvalleyarts.com](mailto:ed@comoxvalleyarts.com)

Sincerely,

A handwritten signature in black ink, appearing to be 'Jennifer Casey', written over a horizontal line.

Jennifer Casey  
Executive Director  
Comox Valley Arts



## Comox Valley Arts: Fee For Service Deliverables Report

### Executive Summary:

This report provides a detailed analysis of the deliverables outlined in the Fee for Service Agreement (FFSA) between Comox Valley Arts and the City of Courtenay covering June 2020- August 2024. The report offers insights into the status of ongoing programs, the progress of phased deliverables, and the advancement of secondary and ongoing phases. It delineates achievements, areas of advancement, and aspects necessitating review or adjustment, offering a view of the partnership's trajectory. Amidst the progress of our ongoing programs, it's crucial to recognize that their successful execution places significant demands on the limited resources of our team, comprising one full-time and one part-time employee, underscoring the importance of strategic resource allocation and capacity management. Finally, the pandemic has precipitated a paradigm shift in how arts organizations operate, prompting a reassessment of priorities that diverge from those outlined when the agreement was initially drafted, necessitating a flexible approach to align the FFSA with current organizational imperatives and community needs. The FFSA ends in August of 2024.

### Ongoing Programs:

Comox Valley Arts continues to demonstrate unwavering dedication to its ongoing programs, which encompass a diverse array of initiatives aimed at community engagement and cultural enrichment. Comox Valley Arts has embarked on piloting new initiatives while simultaneously enhancing the quality, conceptual depth, and overall significance of its established programs.

### Initial Phase Deliverables:

While progress has been commendable in certain areas, the report reveals nuances in the fulfillment of initial phase deliverables. Monthly meetings with cultural service providers and consultation with regional working groups have progressed as planned. Efforts by regional collaboratives have made some deliverables no longer relevant, or duplicative of other, broader efforts.

### Secondary and Ongoing Phases:

The report shows efforts aimed at promoting tourism and economic development through arts and culture, collaborating in facilities planning, and enhancing creative placemaking initiatives. While strides have been made in aligning these endeavors with organizational objectives, certain initiatives require review to ensure feasibility and alignment with organizational mandate and community needs.

### Need for FFSA Review:

Crucially, the report identifies the imperative need to revisit specific aspects of the FFSA to ensure alignment with evolving organizational priorities, address capacity challenges, and reflect changes in programmatic focus and community dynamics. The establishment of a cultural scorecard, clarification of deliverables, and adjustments to reporting timelines and requirements emerge as focal points for strategic refinement.

# COMOX VALLEY ARTS | FEE FOR SERVICE AGREEMENT DELIVERABLE REPORT

**PROJECT TITLE** City of Courtenay FFSA Agreement  
**TIMELINE** June 2020 - August 2024

**PREPARED BY** JENNIFER CASEY, EXECUTIVE DIRECTOR  
**DATE** 2-14-24

**2024 Planned Activities**

PHASE	DETAILS	Status	Q1			Q2			Q3			Q4		
			JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1	Publish and Promote the <b>Central Island Arts Guide</b>	On Schedule	Ongoing Program: Central Island Arts Guide											
	Coordinate and deliver <b>general programming</b> , youth and seniors.	On Schedule	General Ongoing Programming Youth and Seniors											
	Coordinate and deliver the <b>Downtown Summer Street Markets</b>	On Schedule	Planning for Summer Markets			Weekly Markets on Wednesday starting June through September								
	Ongoing Program: Comox Valley Digital Creation Hub*	On Schedule	Ongoing Program: Bookings throughout the year in the D											
	Ongoing Program: Knowledge Sharing *	On Schedule	New Partnership with CVOX and the Metis Association in 2024 with New Horizons for Seniors Grant (\$18,000)											
	Ongoing Program: Central Island Studio Tour*	On Schedule	2024 Studio Tour Days: June 1-2											
	Ongoing Program: Incubator Microgrant Program*	On Schedule	Planning for intake, Intake, Evaluation and Disbursements for small grant program											
	Ongoing Program: Arts + Land*	On Schedule	Art + Land Festival: Planning spring and summer, to take place											
	Ongoing Program: Exhibitions feat. Regional Artists*	On Schedule	YQQ + CV/Arts (lead up work, install and open)											
	Ongoing Program: Community Events*	On Schedule	Family Day			Lake Trail Art Nights			Fungus Fest			Moonlight and Magic		
	Ongoing Program: A-School Pro-D for Artists*	On Schedule	Ongoing monthly program											
	Ongoing Programming: The Art Wagon*	On Schedule	Art Wagon Pop-Ups throughout the summer, at Summer Street Market and in Areas A., B, and C											
	Ongoing Program: The 30 Day Drawing Challenge*	On Schedule	Daily Programming											Planning
	*Core programming run by CV/Arts not mentioned in the FFSA													

PHASE	DELIVERABLES	Status	Start Date	End Date	Priority	Estimated Hours	Alignment	Notes
2	<b>I. Coordinate Community &amp; Core Cultural Partners Outreach/Convening.</b>							
	Quarterly round-table meetings with cultural constituents - engage and outreach with larger arts community including aboriginal stakeholder inclusion	On-Hold	June 2020	n/a	Low		Aligned	CV/Arts has not held a quarterly round table with the entire arts and culture sector on Comox Valley since the leadership transition in the fall of 2022. Prior staff held several comings together, this work was paused during the Cultural Planning process.
	Monthly meetings with four cultural service providers.	On Schedule	June 2020	August 2024	Medium	3 Hours a month	Aligned	In 2023, the Cultural Stakeholders agreed to meet every other month to preserve capacity.
	Consultation with regional inter-municipal working groups for Arts Cultural and Heritage as liaison for community feedback on cultural planning issues.	On Schedule	June 2020	August 2024	Medium	1 hour a month	Aligned	This work is happening regionally through Creative Coast - an Island wide network of Arts Councils. CV/Arts attends meetings and works directly with the Creative Coast team as a steering committee member.
	*Support Peer-based inclusion of indigenous practice, policy and preservation.	On Schedule	June 2020	August 2024	High	Embedded in ongoing work	Aligned	
	Data collection and creation of systems.	On Schedule	June 2020	August 2024	High	Embedded in ongoing work	Aligned	
	<b>II. Promote Tourism and Ec/Dev through Arts and Culture Lens</b>							
	Continue to cultivate cultural tourism through general programming, youth and senior programs and centralized marketing streams	On Schedule	June 2020	August 2024	High	6 hours a month	Aligned	This is done passively through general programming, but requires more advocacy and time at Tourism tables. CV/Arts is a member of the Tourism Advisory Committee (TAC) the CVRD board. Through this table we are able to ensure the arts are prioritized by MRDT dollars spent on local marketing.
	Development of our community's Cultural Industry profile through tourism and Ec/Dev resources.	On Schedule	June 2020	August 2024	High	1 hour a month	Aligned	This deliverable is difficult to measure and would require a lot of work beyond the capacity of a local arts council. However with bundled resources, a network of Arts Councils was able to work with Nordicity to produce An Island-wide Arts Impact study in 2019 which has led to more collaborative work in aiming to establish an arts-based economic development model that we will be able to use here in the Comox Valley.
	Further development of the 'business of arts' educational series.	On Schedule	June 2020	no end date	High	6 hours a month	Aligned	We are offering a monthly convening of regional artists in a workshop series called "A-School" Professional Development for Artists. The program provides a space for artists to learn and develop skills in professionalizing themselves as "small businesses" but also learn from one another, receive feedback from peers and build a supportive community.
	<b>III. Collaborate in Facilities Planning</b>							
	Initiate planning for general facility needs assessment.	Needs Review	unknown		Low		Not Aligned	CV/Arts can participate in facilities planning, but as one of the users of the city owned properties it would be potentially a conflict of interest for us to spearhead a facilities planning effort. Additionally, a facilities assessment was started through the 2023 Cultural Planning process.
	Assist in defining the City of Courtenay's visual identity and implementation of policy for public art, wayfinding, heritage recognition and urban development.	On Schedule	June 2020	August 2024	High	8 hours a month (planning and meetings)	Aligned	Current projects related to this deliverable include our advocacy for the Duncan Commons project, which has involved working with multiple City departments, Council members, and leading a committee comprised of partnering organizations.
	Leverage current funding to increase capacity	On Schedule	June 2020	August 2024	High	Embedded in ongoing work	Aligned	In 2023, we were able to leverage an additional \$134,119 in Provincial and National funds. Of these dollars, \$84,300 would not be possible without municipal support (meaning municipal support is a requirement of eligibility)
Improve digital strategies and innovation.	On Schedule	June 2020	August 2024	High	Embedded in ongoing work	Aligned	In 2023 we launched a new website and communication tool, which allows us to promote arts and cultural events and opportunities faster and better.	
Support OCP Strategies as well as the Downtown Courtenay Playbook.	On Schedule	June 2020	August 2024	High	see above	Aligned	See above.	

3	III. Secondary & Ongoing Phases	Continue development and actualization of the above listed	On Schedule							
		Convene summit of all Arts, Culture and Heritage stakeholders and users	Needs Review	unknown		Low	500 Est. Hours (2 staff planning for 8 weeks 100 person summit/conference)	Aligned		This deliverable needs more information. What is the scope of the convening, and how is this effort not duplicating other convening efforts locally or regionally. Currently we have asked our arts and culture groups to participate in the cultural plan. Once the plan is finalized and priorities have been established, we can hold a summit regionally. This type of event takes a lot of capacity and planning that would have to deprioritize our core work.
		Creative Placemaking initiatives and activation of public spaces	On Schedule	June 2020	August 2024	Medium	Some embedded in work, some a stretch for us to do	Aligned		We lack the capacity to program and activate all the spaces in Courtenay that need activation. With our limited resources, we are able to activate a portion of Duncan Avenue every wednesday during the summer street market and we are advocating for the creation of a public pedestrian only space in alignment with the Downtown Courtenay Playbook (Duncan Commons; see above). We are trying to also channel some resources towards activating the SID Plaza and the Parklet by the Museum.
		Creation of resources directory including but not limited to venues, arts organizations, suppliers, artists and cultural workers, open projects and opportunities.	In-Progress	June 2020	August 2024	Medium	Embedded in ongoing work	Aligned		This is an ongoing effort connected to our Professional Development work. We are also working on developing a formalized process for serving as a fiscal agent on behalf of other smaller arts groups in the Comox Valley. This is a great way we can leverage our charitable and non-profit status to benefit fledgling organizations and artists seeking grants.
		Assess and centralize Arts, Culture and Heritage tourism and marketing efforts for the region, establish a cultural tourism advisory committee.	Not Started	unknown				Aligned		We have not convened a cultural tourism advisory committee. There have been many tourism planning efforts in the past 12 months including a regional (inclusive of Campbell River) plan led by 4VI in 2023. In 2024, a local strategic planning effort is outlining priorities for the coming ten years. CV/Arts sits as an advisor on both of these efforts. While the establishment of a Cultural Tourism Advisory committee is a good idea, we haven't been able to work on this with our simultaneous projects and ongoing work.
		Facility needs assessment and development plan.	Needs Review	unknown				Not Aligned		See above.
4	IV. Partner with the City to develop a Cultural Scorecard by Dec. 31, 2021 with Core Cultural Partners to Measure Effectiveness.*	Establish Milestones/categories which CV/Arts will be evaluated based on the core deliverables outlined in this section.	Needs Review	unknown	Passed deadline		Not Aligned		This deadline passed with prior staff. After reviewing the FFSA, this deliverable is not aligned with CV/Arts organizational mandate and is a potential area where arm's length arrangements are in question. "To what end," is a question that has been brought up with peer stakeholders. Consider altering the expectations of this deliverable. CV/Arts can provide feedback to the City from our convenings of community members and stakeholders. We can talk to artists and stakeholders about "how we are measuring up," and what Courtenay needs to be a vibrant arts center and report back.	
		Collect Stakeholder and community feedback on the effectiveness of achieving core deliverables.	On Schedule						Through conversations with stakeholders, we understand there are mixed feelings about the Cultural Scorecard initiative. All organizations deal with significant capacity challenges and existing reporting requirements for funders.	
		<i>*Note: This deadline passed prior to leadership transition. *</i>								
5	V. Reporting	By March 31st every year CV/Arts to provide annual report including a financial plan for the upcoming fiscal year.	On Schedule							
		By March 31st of subsequent year, CV/Arts will present to Council a detailed summary (total members, summary of workshops, programs and events, and exec. summary of Core Deliverables met and not yet met)	On Schedule							