



Courtenay Strategic Cultural Plan

Final Report Presentation

September 25th, 2024 |

Delivered to

**City of Courtenay
Mayor and Council**

Agenda

1. Background, Activities & Research Insights - Recap

- ✓ Defining arts and culture
- ✓ Project approach
- ✓ Community engagement
- ✓ Research insights (impact analysis, benchmarking, and cultural facilities analysis)

2. Strategic Cultural Plan

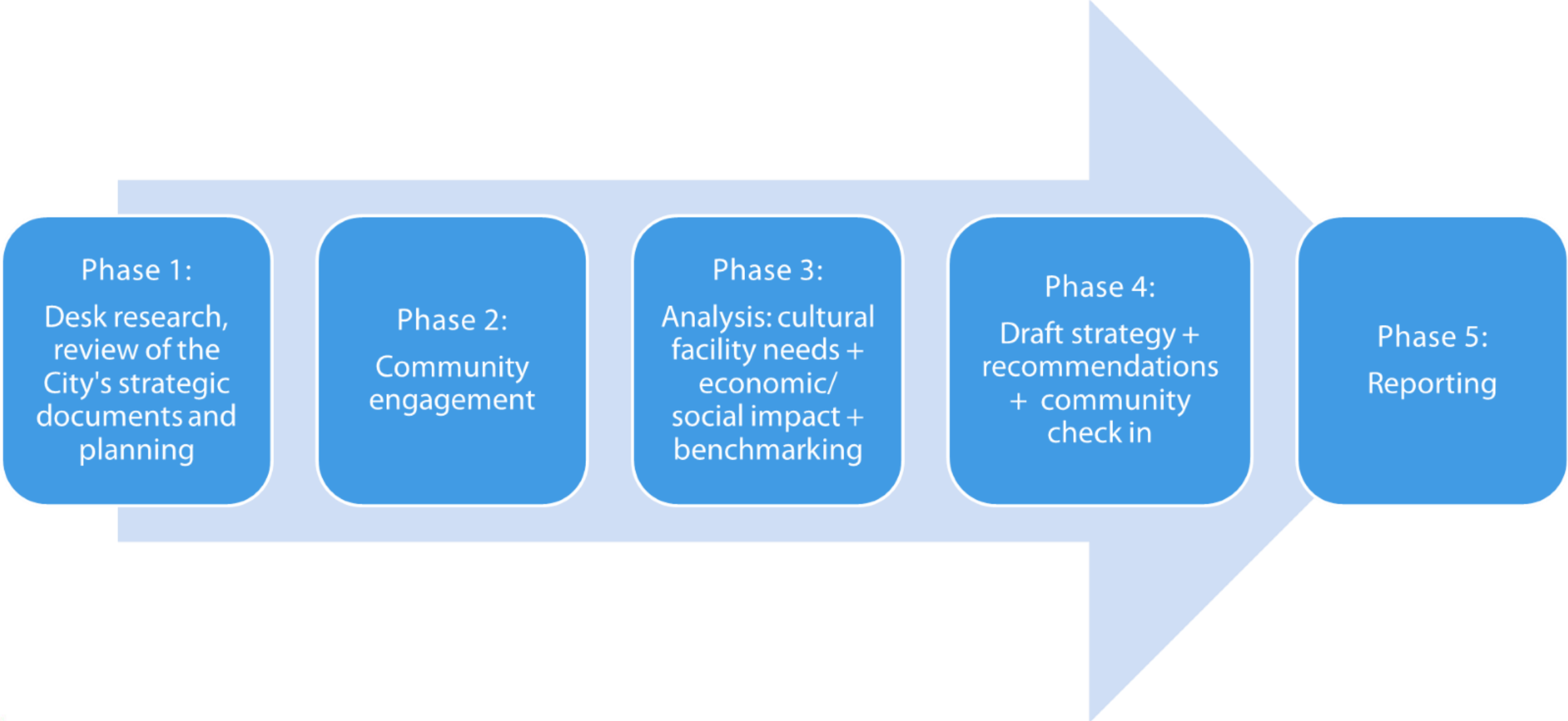
- ✓ Planning framework
- ✓ Vision statement
- ✓ Foundational elements
- ✓ Strategic goals and objectives
- ✓ Next steps



Defining Arts and Culture | What's Included?



Project Approach | Recap



Community Engagement | Recap



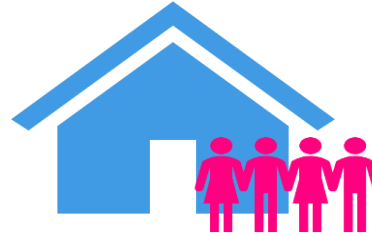
≈700 survey respondents



25 interviews
(56 participants)



Arts & culture sector focus group (38 participants)



1 public drop-in engagement event
1 public community check-in event
1 public community check-in survey
(78 responses)

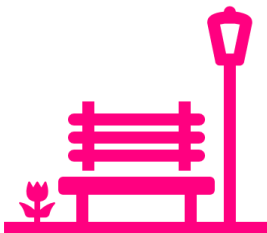


4 group conversations with equity priority communities (i.e., representatives of / people with lived experience of disabilities, homelessness, being a newcomer, 2SLGBTQIA+ community) led by Nordicity or facilitated by local organizations (28 participants).

Community-Identified Priority Needs | Recap



**Engaging K'ómoks
First Nation, Métis,
Inuit, and other Urban
Indigenous
communities**



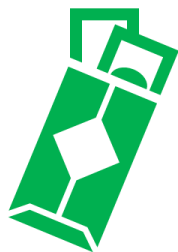
**More cultural
spaces, and
better availability
and affordability**



**Developing more
diverse and
affordable
cultural
programming**



**Further promotion
of community
partnerships and
collaboration**



**Increased
support –
financial and non-
financial, local,
and regional**



**Further
development of
cultural tourism**



**Attraction and
training of
technical cultural
workers**



**Development of a
Public Art Policy**



Economic Impact

- Cultural organizations in Courtenay generated a **direct \$3.6 million in labour income** from **101 full time employees (FTEs)**, and **\$4 million in Gross Domestic Product (GDP)** in 2022.
- Participants **spent an average of \$105** within the community **before or after participating in cultural events.**
- Fostering economic growth through **tourism revenue and job creation** within the creative sector

Social Impact (top 3)

- Encouraging **social participation** and a **sense of belonging.**
- Enhancing Courtenay as an **attractive place to live.**
- Building awareness and **understanding between distinct cultural backgrounds.**



Research Insights | Benchmarking Analysis

- The benchmarking analysis included a review of **municipal delivery models and core service and cultural provision budgets of four municipalities** i.e., District of Squamish, City of Campbell River, City of Langley, and City of Nelson .
- A key observation is that **different approaches and practices** are used by municipalities.
- Key takeaways identified included: **dedicated arts and culture staff; diverse arts and culture budgets; strategic and master planning** document to guide service delivery.
- Notably, Courtenay does not provide any arts & culture grants that community members / groups can apply for.
- The benchmarking provides valuable information to assess different approaches and reveal best practices to support informed decision-making related to investment in the sector.

Cultural Facilities Options Analysis



- Specific needs identified include space for live performances, multi-disciplinary programming space, rehearsal, and creation spaces, and particularly for diverse community groups.
- We developed a working document which outlines short-term, medium-term, and longer-term priorities for consideration for cultural facilities and spaces.
- The next step is for the City to consider conducting a **Cultural Facility Needs Assessment** for City-owned facilities to further understand how existing needs can be met.



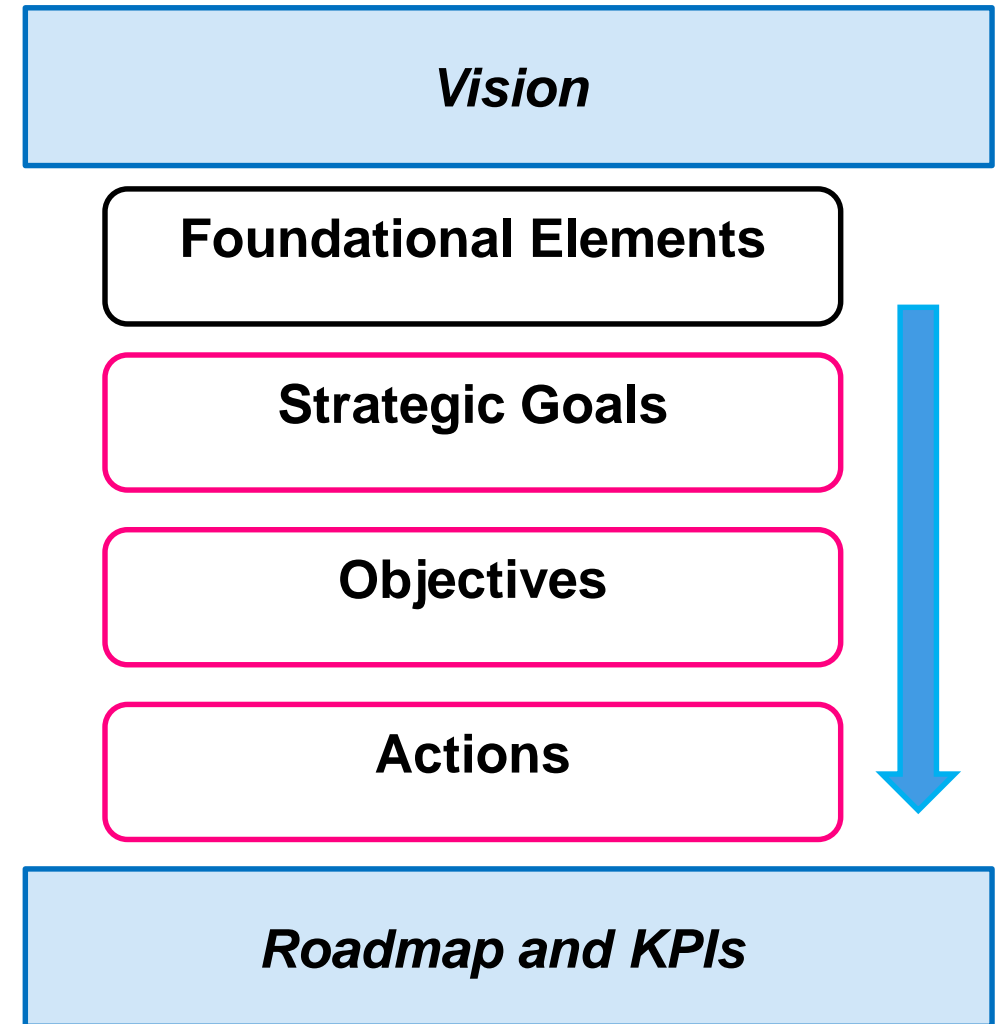
Arts and Culture Plan | Goals, Objectives, Actions

Strategic Planning Framework

The Strategic Cultural Plan articulates:

- **Vision** for arts and culture in Courtenay
- Foundational Elements (summarizing core actions)
- **Goals**
- **Objectives** – for each goal
- **Actions** – for each objective

+ **Implementation Roadmap** with target outcomes, roles, responsibilities, timeframe + identifying resources and funding needed (to be completed following Council's adoption of the final Strategic Cultural Plan)



Strategic Planning | Vision Statement

“
*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, who have lived on these lands since time immemorial, are interwoven into a **diverse community** where **connection and resiliency** are celebrated through artistic expression and cultural exchange.*
”

Foundational Elements

Advance Reconciliation Across All Initiatives

A key action for Courtenay is to weave the principles of truth and reconciliation into the fabric of every cultural effort.

Build the Team to Drive Cultural Change

To lead Courtenay's cultural transformation, the city must invest in building a strong, dedicated team.

Transform and Expand Cultural Spaces

Courtenay's cultural spaces are the heart of community life, and enhancing these facilities is critical to meeting the needs of a growing and diverse population.

Elevate Investment in Arts and Culture

One of the most impactful actions the city can take is to increase its financial commitment to arts and culture to deliver on impacts of the sector.

Lead Regional Cultural Advocacy

Courtenay must take a leadership role in advocating for arts and culture not just within its own boundaries, but across the Comox Valley.

Strategic Goals and Objectives

Goals	Objectives
Goal 1: Advance truth and reconciliation through arts and culture	<p>Objective 1.1: Recognize the role and rights of K'ómoks First Nation and other Indigenous peoples as it relates to arts and culture</p> <p>Objective 1.2: Respectfully acknowledge K'ómoks territory through arts and culture</p> <p>Objective 1.3: Increase support and investment in Indigenous arts and culture</p>
Goal 2: Build community resilience through arts and culture	<p>Objective 2.1: Use arts and culture to support community belonging and inclusion, where differences and similarities are celebrated</p> <p>Objective 2.2: Leverage arts and culture as a medium to engage with community on complex social challenges and to support healing</p> <p>Objective 2.3: Develop cultural programming that appeals to a more diverse community</p>
Goal 3: Develop more accessible and affordable cultural spaces	<p>Objective 3.1: Increase the availability of accessible and affordable spaces for arts and culture</p> <p>Objective 3.2: Prioritize initiatives/upgrades that provide enhanced and additional space for arts and culture</p>

Strategic Goals and Objectives

Goals	Objectives
Goal 4: Bolster community arts	<p>Objective 4.1: Support the capacity building of community-led arts and culture organizations</p> <p>Objective 4.2: Break down silos and increase collaboration across the cultural sector</p> <p>Objective 4.3: Increase the awareness of community-led arts and culture events</p>
Goal 5: Support the strategic development of the cultural sector	<p>Objective 5.1: Build and sustain existing social and economic impact by strengthening Courtenay's professional arts and culture sector</p> <p>Objective 5.2: Embed culture more firmly in tourism initiatives in Courtenay and the Comox Valley</p> <p>Objective 5.3: Create new and or updated policies to support the cultural sector</p> <p>Objective 5.4: Explore strategic ways to meet sector labour needs</p>

Next Steps

City to put out draft for community review

Revised draft is brought to Council

Complete Implementation Plan and Strategy

Thank you!
We are happy to
answer
any questions.



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