



# Courtenay Strategic Cultural Plan

Community Check-in

November 3<sup>rd</sup>, 2023

Delivered to

**The Courtenay Community**



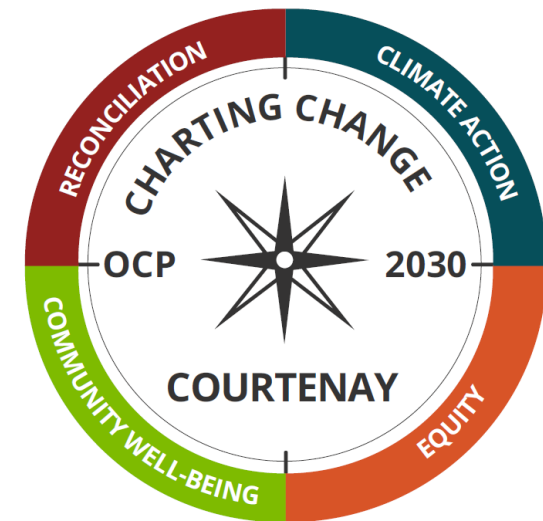
# Strategic Cultural Plan | Background and Activities

# Aims

**To develop a 10-year Strategic Cultural Plan** for Courtenay, to guide the City in its relationships with its residents and neighbours in relation to arts and culture.

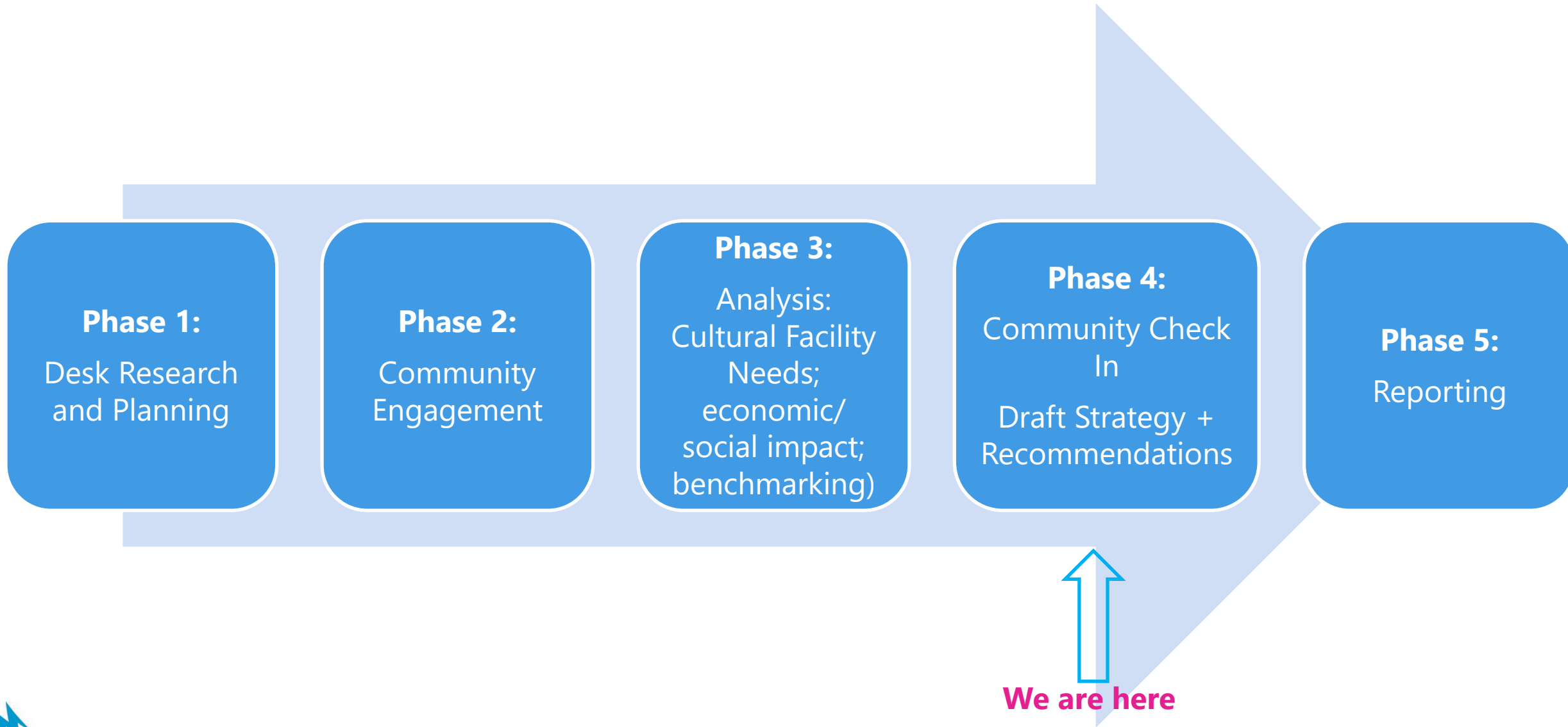
## Key Objectives:

- **Highlight the importance of arts and culture**
- **Evaluate and benchmark the impact** of the cultural community
- **Identify cultural service needs and analyze facilities options** to further strengthen arts and culture
- **Identify best practices** to inform cultural service policies
- **Develop a roadmap** and timeline for implementation



Aligned with Courtenay's  
**"Cardinal Directions"**  
OCP Update, 2022

# Project Phases



# Community Engagement – over 800 participants



≈700 survey respondents



24 interviews  
(54 participants)



Arts & culture sector focus group (38 participants)



1 public drop-in engagement event



**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**).

# ROSES

## STRENGTHS

- RICH • CAPABLE • PEOPLE
- Abundance of skilled + talented
- Strong Performance spaces
- Volunteer support
- Interconnected + Growing
- Grassroots Localism
- Attractive place to Live

- PERFORMING ARTS + EDUCATION
- COLLABORATIVE SPIRIT IS STRONG!
- ESTABLISHED FESTIVALS
- Free and Low Cost events
- PASSION interdisciplinary ARTS 'unsilo'



# THORNS

## CHALLENGES

- RENTALS rehearsal space
- CONFLICTS event dates
- LACK OF FACILITIES
- SPACES for TEEN AGERS
- LACK of Professionals
- Loss of Volunteers
- CITY OF COURTENAY
- STAFF REPRESENTATION
- LACK of Accomodation
- ELECTRICAL

- NO NIGHT LIFE!
- LACK OF DIVERSITY

# ARTS Culture ROUND TABLE SESSION



# BUDS

## OPPORTUNITIES

- Build RELATIONSHIPS with School DISTRICT
- New musicians arriving!
- BUILD Community through ARTS EDUCATION
- MAINTAIN connections with RETIRING artists' community
- DIVERSE performances and NEW ARTISTS
- TRAINING in Light + Sound SKILLS
- MICRO-GRANT program



- Diversify SPACES
- New OCP openings that support ARTS

# HIPS

## LEGACY

- PERFORMANCE LIGHTING + SOUND
- RESPECT INTEGRITY + QUALITY of PROGRAMS
- CONFERENCE Centre with TRAINED Staff
- SUCCESSION Planning PROTOCOLS
- "FLAT SPACES" with outlets
- TRANSPORTATION
- ACCESSIBLE



## Arts Centre

# What We Heard | Strengths and Challenges

## Strengths

- Beautiful geographic location that provides artistic inspiration
- Strong cultural anchors, collaborative spirit, and cultural capital
- Established municipal support for core arts and culture organizations
- Community support for and interest in arts and culture
- Variety of cultural offerings to attract people year round
- Demonstrated social and economic impact

## Challenges/Gaps

- Lack of visibility of Indigenous arts, culture, and heritage
- Limited availability and affordability of suitable cultural spaces/facilities
- Need for more municipal support, including at the regional level
- Limited human resources in some areas of the cultural sector
- Accessibility and awareness of cultural spaces and events
- Limited programming and arts and culture opportunities for youth



What We Heard | Community-identified Needs



# What We Heard | Community-Identified Needs



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

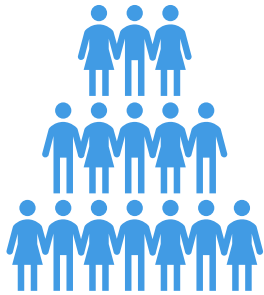


**More cultural spaces**

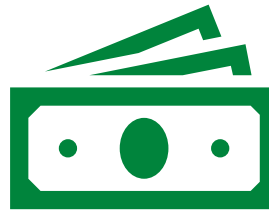


**More diverse and affordable cultural programming**

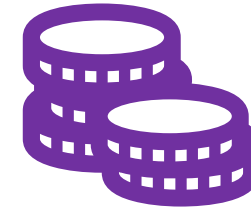
# What We Heard | Community-Identified Needs



**More promotion of  
community partnerships  
& collaboration**



**Increased municipal  
support – financial and  
in-kind, local and  
regional**



**Further  
development of  
cultural tourism**

# What We Heard | Community-Identified Needs



**Attraction and training of technical cultural workers**



**Development of a public arts policy**

# What We Heard | Specific Community Needs

## Needs identified by specific community groups:

- More **listening** to people with lived experience to develop programming and solutions.
- More **representation** of different cultures in programming and public art.
- To **decolonize** practices (e.g., easing bureaucratic processes so City can fully respond to requests from Indigenous communities).
- To provide **suitable, safe spaces** for cultural programming.
- To **enhance accessibility**, reducing barriers to participation.





Draft Strategic Directions

# Strategic Planning | Draft Vision Statement

“ Courtenay is a **thriving cultural hub**; rich with artistic collaboration, creativity, and celebrated talent. Accessible to all, Courtenay builds **community resilience** through arts and culture. Thousands of years of Indigenous culture and heritage, plus vibrant festivals, shows, and exhibitions, offer **diverse perspectives and new experiences** for visitors and locals alike. ”

# Strategic Planning | Draft Strategic Directions

## Advance truth and reconciliation through arts and culture

- Work with K'ómoks First Nation and other indigenous partners to develop collaborative cultural planning protocols through decolonized practices
- Establish ongoing relationships with K'ómoks First Nation, Métis, Inuit, and Urban Indigenous communities
- Respectfully acknowledge K'ómoks territory through art and culture
- Increase support and investment in Indigenous Arts and Culture

## Build community resilience by strengthening arts and culture's innate value

- Help create a community where everybody feels welcomed and included, and where differences are celebrated
- Tackle complex social challenges, inspiring consideration of important issues and supporting healing – to encourage new creative solutions
- Develop more diverse cultural programming, e.g., in partnership with local community organizations, especially those working with equity priority groups

# Strategic Planning | Draft Strategic Directions (Cont'd)

## Develop more **accessible cultural spaces**

- Increase the availability of accessible, affordable spaces for arts and culture
- Prioritize initiatives/upgrades that provide more space for live performances, community arts programming, rehearsals and artistic creation

## **Bolster community arts**

- Build the capacity of community-led arts and culture organizations (e.g., through training, in-kind support, access to funding)
- Facilitate increased collaboration to break down siloes (e.g., via networking events)
- Explore ways to increase promotion and awareness of community-led arts and culture events

## Advance the strategic development of the **cultural sector**

- Build on existing social and economic impact by strengthening Courtenay's professional arts and culture sector (e.g., via closer alignment with local and regional economic development initiatives, reviewing funding, new collaborations)
- Embed culture more firmly in tourism initiatives
- Create new/updated policies to support the sector, e.g., public arts policy, special events policy
- Explore strategic ways to meet sector labour needs (e.g., training of more technical workers)





Next Steps

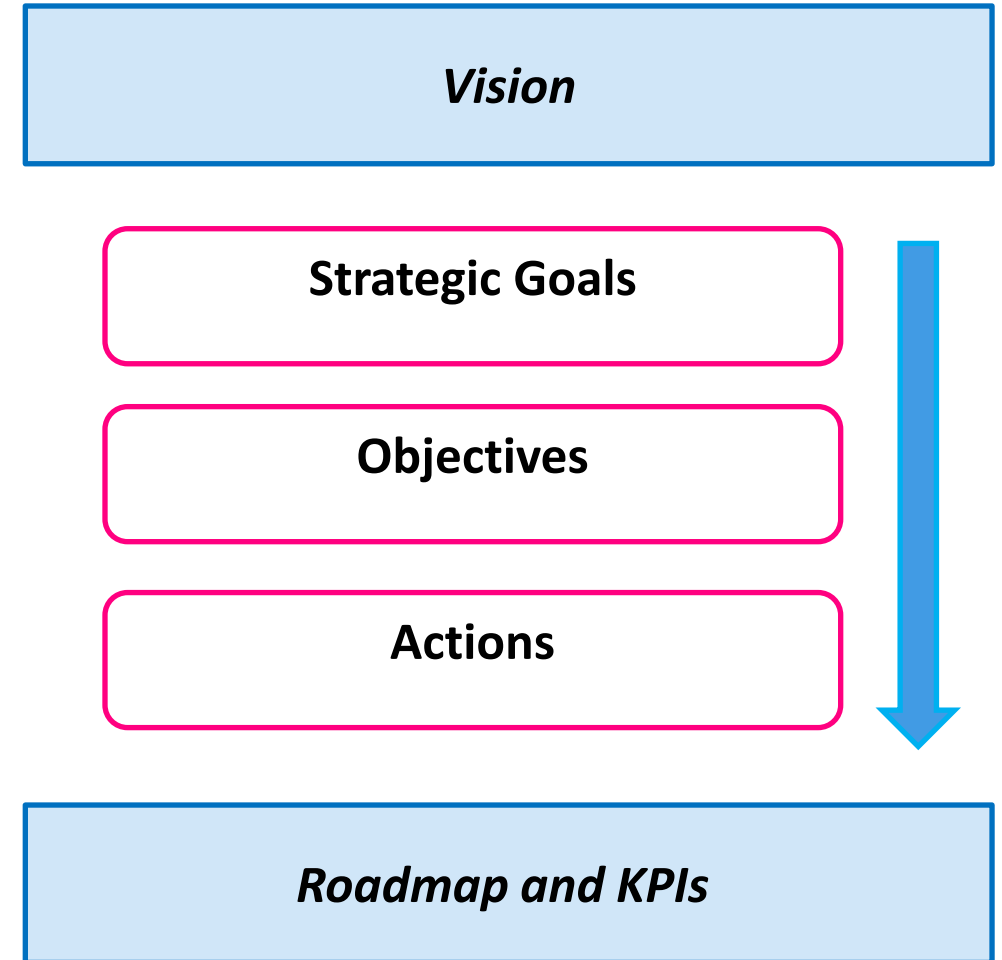
# Next Steps | Strategic Planning Framework

Developing the Strategic Cultural Plan, articulating:

- **Vision** for arts and culture in Courtenay
- **Goals** (Strategic Direction)
- **Objectives** – for each goal
- **Actions** – for each objective

## + **Implementation Roadmap**

with target outcomes, roles, responsibilities, timeframe  
+ identifying resources, funding and assets needed



# Next Steps | Happening Now!

**Provide feedback on what you've heard!** Here's how:

- **Traffic Light Post-Its:**

Boards are up around the room so you can provide feedback on the vision, and the 5 draft strategic directions we shared:

- 1) *Advance truth and reconciliation through arts and culture*
- 2) *Build community resilience by strengthening arts and culture's innate value*
- 3) *Develop more accessible cultural spaces*
- 4) *Bolster community arts*
- 5) *Advance the strategic development of the cultural sector*

Write comments on post-it sticky notes to provide feedback on the directions. If you are in favour of something, use a **green** post-it to share your comments. If against, use **red**. Neutral or unsure? Use **yellow/orange**. You can also add a new suggested direction.

- **Dotmocracy activity to choose a slogan** for the cultural plan. You'll be given a dot sticker to put next to your favourite option.
- Want to share feedback privately? Use the **prickly thoughts box!**



**Friends or family who couldn't make it tonight?**

They can comment on the draft strategic directions via an online survey, available Monday November 6<sup>th</sup>.

Feedback can be sent to [rsc@courtenay.ca](mailto:rsc@courtenay.ca) until Nov 24

**Thank you!**  
Happy to answer  
any questions.



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