



Imagine

PORT COQUITLAM

CULTURAL PLAN

ACKNOWLEDGEMENTS

A MADE IN PORT COQUITLAM PLAN: KEEPING IT LOCAL

Determining the directions for the *Imagine!* Port Coquitlam cultural plan depended upon reaching out to the **BROADER COMMUNITY** – or in this case, nearly 1,700 sources of community input!

By extending community engagement beyond existing audiences; using a variety of engagement tools; and delving deeper into the question of *How We Live*; the *Imagine!* Port Coquitlam cultural plan articulates strategies that are **ROOTED IN LOCAL CONTEXT** and will see a vibrant and active arts, culture and heritage scene, and animated space and facilities.

It is with **sincerest thanks** to all community members who contributed to the *Imagine!* Port Coquitlam Cultural Plan.

“culture is more than just art.”





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KEY TAKEAWAYS: *IMAGINE!*

1 “MADE IN POCO” PLAN:

the plan is rooted in local context. It integrates Who We Are and How We Live, and aligns the strategic direction for cultural development with the community’s identity elements and values:

- Small Town Feel
- Active Outdoor Lifestyle
- Rivers, Parks, Trails – Natural Heritage

Local context is essential for effective cultural development. Without having a broad acceptance of community identity and interests, there is reduced impact and delivery of the cultural plan.

See page 10 and Appendix B for more information.

2 Represents a **DYNAMIC SHIFT AWAY FROM PASSIVE TO ACTIVE**,

and sees animated spaces throughout the community through:

- Community-relevant festivals and events, and programming;
- Opportunities for arts, culture and heritage groups to participate in programming interests of the broader community; and in turn, build audiences and capacity;
- Guidance and championing by the Cultural Development and Community Services Manager;
- Continuously being up to date in arts and culture participation and delivery (many changes since the previous plan);
- Dedicated and resourced marketing and communication (not previously addressed)

Suggested actions and strategies to support this direction can be found in Appendix A.

3 **ALIGNS WITH THE PROGRAMMING INTERESTS OF THE BROADER COMMUNITY**

which in turn reflects the local context and community identity, as well as active outdoor and indoor spaces, while including many opportunities for artists:

- Festivals and events;
- Outdoor arts and crafts fairs;
- Family/child programs;
- Art in public spaces;
- Culinary arts;
- Musical Theatre and Stage Plays;
- Jazz and Blues;
- Walking Tours (eg. Heritage or other);
- Arts and Craft Programs

See page 26 for more information.

4 **BASED ON FOUR MAJOR GOAL DIRECTIONS**

(representing a shift from previous planning perspective):

1. **Integrate** culture into community life (community-relevant programming/rooting culture in the local context)
2. **Animate** community spaces and optimize facilities (program spaces in community-relevant ways);
3. **Increase capacity** (improved partnerships and collaboration: the City and community working together with the right tools and expertise); and
4. **Enhance communications and marketing** (not previously resourced at an integrated strategic level e.g. Leigh Square)

See page 31 for more information.

PORT COQUITLAM CULTURAL PLAN

5 **SUCCESS** of the plan and advancement of cultural development in Port Coquitlam **DEPENDS UPON** its delivery. In this community’s case, the ‘championing’ and expertise of **A CULTURAL DEVELOPMENT AND COMMUNITY SERVICES MANAGER**; will address a key gap in progressing cultural activity to-date and supported by community findings. Relying on staff at a coordinator level inhibits the ability to realize success as the delivery requires management-level championing and expertise within the organization, community-at-large, and regional sector network.

See page 33 for more information.

6 Findings are evidence-based through **BROAD COMMUNITY-WIDE PARTICIPATION** (not only the arts community) and further supported by peer findings from the business community. The collection of community input used a variety of engagement activities, resulting in nearly 1,700 sources of input. A breakdown on consultation and engagement efforts can be found on page 18.

7 **THE STRATEGIES** that will guide the success of the cultural plan over the next ten years in Port Coquitlam are:

1. **Celebrate:** Supported by actions that celebrate community cultural identity: outdoor lifestyle, as well as local talent.
2. **Activate:** Supported by actions that animate/energize spaces, facilities, infrastructure...
3. **Collaborate and Participate:** Supported by actions that offer community participation and collaboration---less onus on City Hall, more collective responsibility.
4. **Enrich:** Supported by actions that bolster existing cultural development pieces.

See page 32 for more information.

8 Significantly **BOLSTERS ‘FOUNDATION-BUILDING’** cultural development work to-date.

See page 21 for more information.

9 Will have **COMMUNITY-WIDE IMPACT ON CULTURAL LIFE** and sees opportunities for integration into municipal priorities of infrastructure; organizational development and the new Recreation Complex.

See Appendix A for more information.

10 Needs to be **CELEBRATED AND SHARED** by Council, City Staff and community!

See page 35 for more information.

ABOUT THIS PLAN

The *Imagine!* Port Coquitlam Cultural Plan outlines the strategic direction for the advancement of the cultural life of Port Coquitlam, including cultural events, services, facilities, and programs.

It provides decision-makers, community partners and the public with a tool for setting priorities and assigning roles in a fiscally prudent manner that matches community identity and interests.

The scope of the Cultural Plan confirms the City's role in providing arts, culture and heritage services, programs and facilities through to the year 2025, with a phased approach for implementation.

To realize the best outcome, a cultural planning process should be grounded in effective community engagement to gather broad acceptance of the community's identity—who we are and how we live. The resulting cultural plan is then rooted in the local context.

The development of the cultural plan, *Imagine Port Coquitlam* consisted of three phases, beginning with 1/ a Cultural Assessment phase, 2/ the Cultural Strategy phase, and 3/ the finalization of the cultural plan for public review. The purpose of Phase 1 was to gather community perspectives in assessing the current and future demands of Port Coquitlam's cultural development, which includes its arts, culture and heritage services, programs and facilities.

Ensuring a broad base of community input was a main objective of the consultation and engagement framework designed for Phase One of the cultural planning process. Information was gathered from multiple stakeholders through targeted community outreach and open dialogue. Local residents, the arts community, and municipal representatives provided insights that helped pinpoint concerns, goals and opportunities related to arts and culture in Port Coquitlam.

In combination with other consultation activities taking place, nearly 1700 sources of input were collected during the cultural assessment phase.

The key areas of strategic focus that emerged from this phase have formed the basis for the draft 10-year cultural plan and have been grouped as the following four goals:

1. **Integrate culture into community life**
2. **Animate community spaces and optimize facilities**
3. **Build capacity together; community and city roles**
4. **Enhance communications and marketing**

The *Imagine!* Port Coquitlam cultural plan is further supported by four strategies that will bolster cultural development and by organizing and prioritizing the actions needed to achieve the four goal areas. These strategies include:

1. **Celebrate**
Supported by actions that celebrate community cultural identity: such as outdoor lifestyle, as well as local talent.
2. **Activate**
Supported by actions that animate and energize spaces, facilities, infrastructure, etc...
3. **Collaborate and Participate**
Supported by actions that offer community participation and collaborate – more collective responsibility for cultural development.
4. **Enrich**
Supported by actions that bolster cultural development initiatives already in-place.



1. INTRODUCTION

WHAT IS CULTURAL PLANNING?



BACKGROUND

What is Culture? | Culture is who we are and how we live.

“Culture” is more than just “art.” The term ‘culture’ includes resources and assets such as libraries, broadcasting, museums, heritage sites and activities, sound recording, literary arts, performing arts, visual arts and crafts, film and video. Cultural planning involves examining the cultural resources and assets of a community.

“Community Cultural Identity” embraces what defines us a community, and begins with our unique sense of place and identity. The arts, heritage, amateur sports, health and education can all be part of a vibrant community cultural identity – unique to each specific city or town (e.g. A surf town; or ski resort area; or a university town).

In this document, there are two distinctions for the term ‘culture’:

1 COMMUNITY CULTURAL IDENTITY

Port Coquitlam’s community cultural identity was found to include Outdoor Lifestyle; Small Town Feel; and pride in the City’s Rivers, Parks, and Trails.

Whereas,

2 ARTS AND CULTURE COMMUNITY

This refers to a distinctive group; the specific producers and participants ie. members of this specific community, in this case, the arts and culture community (e.g. dance groups, theatres, artists, writers, and their audiences etc.).

The term ‘arts and culture’ is specifically used in the document to define and reference this community and activity. It is also noted that in this document, heritage is included as part of the arts and culture community, unless specifically referenced to add and underscore a specific volunteer heritage organization and activities. This is in agreement with cultural planning practice, where heritage is included in planning definitions of Cultural Resources and Assets.

Fig. 1 The Cultural Sector: Resources and Assets

Source: Canadian Framework of Cultural Statistics- Statistics Canada





BENEFITS OF CULTURAL DEVELOPMENT

Thriving communities have long-recognized that building pride of place, through public consultation and participation, is vital to community and economic development. The more developed and defined identity of place among its residents, the more likely it is to attract tourists and new business.¹

Vibrant communities understand the importance of participation, and the presence of artists and cultural organizations as a means to:

- Build interpersonal ties and promote volunteering
- Reduce delinquency in high-risk youth
- Relieve stress
- Improve residents' sense of belonging and attachment
- Build community identity and pride
- Build social networks
- Increase inclusion and celebrate diversity
- Foster "a creative milieu that spurs economic growth in creative industries"
- Increase the attractiveness of the area to tourists, businesses, new residents and investors.²



¹ Grogen and Mercer (2009).

² Source: Developing and Revitalizing Rural Communities through Arts and Culture (Creative City Network of Canada, 2009)

The main focus of developing a cultural plan is defining the community's cultural identity. This requires lots of community input, not only the arts and culture community.

Often communities embark on a cultural planning process without having a firm understanding and broad acceptance of their own identity.

Thanks to the participation of the wider community, the Imagine Port Coquitlam Cultural Plan represents a dynamic shift by creating a 'Made in PoCo' approach and answering:

- What does the community value?
How does this fit with arts and culture?
- What is working well in arts and culture?
- What are the needs and gaps in the arts and culture environment?
- What are the opportunities for arts and culture?

Cultural planning is also a tool for municipalities to affect change in other areas such as economic development; health, safety and social well-being; tourism and overall strategic planning.

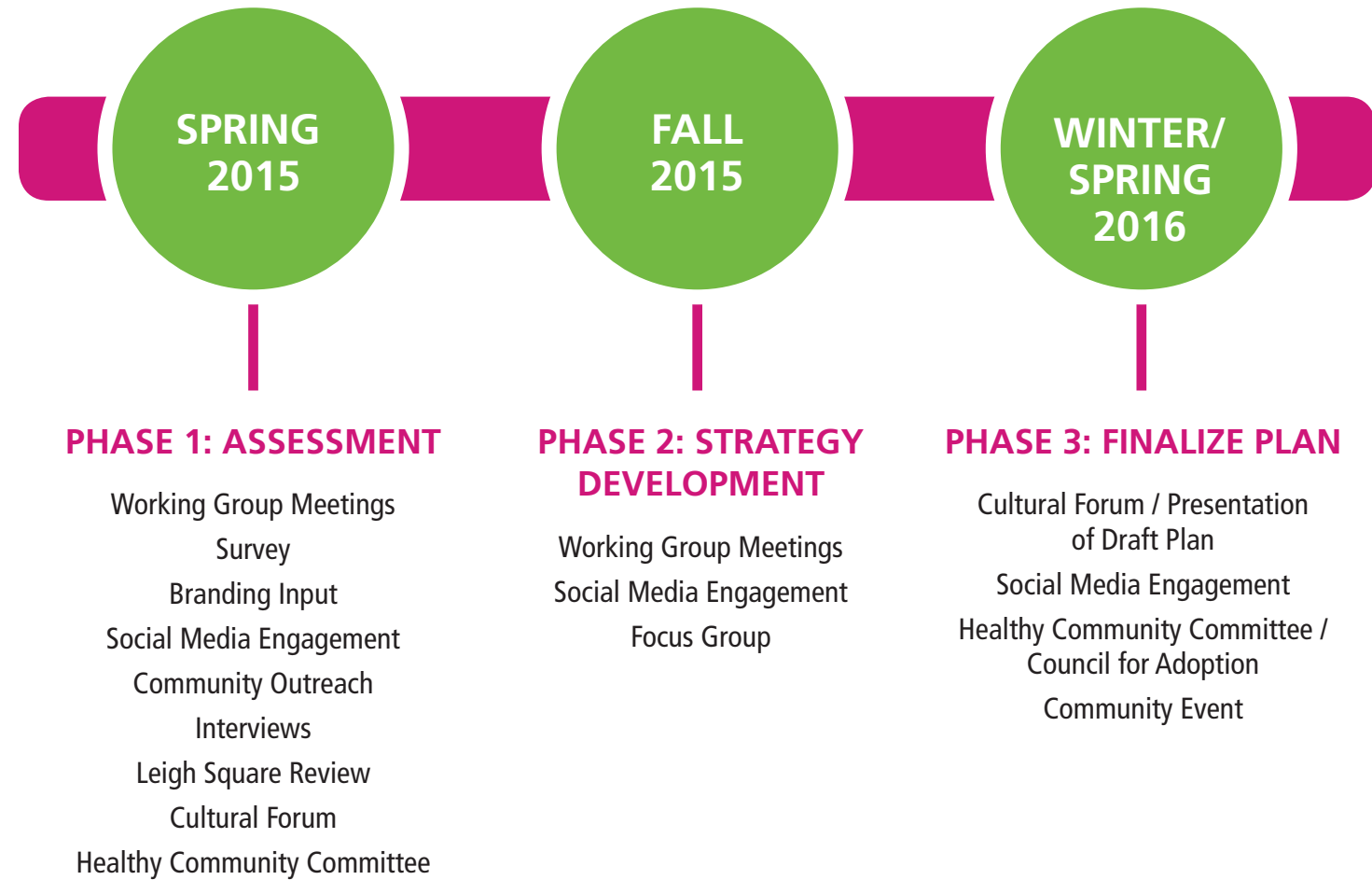
The City of Port Coquitlam understands that a city does not create culture. Instead, it can take a role in facilitating and promoting culture by supporting the development and implementation of a Cultural Plan.

The cultural plan was carried out by a consulting team retained by the City. The team was further supported by City staff, a Working Group that provided initial direction for Phase 1, and through the participation of the community of whose assistance in the cultural planning process is greatly acknowledged.

PLANNING CONTEXT AND CULTURAL ASSESSMENT APPROACH

Port Coquitlam is a rarity in the busy Lower Mainland- it offers all of the charm of small town living, with proximity to the big-city excitement of Vancouver. With an evolving community,

the demand for a vibrant cultural scene and access to arts and culture activity is increasing³, making this the ideal time to assess and plan for a rich cultural future in the City.



The planning context stems from Council's 2014 direction to update the City's previous 10-year cultural plan. Adopted in 2001, the previous plan completed the majority of its goals based upon a community cultural development model.

In addition to the previous cultural plan, the City of Port Coquitlam's arts and culture policies, program service delivery, and facility planning directives can be found in the documents list below, all of which were reviewed by the project consultant:

- Official Community Plan (2013)
- Vision 2020 Corporate Strategic Plan (2011)
- Places for Public Art in Port Coquitlam (2008)
- Parks, Recreation and Culture Master Plan (2007)
- Growing the Arts: Leigh Square Community Arts Village Development Study (2003).

The Cultural Assessment findings (Phase 1) for the City of Port Coquitlam's Cultural Plan, *Imagine Port Coquitlam*, provided a means to assess the current and future demands of the City's cultural development. This included its arts, culture and heritage services, programs and facilities. The findings are included in Section 3 of the present report.

The Cultural Assessment findings were presented to Council, members of the Cultural Planning Working Group and arts and culture community members, municipal recreation staff, and the public, to review and discuss the key preliminary findings.

The main themes that emerged from the Cultural Assessment constitute the strategic focus areas of the draft Cultural Plan, and were received for comment through presentations to City Council and focus group participants, including members of the initial Cultural Planning Working Group.

The key findings from the Cultural Assessment Phase, including community cultural accomplishments to date, are outlined in Section 3 of this report on page 26.



COMMUNITY CONSULTATION AND ENGAGEMENT FRAMEWORK

In keeping with the City's Strategic Plan of being a "whole community", ensuring the Cultural Assessment phase reflected a diverse and broad base of community input, and not simply arts and culture groups, was central to the design of the community consultation and engagement framework for Phase 1 of the cultural planning process. A communication strategy to support this phase was also prepared in conjunction with the City's communications staff.



The Cultural Assessment phase included the following aims:

- Gather information to help the City plan for arts and cultural services and facilities for the next 10 years.
- Find out what's important to residents in terms of arts and culture.
- Assess the current state of arts and culture in the community, including user-ship, role, leadership, facilities and resources – what works and what doesn't?
- Identify barriers and opportunities related to arts and culture in the community.
- Define Port Coquitlam's cultural identity and use as a link to City's branding initiative – what is important to the community?
- Ensure awareness of planning process and participation in consultations, and engage with community stakeholders and the general public.
- Conduct a facilities review of Leigh Square Community Arts Village.
- Share facts about the role and the importance of arts and culture in Port Coquitlam.

Phase 1 Cultural Assessment involved:

- Reviewing past planning documents (previous Cultural Plan, Leigh Square planning documents; Parks, Rec and Culture Master Plan, etc.) to gain insight on how far the City has come in its arts and culture portfolio
- Identifying key stakeholder cultural groups and businesses, civic leaders, relevant organizations, business community and the public to participate in the process to ensure balanced representation and input
- Designing a unique consultation and engagement framework to include creative-based techniques and traditional consultation methods (e.g. cultural survey), supported by a communications plan to achieve significant participation and understanding of the planning process
- Summarizing data, input and opportunities for Cultural Assessment Report into key themes and strategic directions



Outreach activities for Phase 1 resulted in over 650 sources of individual input, and when combined with results from the Downtown Business Improvement Association's consultations, results in nearly 1700 sources of community input, representing the community at-large as well as key stakeholder groups (e.g. Downtown Businesses; Community Partners; Sports, Environment and Heritage Representatives, etc). These constitute the Community Perspectives noted in the plan and include these sources:

- May Day Event – Survey and Creative Engagement Activities
- Downtown BIA consultations and survey (N=1,000. Responses in Appendix C)
- Over 549 responses to cultural survey with an even distribution amongst age groups 35 years and over (Survey results in Appendix C)
- Extensive community outreach (postcard project approximately 50 responses; Leigh Square Thought Board = 56 responses. Results in Appendix C)
- Individual interviews (N=30. Summaries in Appendix C)
- Arts and Culture community meeting (approximately 30 attendees)
- Cultural Cafe Focus groups (3 sessions held for cultural strategy development phase two)

Outreach activities were supported by a communications strategy that included print materials, news articles, social media campaign, bus shelter ads, posters, notices, etc. Measurement of these outreach activities were included as part of the communication strategy.



2. BC and CANADA

CURRENT TRENDS AND OPERATING ENVIRONMENT

Furthering insight on the operational environment of arts and culture organizations and current trends in the cultural sector as a whole can help community members and municipal decision-makers understand and plan for cultural development.

Individual arts and cultural organizations have certain operational forces that can work against their financial performance. It can be frustrating for government representatives, board and community members who fail to see why these organizations cannot simply be run like a business and make an annual profit.

When arts and culture organizations try to reduce costs for instance (e.g. fewer actors, cheaper sets and costumes, etc.), artistic quality is also reduced, typically resulting in poorer ticket sales across all price points. This is often a key constraint for arts groups who use multi-use facilities or try to offset increasing rental costs, as an example.

When the cultural sector is taken as whole, it represents \$47.8 Billion dollars or 3.1% of Canada's Gross Domestic Product - outperforming utilities, sport, forestry, agriculture, accommodation and food. The reason the cultural sector has such a major economic impact is the shift from traditional sectors to creative and knowledge-based economies. These more recent economies demand less financial input (e.g. volunteer labour, no bricks and mortar) to generate their significant economic impact.

As such, many communities across Canada are trying to attract creative professionals and knowledge workers who are enticed by quality of life amenities, such as recreation, arts and culture. Municipalities are also fostering and incorporating cultural development in their organizational culture either through direct staff representatives, cross-departmental teams and/or integrated into their planning initiatives.

5 Statistics Canada (2014).



Unfortunately to-date, local governments in British Columbia have been saddled with the bulk of cultural investment in their communities, as the province received the lowest amount of federal funding for arts and culture in Canada. Up until the Spring 2016 funding announcement of the BC Creative Economy Strategy to be matched by federal dollars, B.C. spent the lowest amount on arts and culture of all the provinces and territories. Similar to deferred infrastructure investment, this resulted in B.C. municipalities evaluating priorities and optimal funding requirements to ensure arts and cultural resources and assets could be maintained.

A further deficit encountered in arts and culture communities is declining volunteer participation. There is also a need to enhance board development skills, and determine which arts and culture forms are most relevant to one's community.

In considering these facts, municipalities that are situated near the highest concentration of arts and culture workers in B.C., such as Port Coquitlam, are tasked with determining: *what is the optimal amount of cultural investment to ensure economic spin-off in the local area and foster a healthy whole community?*



3. COMMUNITY PERSPECTIVES

STATE OF THE ARTS AND CULTURAL LIFE IN PORT COQUITLAM TODAY



The Community Perspectives constitute the collective feedback gained through the Community Engagement Activities which included 1,700 sources of input through surveys, interviews and consultation activities.

Port Coquitlam has an emerging arts and culture environment with the most significant investment by the City having recently occurred over the last 15 years. In terms of specific art forms: dance and music are more established; events and festivals are more accessible ('easier to consume'); and generally, arts and culture is being experienced more so as passive consumption.

The execution of the previous cultural plan resulted in the creation of arts and cultural facilities in Port Coquitlam, most notably Leigh Square Community Arts Village, which interviewees and survey respondents noted was a significant asset.

Port Coquitlam's arts and culture environment benefits from being a small, close-knit community. The City's partnerships with community groups are noted as key assets. The Recreation team (who manage the City's cultural portfolio) work well together, as a dedicated group in service to their community. Outreach by staff was noted as being strong and arts and culture community engagement well-intentioned, with staff working towards an overall aim of ensuring accessibility to the arts and culture, increasing understanding of the value of the arts and culture.

Seasonal events, partnerships, drop-in programs, the public art and banner programs are City roles that were appreciated by interviewees and survey respondents.

PREVIOUS CULTURAL PLAN ACHIEVEMENTS

Foundation-building – Strengths and accomplishments to date

Outcomes of the previous cultural plan have led to the establishment and enjoyment of:



working towards an overall aim of ensuring accessibility to the arts and increasing understanding of the value of the arts.



Over the past two years, the City of Port Coquitlam has provided basic program service levels while two significant arts and culture staff positions (programmer and coordinator) have remained vacant, in anticipation of the cultural plan. In the absence of dedicated staff and no coordinating body, arts and culture in Port Coquitlam was perceived by interviewees, focus groups, and survey respondents as lacking direction and focus. Despite past investments in the arts and related cultural infrastructure, overall, the feedback suggested public disengagement, except where festivals and events are concerned. Based on interviews and survey results, there is **a significant need for consistent and integrated promotion of arts and culture facilities and programs**. Venues and spaces were perceived as not being used to their potential.

In the current environment, there are very few defined arts and culture groups. Interviewees note that it is difficult to get groups mobilized and they look to the City for leadership, which is further supported by open-ended statements in the cultural survey.

In short, there are competing forces at play. Based on interviews with Council members, the City would prefer to assume more of a facilitator role. In reality, the arts and culture community does not have the capacity to provide leadership at this time. As a result, the community looks to the City to provide leadership, putting pressure on limited City staff who are heavily leaned on for support by competing community groups.

The arts and culture community does not feel valued or recognized by the City at this time.

Another competing dynamic is the community cultural development model that provided the strategic direction for the establishment of the City's cultural portfolio versus programming services. Do programming services need to provide cultural opportunities for the sake of providing them or could it evolve to increase integrated and targeted cultural opportunities in keeping with community demand?

At the beginning of the consultation process, there was not a dedicated arts and culture community group in the form of a functioning arts council or advocacy group in Port Coquitlam. At the close of the first phase of the cultural plan development, an arts collective has formed and its informal membership is eager to represent a 'voice' for the arts and culture community. It is anticipated that members of this group either individually or collectively will be active in the implementation of the cultural plan.

A formalized arts council or similar type of group, such as a cultural roundtable with a paid staff person was frequently cited as a key priority to facilitate communication between groups, individuals and the City. Expertise and leadership is needed to execute cultural planning for the City with roles and responsibilities clearly delineated and focused. It was acknowledged by interviewees and staff that at this time there are skills and experience gaps amongst groups.



While the previous cultural plan established the foundation for culture in Port Coquitlam, the present plan builds on this work by more actively aligning the City's overall strategic direction for culture, with the community's cultural identity elements (outdoor lifestyle; rivers, parks and trails; and small town feel) and arts and cultural programming interests.

KEY FINDINGS: STRATEGIC FOCUS AREAS

Needs and Gaps

In summary, the key needs and gaps noted by interviewees, which were supported by open-ended questions in the cultural survey, and represent barriers to effective cooperation and opportunities, include:

- Role of City: need for active leadership role by providing funding and human resources; perceived as not valuing arts and culture;
- Optimizing existing facilities and making better use of resources and talent
- Not enough capacity to lead from within community
- Need for improved performance space requirements
- Fragmented and disjointed arts and culture community
- Growing demand for arts and culture; basic foundations in-place
- Lacking leadership, coordination and direction
- Little celebration or recognition of local talent
- Need for additional marketing and promotion
- Wanting vibrancy and great night scene
- Looking for improved partnerships with regional groups



Strengths and Opportunities

- Foundation pieces are now in place (e.g. facilities, programs, staff positions, partnerships, etc..)
- Optimizing of existing local facilities, resources and talent
- Celebrate the unique qualities of Port Coquitlam and the people who live here, particularly the artists.
- Taking advantage of public/private partnerships to utilize and enhance the existing cultural assets
- Leigh Square Community Arts Village
- Theatre and dance being actively presented and participated in
- Festivals and events being a draw for the whole community
- City partnerships and drop-in programs
- Public Art banner program
- Arts, culture and heritage community groups – dedicated volunteers

A detailed summary of public input and feedback is contained in Appendix C.

The Priority Arts and Culture Programming Interests of the Community, found through the survey and echoed in various engagement activities, **align with the Community's Cultural Identity**. These findings represent an opportunity for arts and culture groups that may not be in the priority interest areas (including heritage organizations) to better integrate and align with the community's interest. Recommended actions are included in Section 6- Implementation Framework.

Priority Arts and Culture Programming Interests of the Community are:

- Festivals and events
- Stage plays
- Family/Child Programs
- Musical theatre
- Walking tours
- Arts in public spaces
- Jazz and Blues music
- Visual arts and fine craft fairs
- Culinary arts
- Arts/crafts classes



Community relevancy and artistic vibrancy go hand-in-hand, and a community's cultural identity is central to planning its future cultural development.



Community members strongly identify with Port Coquitlam's small town feel, parks, trails and rivers, outdoor lifestyle, and as the home to national hero, Terry Fox.

From the cultural assessment, the following major themes and focus areas emerged which have provided the direction for the cultural plan's goals:

1. **Integrate Culture Into Community Life**
Arts and culture activity aligns with in priority programming areas of interest of the community; reflects community cultural identity such as outdoor lifestyle, and incorporates local talent and feel in existing arts and cultural events.
2. **Animate community spaces and optimize existing facilities**
For current and future use both for individual creators and organizations (e.g. Terry Fox and Leigh Square).
3. **Build capacity together**
Of the arts and culture community so that it can be better equipped to reach community objectives; and for the City to continue to provide funding and human resources by positioning "culture for culture" within the City.
3. **Enhance communications and marketing**
Promote both within the arts community, and to the community at large about what's available, its value, and impact.

Imagine



4. IMAGINE PORT COQUITLAM TOWARDS A CULTURAL VISION

The community consultation and engagement process for the cultural plan centered around **'imagining' Port Coquitlam**; what does it look and feel like in terms of culture and community?

The collective vision is based on broad consultation with the community and reveals aspirations for a vibrant and thriving, arts and culture scene, supported by leadership with adequate funding and human resources, including an emphasis on developing and optimizing existing cultural assets.

The vision reflects community identity: small town feel, outdoor lifestyle, and natural heritage.

Port Coquitlam's **VIBRANT** culture celebrates our unique small town charm and **WEAVES CREATIVITY** into our active, outdoor lifestyles.

GUIDING VALUES AND PRINCIPLES



Community Identity and Relevancy:

Ensure arts, culture and heritage activities reflect community cultural identity and spirit (small town feel; outdoor lifestyle; and natural heritage), and integrate into the multi-faceted aspects of community life.

Accessibility, Diversity, and Inclusiveness:

Promote these values to realize everyday enjoyment of great arts, culture and heritage activities for everyone.

Social Development:

Foster the development of emerging and established arts leaders in the community to address social needs, and ensure cultural development and practice is inclusive.

Knowledge Sharing and Creative Thinking:

Promote awareness of the value of arts, culture and heritage, as part of being a successful 'whole' community that supports healthy social well-being, and fosters the development of new ways of thinking and creative solutions in opportunities and challenges in community planning and engagement.

Accountability and Fiscal Responsibility:

Make certain that City resources are effectively and efficiently used in addressing community needs, and involve a balance of professional expertise and community-based experience.

Collaboration:

Foster cultural development across the community, sectors and within City departments by enhancing the cultural "voice" in working together and relationship-building.





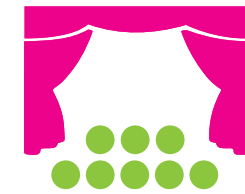
5. GOALS

DIRECTIONS FOR CULTURAL DEVELOPMENT



01

INTEGRATE CULTURE INTO COMMUNITY LIFE



02

ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES



03

BUILD CAPACITY TOGETHER; COMMUNITY AND CITY ROLES



04

ENHANCE COMMUNICATIONS AND MARKETING

6. GOING FORWARD

CULTURAL PLAN IMPLEMENTATION



THE STRATEGIES THAT WILL BOLSTER CULTURAL DEVELOPMENT AND TIE IN TO THE FOUR GOAL AREAS INCLUDE:

- 1. Celebrate**
Supported by actions that celebrate community cultural identity: such as outdoor lifestyle, as well as local talent.
- 2. Activate**
Supported by actions that animate and energize spaces, facilities, infrastructure, etc...
- 3. Collaborate and Participate**
Supported by actions that offer community participation and collaborate – more collective responsibility for cultural development.
- 4. Enrich**
Supported by actions that bolster cultural development pieces already in-place.



YEAR 1 PRIORITIES

The following actions are recommended as immediate priorities to carry out as part of the implementation of this Plan and represent the foundational elements for the Plan's success:



Hire a Cultural Development and Community Services Manager to oversee Cultural Services:

1. Provide the guidance and expertise for cultural development and implementation of the plan
2. Establish and liaise with the Cultural Roundtable, Festivals Committee and key community groups, with a view to bolstering capacity within the community to gradually transition to a facilitation role on behalf of the City.
3. Have overall responsibility for optimizing cultural facilities and animating spaces including: The Terry Fox Theatre (should an operational agreement between the City and the School District be achieved); Leigh Square Community Arts Village facilities; and other cultural facilities; and
4. Animate through place-making and programming, or other means, the Gathering Place and the New Recreation Complex.

The pre-requisite for this role is a strong arts and culture administration background, particularly in performing arts, and experience in culture-led community planning and economic development.

CULTURAL DEVELOPMENT AND COMMUNITY PARTNERSHIPS

Establish a Port Coquitlam Festivals Committee, external to the City with a view to developing a Festivals strategy that integrates culture into relevant festivals and events planning based on the community's cultural identity and values.

- In keeping with Goal 1 of Integrating Arts and Cultural activity into priority interest areas of the community (Festivals and Events rated #1).
- Performance indicators and measurement as part of a robust evaluation process is recommended (ie. in keeping with Cultural Scorecard metrics by the provincial government)

Establish a Cultural Roundtable (CR) that is inviting, open, and multi-representational in its make-up. The CR will be an ongoing working and resource group that:

- a. Representing community voices to help identify arts, culture and heritage priorities and interest in community and cultural development initiatives; and
- b. Fosters collaboration, information sharing, and effective communication among arts, culture and heritage groups, businesses and key community partners (e.g. BIA representative, Chamber representative, Sports Alliance representative, Port Coquitlam Festivals group, etc.)

IMPLEMENTATION FRAMEWORK

An implementation framework is included in Appendix A and provides a guide for:

1. The prioritization of the cultural plan's goals and activities into recommended phases;
2. The identification of roles and responsibilities in carrying out the Plan;
3. The expected outcomes and success indicators as a way to monitor progress; and
4. The opportunity for further collaboration within the community that does not solely rely on the City's involvement.

The community consultations in its many forms have demonstrated the need for guidance and expertise through dedicated human resources. The Cultural Plan's purpose is to set out the broad goals and directions, and ideas on how these can be achieved.

The work to implement these under the role of a dedicated staff person, and in continuing engagement and communication with the community, is the next step. An outline of the required staff roles required for successful execution of this plan and in keeping with the City's corporate strategic plan, is included on Page 35.

It is recommended that the incoming Cultural Development and Community Services Manager, along with relevant senior staff, identify the funding requirements and phasing of the recommended actions within the Implementation Framework, in order to align with Council's priorities, and update these aspects annually.

It is recognized that not every strategy and action denoted in the implementation framework requires specific endorsement or direction from Council, as these will evolve over the life of the plan and the readiness of community partners and other resources.

The strategies and actions in the implementation framework deliver a continued process for cultural development in Port Coquitlam, based on current practices and community input, and opens the door for further participation by stakeholders.

CONTINUING ENGAGEMENT AND COMMUNICATIONS

Continuing to promote and widely share the elements of the cultural plan is essential to successfully achieving the strategic goals. The cultural plan denotes specific actions to further foster communication and coordination among arts groups, the City and with the private sector. Convening these groups at the outset of the Plan's adoption and thereafter is essential for its success. Communication to share information about cultural development on a regular basis should include:

- Promoting the *Imagine* Port Coquitlam cultural planning project website
- Providing updates, announcements and articles to local media
- Leveraging social media sources to link to the City's and Leigh Square's Facebook page
- Releasing quarterly update emails to the arts, culture and heritage distribution list
- Linking with community events throughout the calendar year to carry out creative engagement activities
- Hosting the First Annual Cultural Forum



REFERENCES

In addition to the previous cultural plan, the City of Port Coquitlam's arts and culture policies, program service delivery, and facility planning directives can be found in the documents list below, all of which were reviewed by the consultant. The following sources were considered and/or cited in preparation of the cultural plan:

- City of Port Coquitlam Official Community Plan (2013)
- City of Port Coquitlam Vision 2020 Corporate Strategic Plan (2011)
- Places for Public Art in Port Coquitlam (2008)
- City of Port Coquitlam Parks, Recreation and Culture Master Plan (2007)
- Port Coquitlam Heritage Strategic Plan.
- Growing the Arts: Leigh Square Community Arts Village Development Study (2003)
- City of Vancouver. (2008). Cultural plan for Vancouver 2008-2018. Vancouver, BC. City of Vancouver, Creative City Task Force.
- City of Vancouver. (2014). Making space for arts and culture, Cultural Spaces Mapping Project. Vancouver, BC. City of Vancouver Cultural Services.
- City of Vancouver. (2008). Cultural facilities priorities plan report. Vancouver, BC. City of Vancouver Cultural Services.
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- District of Tofino. (2013). Arts and culture master plan for Tofino. Tofino, BC. District of Tofino.
- Florida, R.(2002). The rise of the creative class: And how it's transforming work, leisure, community, and everyday life. Cambridge, MA.: Basic Books
- Grogen, R. & Mercer, C. (1995). The cultural planning handbook. Arts Queensland, Australia.
- Hill Strategies. (2008). A statistical profile of artists in Canada based on the 2006 Census.
- Hill Strategies (2008). Social effects of culture: Detailed statistical models.
- Hill Strategies (2014). Statistical Insights on the Arts: Artist and cultural workers in Canadian municipalities.
- Hill Strategies (2015). Arts Research Monitor: National and Western Provincial and Territorial Estimates from the Cultural Satellite Account, Statistics Canada (2010).
- Huntsman, P. (2012). Making Culture Count! Town of Qualicum Beach cultural plan. Qualicum Beach, BC.
- Russo, A. & Butler, D. (n.d.) Cultural planning toolkit: A partnership between 2010 Legacies Now and Creative City Network of Canada. Vancouver, BC: 2010 Legacies Now.

APPENDICES



PORT COQUITLAM | CULTURAL PLAN

APPENDIX A: IMPLEMENTATION FRAMEWORK



01

INTEGRATE CULTURE INTO COMMUNITY LIVING FOR SUPPORTING CULTURAL ACTIVITY AND VIBRANCY

RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Establish a community-based Festivals Committee that is arms-length to the City. Support and collaborate with the new Committee to develop an overall <i>Port Coquitlam Festivals</i> strategy to reflect community interests (e.g. outdoor lifestyle, natural heritage, small town feel, Terry Fox, etc.); and provide opportunities to integrate arts, culture and heritage (e.g. stage plays, public art, fairs, food events, etc.), and feature local talent.	City funding to establish an arms-length Port Coquitlam Festivals organization to lead and support in partnership with City staff, community-focused, accessible, cultural festivals and events to animate parks and public spaces, particularly in the downtown core. Integrating existing festival organizations and major events to maximize marketing, funding, collaborations, consistency, event practices, infrastructure, etc. in keeping with community interest areas found in the Cultural Assessment (Page 27). Improve quality of existing festivals and events by hiring experienced performing arts festivals director.	An overarching festivals brand and marketing strategy to support festivals and events year-round. Incorporation of new or modified events that reflect priority cultural interests of the community; and integration with sporting events; Identification of a signature Made In Port Coquitlam event that is a regional draw; and carried out in partnership with the City select municipal events (e.g. Canada Day, May Day, etc.); Inclusion of a volunteer recruitment and succession planning approach, and training opportunities for youth.	COPC leads initially; Recreation and Cultural Services staff, with involvement of BIA.	Community Partners.	CELEBRATE
Review Public Art Policy and Plan to and explore funding options to integrate commissioned artwork into street, trail and park life and everyday pedestrian, cyclist and vehicular experience.	Employ expertise of public art consultants to work with Planning and Parks departments. Develop two streams: 1/ commissioning of local and regional artists' work; and 2/ a national or North American call for artwork.	An artful public realm with works of significance for the City's acquisition.	Consultant with Planning, Parks, and Cultural Services Staff	Community Partners.	ACTIVATE
Continue to offer community public art participation opportunities (e.g. murals, banners, etc.) and explore this on a neighborhood basis.	Work with any neighborhood associations, and incorporate into Leisure Guide program offering. Use a local or regional artist as a facilitator to the process.	Community building and improved arts and culture identity and sense of place.	Cultural Services staff (Rec leaders in programming) and community partners.	Community Partners.	COLLABORATE AND PARTICIPATE
Explore opportunities to involve local and regional artists or designers, and/or incorporate heritage images in the design of public works projects, streets, public spaces, where appropriate (e.g. railings, hydro boxes, culverts, signage, benches, paths, alleys, bus shelters, etc...)	Use existing or follow common practices of other municipalities for the commissioning of these works.	Community building and improved arts and culture identity and sense of place.	Cultural Services staff in collaboration with Planning, Engineering, and community partners.	Community Partners.	COLLABORATE AND PARTICIPATE
Seek opportunities to further animate downtown spaces and parks, and encourage creative placemaking opportunities.	Develop a summer street performers policy and volunteer cultural ambassadors program at local events and festivals to promote arts and cultural activity.	Community building and improved arts and culture identity and sense of place.	Cultural Services staff and Cultural Roundtable.	Cultural Roundtable, Friends of Leigh Square (FLS), Downtown Business Improvement Association, (DBIA) and other Community Partners.	ACTIVATE



01

INTEGRATE CULTURE INTO COMMUNITY LIVING FOR SUPPORTING CULTURAL ACTIVITY AND VIBRANCY

RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Collaborate with local artists and art students for the development of temporary installations along trails and sports fields, or other identified pedestrian areas.	Liaise with local secondary schools; incorporate as part of National Youth Week and Youth Art Week (early May).	Community building and improved arts and culture identity and sense of place.	Cultural Services staff, and School District contacts.	School District, and other Community Partners.	COLLABORATE AND PARTICIPATE
Create opportunities for local artists to work with children and youth for a Kids Art Wall for display at sport and recreation facilities.	Local artists to help lead project, and City assign appropriate resources and space.	Children and youth reflected in the public realm and integration of sports and art.	Cultural Services staff.	Community Partners.	COLLABORATE AND PARTICIPATE
Seek opportunities to incorporate culinary arts, ie. invite food vans at the Farmers' Market and at other locations (e.g., Former concession stands) as way to incorporate culinary arts.	Improve bylaws that govern this area to facilitate increased food van presence in public spaces.	Increased attendance and participation at events, and animated public spaces.	Cultural Services and Planning staff.	Farmers Market volunteers, and Community Partners.	ACTIVATE
Identify ways in which 'artful gardens' that incorporate art forms and design (e.g. theatrical lighting, music, animation, etc.) can be initiated by the community and horticulturalists.	Propose and Arts in Parks collective or working group that examines these initiatives. Could be tasked for artwork that enhances natural heritage sites.	Increased attendance and participation at events, and animated public spaces.	Parks, Cultural Services, and identified horticultural and heritage groups.	Healthy Communities Committee, Community Partners.	ACTIVATE
Engage BIA, Rotary, Chamber and other groups to use art and culture in economic and business development.	Invite downtown businesses to hire local artists to perform on Friday nights.	Increased attendance and participation at events, and animated public spaces.	BIA and Cultural Roundtable, and Cultural Services staff in support.	Community Partners.	COLLABORATE AND PARTICIPATE
Encourage cross-participation by business and arts, culture and heritage community leaders in organizations, agencies (e.g. Sports Alliance) and committees that may have a role in implementing this Plan.	Invite representatives to participate in Cultural Roundtable, include in communication and updates of cultural development efforts, and liaise regularly with these identified stakeholders.	Levels of engagement, attachment, participation, volunteerism, leverage of private sector support.	BIA, Sports Alliance, and Cultural Roundtable, and Cultural Services staff.	Community Partners.	COLLABORATE AND PARTICIPATE
Work with local Improv and local theatre groups (e.g. Stage 43) in exploring new performing arts programming opportunities that incorporates youth development in animating Leigh Square use, outdoors in the summer, and increases level of cultural activity in the Gathering Place, and other key sites in the City.	Consider City funding through grants for innovative seed projects.	Audience development; youth/social needs development; increased attendance and participation at events, and animated public spaces.	Local theatre groups as identified, Cultural Services staff (programmers), and Friends of Leigh Square.	As identified.	ACTIVATE

01

INTEGRATE CULTURE INTO COMMUNITY LIVING FOR SUPPORTING CULTURAL ACTIVITY AND VIBRANCY



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Continue to monitor, update and improve programming plans, to reflect community interests; keep updated with current and emerging art forms.	Continue to use evaluation tools such as surveys and feedback forms, as well as team post-mortems.	Audience development; increased attendance and participation at events and programs, and animated public spaces.	Cultural Services staff	Cultural Roundtable and community partners.	ENRICH
Assess interest in, and opportunities for live 'classical' performances and events both indoors at the Gathering Place, and outdoor at the Bandshell or Outlet; (e.g. Poetry or Spoken Word; Shakespeare in the Square; Classical Music over the noon hour; and ballet)	Work with Wilson Centre to gain input and participation in programming options, as well as established groups in the area. Support with effective marketing and communications resources.	Audience development; increased attendance and participation at events, and animated public spaces.	Cultural Services staff	Cultural Roundtable and community partners.	ACTIVATE
Through grants and partnerships, encourage and support the creation of heritage programs (particularly natural heritage) that engage the public and provide outreach opportunities (e.g. tours, AR experiences, apps, videos, panels, etc.), and that are of a high design standard.	Cultural Roundtable and Healthy Communities Committee.	Community building and improved arts and culture identity and sense of place. Audience development; satisfaction; increased attendance and participation at events, and animated public spaces.	Heritage Society representatives, Cultural Roundtable, and Healthy Communities Committee.	Community Partners.	CELEBRATE
Encourage more active participation and integration of the heritage community with arts and culture groups.	Cultural Roundtable and Healthy Communities Committee.	Community building and improved arts and culture identity and sense of place. Audience development; satisfaction; increased attendance and participation at events, and animated public spaces.	Heritage Society representatives, Cultural Roundtable, and Healthy Communities Committee.	Community Partners.	COLLABORATE AND PARTICIPATE
Explore options to use transportation sites such as bus shelters and ad space on buses as a vehicle to feature work of local literary community and designer/fabricators for any new shelters.	Identify relevant parties on City staff to assist in this area, and work in collaboration with artists.	Community building and improved arts and culture identity and sense of place. Audience development; satisfaction; increased attendance and participation at events, and animated public spaces.	COPC staff	As identified.	ACTIVATE

02

ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Determine City identified spaces for temporary cultural activity (e.g. lobbies) and provide community use spaces for artists (i.e. temporary or permanent), to introduce the resident artists program in higher traffic areas.	Inventory of City facilities and spaces.	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; community engagement.	Cultural Services staff and other staff as identified.	Cultural Roundtable, BIA, and Community Partners.	ACTIVATE
Invest in a rebranding and naming strategy for Leigh Square with community participation, including considering offering naming rights for these facilities and spaces as a funding source.	Work with community partners and staff, supported by marketing/communications advisor, to take on a branding process that is linked to Port Coquitlam branding and Port Coquitlam Festivals; and create a sponsorship program.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement.	Consultant and Cultural Services staff, with support from City Planning and Communications staff.	Cultural Roundtable, BIA, and Community Partners.	ACTIVATE
Reconfigure audience space at the Bandshell in Leigh Square in keeping with theatre design standard to maximize use of space for festivals and events.	Theatre design advisory services.	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; community engagement.	Consultant, and Interdepartmental approach.	As identified.	ACTIVATE
Seek opportunities for temporary art installations (e.g. at the pond in Leigh Square) and use local artists in design process.	Public Art Policy and Plan	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; community engagement.	Interdepartmental approach.	Cultural Roundtable, and Community Partners.	ACTIVATE
Improve lighting of Leigh Square to promote safe use, enjoyment of the space, and attendance.	In consultation with community, if required.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement.	Interdepartmental approach.	As identified.	ACTIVATE
In conjunction with Planning staff and the community, consider ways in which the Signage Bylaws may be presenting barriers to attendance and participation of programming and events for arts, culture and heritage groups; and if shown, consider amending Signage Bylaw to encourage a higher standard for the Cultural District area.	In consultation with community, and link to Festivals strategy.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement.	Cultural Services and Planning staff.	Cultural Roundtable, BIA and Community Partners.	ACTIVATE

02

ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Identify space (eg. Gathering Place) at Leigh Square for a social enterprise function (Community Contribution Company) to contribute to a cultural reserve fund and animate the space . (e.g. an adjacent café, and/or co-working space)	Use funding from Entreprising Non-Profits to for business plan.	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; community engagement.	Cultural Services and Planning staff.	Cultural Roundtable, Friends of Leigh Square, BIA and Community Partners.	ACTIVATE
Continue to work with the community, and use best practices, for compiling information about, and identifying cultural space needs in the community and reducing access barriers.	Community consultation and engagement.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Cultural Services and Planning staff.	Cultural Roundtable.	ACTIVATE
Explore Gateway and wayfinding options to link facilities at Leigh Square in a creative placemaking manner.	Consulting services.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Consultant, and Interdepartmental approach	Cultural Roundtable, Friends of Leigh Square, BIA and Community Partners.	ACTIVATE
Collaborate with SD43 and assess operational models and options for Terry Fox Theatre as a community theatre facility.	Determine an operational model for use of Terry Fox as a community theatre space and required budget, based on programming plan that uniquely positions the theatre in the Tri-Cities. Ensure theatre is appropriately staffed with a theatre manager, technician and box office manager.	Increased levels of employment, programming, attendance and participation	Theatre Specialist Consultant, and Cultural Services staff.	School District and other community partners, as identified.	COLLABORATE AND PARTICIPATE
Support community-led efforts to share space and services; (and encourage use of the Self-Assessment checklist found in City of Vancouver Cultural Facilities Priorities Plan by user groups of existing or proposed cultural facilities and spaces.)	Follow methodology employed by City of Vancouver in their Cultural Facilities Priorities Plan. http://vancouver.ca/files/cov/CulturePlan-Phase1-Facilities-SelfAssessment.pdf	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Interdepartmental approach.	Community Partners.	COLLABORATE AND PARTICIPATE
Consider the designation of Leigh Square area and adjacent block of Shaunessey as a Named Cultural District or Precinct with design guidelines, a main Gateway, improved signage standards, wayfinding and lighting plan, and beautification to encourage restaurants, night life, events, festivals, and cultural spaces, and as a means to lower vacancy rates and encourage business activity and improved storefronts.	As determined by City Planning and in consultation with BIA, Friends of Leigh Square, and community partners, as required.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Interdepartmental approach	BIA, Friends of Leigh Square, and Community Partners.	ACTIVATE CELEBRATE

02

ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Explore ways in which arts and cultural programming can be held within outdoor facilities such as pools, fieldhouses, as well as parks and trails.	Review inventory of City owned recreation facilities and spaces. Assess needs as required by arts discipline.	Increased attendance and participation at events, and animated public spaces.	Recreation and Cultural Services staff.	Healthy Communities Committee, Community Partners.	ACTIVATE CELEBRATE
Conduct a needs assessment and feasibility of a centralized distribution of arts and cultural programming at Leigh Square that will not see barriers to participation.	Determine associated operational costs.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Recreation and Cultural Services staff.	Healthy Communities Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.	ENRICH
Explore options to increase use of space at the Gathering Place and Outlet , and/or other cultural facilities, after hours by extending hours and seeking new user groups and activities.	Determine associated operational costs.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Interdepartmental approach	Healthy Communities Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.	ACTIVATE
Explore storage needs for arts, culture and heritage groups; and assess related opprtunities.	Ongoing dialogue via Cultural Roundtable.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Interdepartmental approach	Healthy Communities Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.	ENRICH
Promote the use of available city-owned buildings to the community for cultural activities.	Compile an inventory and map of existing city-owned buildings which may be appropriate for community cultural use.	Increased use of cultural facilities; number of cultural resources; levels of attendance and participation; community engagement	Interdepartmental approach.	Healthy Communities Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.	ACTIVATE
Look at regulatory measures which may be preventing the use and development of artist production spaces (including co-op models) and develop guidelines to allow more flexibility, as appropriate.	City planning and consultation with arts and culture community.	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; leverage of private sector support; community engagement.	Interdepartmental approach	Cultural Roundtable, BIA, and Community Partners.	ACTIVATE

02

ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Explore and share best practice models for the development and operation of live/work and shared co-op spaces in other municipalities and conduct a needs assessment, if appropriate.	City Planning knowledge-sharing.	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; leverage of private sector support; community engagement.	Cultural Services and Planning staff.	Other municipalities.	ACTIVATE
During development application review stage, or where appropriate, identify opportunities for cultural space development and/or public art.	Development Application Process.	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; leverage of private sector support; community engagement.	COPC Council and staff.	Community Partners.	ACTIVATE
Share information about cultural space needs with the private sector and groups such as the BIA and encourage their support in making space available, including temporary space (e.g. pop up galleries and vacant storefronts).	Liaise with BIA and other relevant groups, and promote storefronts strategy.	Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; leverage of private sector support; community engagement.	Cultural Services staff, Cultural Roundtable, and BIA.	Community Partners.	ACTIVATE

03

BUILD CAPACITY TOGETHER WITHIN ARTS, CULTURE AND HERITAGE COMMUNITY



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Establish and facilitate a Cultural Roundtable (CR) to provide: 1/ input on arts and culture matters to Council, staff, and the community; 2/ opportunities for ideas and information exchange; 3/ calendar planning for programs and events; and 4/ collaboration and partnership opportunities for groups (welcome community partner organizations to the CR, such as the Downtown Business Association, Tri-Cities Chamber of Commerce, and other groups).	Establish terms of reference and present to Council or Healthy Communities Committee (HCC) as part of Cultural Plan adoption. Note: CR is not a standing committee of Council.	Promotes culture programs and advises Council, HCC and the public as to the value of arts and culture in the community.	Cultural Services staff.	Friends of Leigh Square (FLS) et al., Downtown Business Improvement Association, (DBIA) and other Community Partners.	COLLABORATE AND PARTICIPATE
Focus on skills development particularly in the areas of: strategic planning, financials and budgeting, grant writing, board governance, and succession planning, to build capacity among new and existing arts, culture and heritage groups.	Liaise and work with Metro Vancouver's Survivor 101 skills development program and Arts BC's knowledge-sharing opportunities to build capacity among arts, culture and heritage groups. Where possible, involve young arts leaders.	Arts, culture and heritage groups in a better position to carry-out cultural development programs and initiatives. More knowledgeable volunteer base in the community.	Cultural Services staff.	Cultural Roundtable, Metro Vancouver and Community Partners.	ENRICH
Collaborate with the Cultural Roundtable to further develop ongoing cultural mapping efforts (Cultural Scan and Assessment) as a way to identify local arts and cultural practitioners and cultural resources.	Implement a user-generated cultural map on the City's website or via Leigh Square Community Arts Village. Ensure the mapping process adheres to practice standards (e.g. North American Industry Classification System).	Maintain map on an ongoing basis to provide an updated source of data for cultural metrics.	Cultural Roundtable and Community Partners.	Cultural Services staff.	CELEBRATE
Arrange an annual Cultural Forum to encourage knowledge-sharing, skills development and implementation of cultural plan.	Organize forum representing community partners in the implementation of the Cultural Plan, and liaise with Metro Vancouver's Survivor 101 Skills Development program for arts and culture organizations.	Organizes resources and coordinates efforts in the community needed to implement cultural plans and support ongoing cultural development.	COPC Council and Cultural Services staff.	Cultural Roundtable, Friends of Leigh Square (FLS), Downtown Business Improvement Association, (DBIA) and other Community Partners.	ENRICH

03

BUILD CAPACITY TOGETHER WITHIN ARTS, CULTURE AND HERITAGE COMMUNITY



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Work with community partners to identify ways in which individual artists and cultural producers can access community resources such as volunteers, grants opportunities and partnerships.	Share grant and funding information through Cultural Roundtable; utilize City Volunteer resources.	Increased employment and economic and/or business activity; number of funded initiatives; number of cultural resources; increased participation.	Cultural Services staff.	Cultural Roundtable, Friends of Leigh Square (FLS), Downtown Business Improvement Association, (DBIA) and other Community Partners.	ENRICH
With support of community partners and relevant agencies, identify ways in which 'the next generation' of volunteers can become involved in cultural activities.	Host a series of fun events, such as a match-making event, or volunteer fair.	Levels of engagement, programming, attendance and participation, attachment to community, satisfaction, youth engagement and social need	Cultural Services staff.	Cultural Roundtable, Friends of Leigh Square (FLS), Downtown Business Improvement Association, (DBIA) and other Community Partners.	ENRICH
Align annual cultural services budget requests (e.g. staffing, resources, program structure, funding) to support the implementation of the phases of the Cultural Plan.	Dedicated cultural services budget and staff resource in the annual operating budget. Appendix D presents a draft Cultural Development and Community Partnerships Manager position.	Budget, funding, resource and investment strategy for cultural development, operations and promotion in the community.	Cultural Services staff.	Community partners.	ENRICH
Work in collaboration with the Cultural Roundtable to convene special topic or issue-based community forums and facilitate with knowledgeable experts, as required.	Bring together key stakeholders and support with knowledge experts special topic or issued based community forums, as required.	Ensures ongoing dialogue and engagement with the community in the implementation of the Cultural Plan and links to specific issues or topics identified in the Cultural Plan.	COPC Council, Cultural Services staff and Cultural Roundtable.	Cultural Roundtable, and other Community Partners.	COLLABORATE AND PARTICIPATE
Seek opportunities for funding and investment from other levels of government to sustain cultural activity and development.	Identify opportunities such as through Federation of Canadian Municipalities; discussions at Union of BC Municipalities and other forums, for attracting investment in cultural development.	Increased levels of employment, programming, attendance, participation, leverage of funding from senior levels of government and the private sector.	COPC Council and CAO.	Metro Vancouver and other municipalities.	ENRICH

03

BUILD CAPACITY TOGETHER WITHIN ARTS, CULTURE AND HERITAGE COMMUNITY



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Create an annual Mayor's Arts Award to celebrate and cultural activity in the community, showcase talent, and show appreciation for the arts, culture and heritage community.	Establish an annual program for the Mayor's Award with reference to a specific theme each year (e.g. youth engagement, business partnership, innovation, etc..)	Establishes a high-profile means to showcase and celebrate success in the arts, culture and heritage community, and demonstrate City's appreciation of community arts, culture and heritage groups.	COPC Council, Cultural Services staff.	Cultural Roundtable, Friends of Leigh Square (FLS), Downtown Business Improvement Association, (DBIA) and other Community Partners.	CELEBRATE
Review the self-matching and CCD grants programs for the purpose of support for cultural development.	Ensure allocation is in keeping with priority areas for increased support vs. sustained support and establish better measurement of matching grants allocation to outcomes linked to Cultural Plan. Review effectiveness of representation and participation on the Healthy Communities Committee.	Ensures alignment with stakeholder input into Cultural Plan and effective implementation of cultural strategies.	Cultural Services staff.	Cultural Roundtable, Friends of Leigh Square (FLS), Downtown Business Improvement Association, (DBIA) and other Community Partners.	ENRICH
Seek opportunities for City gifts to dignitaries made by local artists or reflect arts, culture, and heritage, and community life.	Create a policy whereby City gifts to dignitaries are made by local artists or reflect arts, culture, and heritage, and community life.	Local artists recognition and appreciation as part of City protocols.	Corporate Services staff, with support from Cultural Services staff.	Cultural Roundtable.	CELEBRATE
Consider establishing a cultural reserve fund for supporting the implementation of the Cultural Plan, as determined by City staff and approved by Council.	Establish cultural reserve fund including sources such as donations, land sale revenues, social entrepreneurship (e.g. Café at Leigh Square).	Provides a mechanism for funding strategic directions of the Cultural Plan.	COPC Council, and Cultural Services staff.	Community partners.	ENRICH
Align and update OCP policies to integrate and include cultural planning goals identified in this Plan. Ensure cultural planning directions are reflected in City policies and plans.	In the next OCP update, include a summary of the vision, and major strategic directions of the Cultural Plan.	Improves understanding across departments of the need to integrate arts, culture and heritage into community planning to address social, economic, tourism and general community needs.	COPC Council, and all relevant COPC staff.	Internal to City.	ENRICH
Encourage using cross-departmental team for cultural development.	Ensure representation of departments and key staff leaders who will be involved in the Plan's implementation.	Successful implementation of the Plan relies on increasing knowledge and language associated with cultural development among staff.	All relevant COPC staff.	Internal to City.	COLLABORATE AND PARTICIPATE

03

BUILD CAPACITY TOGETHER WITHIN ARTS, CULTURE AND HERITAGE COMMUNITY



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Regularly review partnership agreements to ensure compliance and relevancy.	Reconcile any Fee For Service Agreements or Operating Agreements with the broad goals of this Plan.	Successful implementation of the Plan relies on increasing knowledge and language associated with cultural development among staff and stakeholders.	Corporate Services staff and Cultural Services staff.	Relevant parties.	ENRICH
Identify all culture-related roles, or those that work closely with cultural activity and community development/engagement within City government.	As identified by Management.	Successful implementation of the Plan relies on increasing knowledge and language associated with cultural development among staff.	Recreation and Cultural Services Director.	Staff, as identified.	ENRICH
Explore the potential of developing a Cultural Scorecard process to improve measurement of cultural development.	Prepare a "cultural scorecard" to measure impact of cultural development initiatives and tie to Festivals Strategy event evaluation.	Levels of engagement; programming, attendance and participation, volunteerism, tourism visitation and spending, employment, resources and enterprise, barriers to participation, per capita and household spending	Cultural Services staff and Community Partners.	Community Partners.	ENRICH

04

ENHANCE COMMUNICATIONS AND MARKETING OF ARTS, CULTURE AND HERITAGE



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Create a coordinated Marketing and Communications Plan for arts and culture programming, with a particular focus for Leigh Square (ie Cultural District).	Work with stakeholders such as BIA, Chamber, hospitality sector, and media in its promotion; and utilize all communication channels (i.e. print, social media, television, radio, etc...). Include impact and measurement tools for evaluation.	Audience development: broadened awareness, support and participation.	Consultant and Cultural Services staff, with support from City Communications staff.	Cultural Roundtable, Friends of Leigh Square and other Community Partners.	ENRICH
Ensure consistent and effective promotion of Leigh Square activities; and cultural development initiatives, including festivals.	Ensure consistent and effective promotion of Leigh Square activities; and cultural development initiatives, including festivals.	Increased employment and economic and/or business activity; greater impact of number of funded initiatives; increased awareness and participation (audience development).	Cultural Services staff, with support from City Communications staff.	Cultural Roundtable, Friends of Leigh Square and other Community Partners.	ACTIVATE CELEBRATE
Collaborate with the Cultural Roundtable (see Goal 3 area below) as a main source for information exchange, and as a means to create efficiencies in marketing and communications (e.g. co-funding for ads, print production, media sponsorships, etc..)	Ensure regular meetings and calendarization to meet media and print deadlines; offer online working group function (e.g. wiggio or asana) for online opportunities for ideas and information exchange; calendar planning for programs and events; and collaboration and partnership opportunities for groups (include community partner organizations to the CR, such as the Downtown Business Association, Tri-Cities Chamber of Commerce, and other groups).	Audience development: broadened awareness, support and participation; levels of engagement, volunteerism, attachment to community, leverage of private sector support.	Cultural Roundtable and Community Partners.	Cultural Services staff.	COLLABORATE AND PARTICIPATE
Look at re-branding Leigh Square in keeping with a Cultural District or Precinct concept (reference to Goal 2 area)	Work with community partners and staff, supported by marketing/communications advisor, to take on a branding process that is linked to Port Coquitlam branding and Port Coquitlam Festivals.	Audience development: broadened awareness, support and participation; levels of engagement, volunteerism, attachment to community, leverage of private sector support.	Consultant and Cultural Services staff, with support from City Communications staff.	Cultural Roundtable, Friends of Leigh Square and other Community Partners.	ENRICH
Research options to improve downtown and maximize presence of Leigh Square facilities and activities through a main Gateway and Wayfinding Plan (and any interpretive signage programs.)	Work with BIA, community partners and staff, supported by a Wayfinding design firm, to take on a design and fabrication process that is linked to branding Port Coquitlam branding and Port Coquitlam Festivals.	Audience development: broadened awareness, support and participation; levels of engagement, volunteerism, attachment to community, leverage of private sector support.	Consultant and Cultural Services staff, with support from City Planning and Communications staff.	BIA, Cultural Roundtable, Friends of Leigh Square and other Community Partners.	ACTIVATE

04

ENHANCE COMMUNICATIONS AND MARKETING OF ARTS, CULTURE AND HERITAGE



RECOMMENDED ACTIONS	TOOLS/POTENTIAL RESOURCES	OUTCOMES	POTENTIAL LEAD	SUGGESTED PARTNERS	STRATEGY
Collaborate with the Cultural Roundtable to identify opportunities for cross promotion and presence at regional arts and culture events, and at large community events (e.g booth for Cultural Ambassadors)	Use Cultural Roundtable (and its online working group tool) to identify opportunities.	Audience development: broadened awareness, support and participation; levels of engagement, volunteerism, attachment to community, leverage of private sector support.	Cultural Roundtable	Cultural Roundtable and Community Partners.	CELEBRATE
Continue to collaborate with the BIA and build relationship with Chamber to foster partnerships and increase cultural awareness, activities and events within business community.	Regularly liaise with these key stakeholders to promote culture-led economic and business development opportunities; and joint cultural development opportunities.	Community building; strengthened relationship with private sector, linkages between business sector and cultural activity, as well as investment, interests, and planning. Improves economic development (ED) and ensures cultural development priorities are discussed, considered, and incorporated in to wider ED planning. Improves knowledge base of value of culture.	Cultural Services staff and BIA Executive Director.	Community Partners.	COLLABORATE AND PARTICIPATE
Provide easy access to and awareness of a main 'go to' Calendar of Events' that is widely promoted in the region.	Create an online self-generated Calendar of Events that is supported through actions in the Marketing and Communications strategy.	Audience development: broadened awareness, support and participation; levels of engagement, volunteerism, attachment to community, leverage of private sector support.	Cultural Services staff, COPC staff as identified, and Cultural Roundtable.	Community Partners.	COLLABORATE AND PARTICIPATE
Strengthen links, and ensure coordinated communication, particularly for media relations, to enhance ability to share stories of local history and culture to increase awareness; encourage more support and participation (link to Festivals committee, Heritage Society), and include in Marketing and Communications Plan)	Work in partnership with local media sources, arts, culture and heritage stakeholders. Link to business attraction, economic development, and tourism (e.g. Festivals).	Audience development: broadened awareness, support and participation; levels of engagement, volunteerism, attachment to community, leverage of private sector support.	Consultant and Cultural Services staff, with support from City Planning and Communications staff.	BIA, Heritage Society, Cultural Roundtable, Friends of Leigh Square and other Community Partners.	COLLABORATE AND PARTICIPATE

APPENDIX B:

GLOSSARY OF COMMON CULTURAL TERMS

Arts: Includes all genres within the following disciplines (list is not exhaustive and two or more genres or disciplines may be combined):

- Performance (music/dance/theatre/spoken word/improvisation)
- Visual (2 and 3 dimensional/performance/fine or artisanal craft/site-specific or temporary installation)
- Literary (poetry/prose/storytelling)
- Media/new media (film/video/still photography)
- Design (fashion/graphic/industrial/interior)

Arts Policy: A consolidated statement of vision, purpose, goals, objectives, scope, and roles with attendant analysis, recommended actions, and implementation strategies for the description and development of arts activity, production, service, and related resources.

Community Public Art: Art produced by artists collaborating with communities, which responds to neighbourhood needs, aspirations, or some other community issues.

Creative Community: Communities where local government considers urban investment in culture and creativity significant to prosperity and quality of life. These are municipalities where creative and cultural activity is considered important to the community's quality of place, and to help reclaim and revitalize neighbourhoods. In creative communities, local government enables more innovative thinking and problem solving across all departments and sectors of the economy to shape a community's identity in the face of increasing competition for talent, investment, and recognition. Creative and cultural activity is supported as a powerful vehicle for community development and engagement, providing opportunities for economically disadvantaged neighbourhoods and social groups. These communities represent a new generation and an evolving model for community planning and culture.

Creative Economy: The creative economy is an economy driven by ideas, innovation, knowledge, diversity, collaboration, and creativity. It encompasses the creative industries in which ideas and intellectual property produce value and generate wealth. It represents an aggregation of a complex collection of industrial and creative service sectors including design, media, advertising, film, music, performing arts, publishing, and interactive software development.

Culture: The arts, multiculturalism, and heritage resources and activities as practised and preserved in a community. These practices reflect the beliefs, experiences, and creative aspirations of people in a specific geographic and/or political area.

Cultural Development: A process that supports and facilitates cultural resource development and includes skilled creators, artists, and craftspeople as transmitters of aesthetic expression, ideas, aspirations, and values in relation to the sociological, economic, environmental, and creative aspects of their communities.

Cultural Mapping: Cultural mapping (or scanning) is a systematic approach to identifying and recording both tangible (physical or quantitative) and intangible (expressive or qualitative) cultural assets and is a defining characteristic of municipal cultural planning. Cultural resource mapping is built on a consistent set of categories that capture baseline data of the tangible cultural assets in a community within a specific set of categories or Cultural Resource Framework. Cultural identity mapping deals with the intangible assets that define a community's identity, memories, visions, and values.

Cultural Round Table: A strategic leadership group with members drawn from the six pillars of the community for the purposes of implementing municipal cultural plans and identifying ongoing cultural planning. Most Cultural Round Tables established for this purpose include members of Council, municipal staff, representatives of the creative and cultural sector, and the business community, important community agencies such as the United Way and Community Foundations, and educational institutions.

Cultural Tourism: Cultural resources are integrated as part of tourism initiatives to build tourism strength and competitiveness in the market. Cultural resources are developed to meet the particular needs and interests of travellers whose main motivation for travel are experiences in the performing arts, visual arts and crafts, museums and cultural centres, historic sites and interpretive centres, cultural industries, and cultural events.

Cultural Vitality: The evidence of what makes a community exceptional or remarkable through creating, disseminating, validating, and supporting cultural activities and expression as a dimension of everyday life in communities. Cultural vitality is dependent on the protection and advancement of cultural resources to facilitate and continue cultural engagement.

Diversity and Inclusion: Diversity means all the ways we differ as individuals. It includes visible differences such as age, gender, ethnicity, and physical appearance, and underlying differences such as thought styles, religion, nationality, socioeconomic status, belief systems, sexual orientation, and education. It means respecting, valuing, and harnessing the richness of ideas, backgrounds, and perspectives that are unique to each individual (i.e. a new worldwide source of creativity). Inclusion means an environment where everyone contributes his or her skills and talents for the benefit of the community. The aim is to create a community in which individuals are involved, supported, respected, and connected.

Festival: A special event designed to present and celebrate—through public access, productions, or services, an arts discipline(s). It is often multi-faceted and occurs during a brief period of time, often annually and usually in a reasonably contained area (indoors and/or outdoors).

Heritage: Heritage resources include artifacts and architecture, historic and prehistoric resources, and archival and interpretive material and activity. Significant objects and structures are protected by legislation distinguishing between items that are merely old and those deemed valuable according to notable public aesthetic, educational, and social significance.

Production, Performance, and Exhibition: Production refers to a particular play or dance piece. Performances refers to the number of times a piece is performed in public. Exhibition refers to a particular visual art show.

APPENDIX C:

COMMUNITY PERSPECTIVES – CULTURAL ASSESSMENT PHASE 1

Summary of individual consultations, cultural survey responses, and selected engagement activities

Recurring Themes: Fragmented and disjointed arts and culture community; lack of leadership and staff, promotion and communication; and perception that facilities not being used to potential.

State of the Arts – Arts and culture emerging in Port Coquitlam. Significant investment began essentially 15-20 years ago--- a good start. Arts community seems to be lacking direction and focus. Despite initial investments in arts and cultural infrastructure, overall the feeling seems to be one of disengagement- perhaps due to a lack of communication? Are venues and spaces being used to their potential?

Strengths - While there are some terrific facilities in Port Coquitlam there seems to be a concern over lack of staff and coordination. The foundations are in place, however a cohesive push is needed to elevate arts and culture in the community.

Needs/Gaps - Leadership is needed to execute the next stage of cultural planning for the City. An arts alliance or similar type of group is key and communication between groups, individuals and the City must become a priority.

Opportunities - Optimization of existing local facilities, resources and talent is key. There is a desire to celebrate the unique qualities of Port Coquitlam and the people who live here, particularly the artists. There is an appetite for public/private partnerships to utilize and enhance the existing cultural assets, and a desire for more applied arts- artist talks, performance discussions, and classes.

Vision - The collective vision includes a vibrant, thriving arts and culture scene, supported by leadership with adequate funding and human resources, including an emphasis on developing and optimizing existing cultural assets.

Role of City - There is a strong desire for the City to take an active leadership role in developing Port Coquitlam as a cultural hub by providing adequate staffing and funding for what is perceived as historically, an undervalued area. Residents want to see and feel that it is a priority for their leadership. There is also an onus on the City to help manage and optimize the existing facilities.

Individual Consultations (TOPICS COVERED)

- State of the Arts: The Operating Environment in Port Coquitlam
- Strengths, Needs/Gaps, Opportunities
- Role of the Municipality and Facilities

Cultural Survey Findings

Community Identity and Sense of Place

From the cultural survey, **the community identifies with a small-town feel, outdoor lifestyle, natural heritage, such as rivers, parks, and trails, and takes pride in being the hometown of national hero, Terry Fox.**

1. When you think of Port Coquitlam, what is the first thing that comes to mind?



Leigh Square Community Arts Village

Over half of the respondents cited the **Farmers' Market** as their **reason for going to Leigh Square** Community Arts Village located downtown and adjacent to City Hall, with most having gone within the last four weeks at the time of the survey collection (summer 2015).

- 96% had visited Leigh Square at some point while 86% supported further resources being dedicated to Leigh Square as a cultural activity destination; most liked their experience of Leigh Square and particularly enjoyed the 'people' atmosphere, live music and performances, while making changes to the parking lot layout and use were suggested.

10 (b) What was the reason/event for visiting Leigh Square?

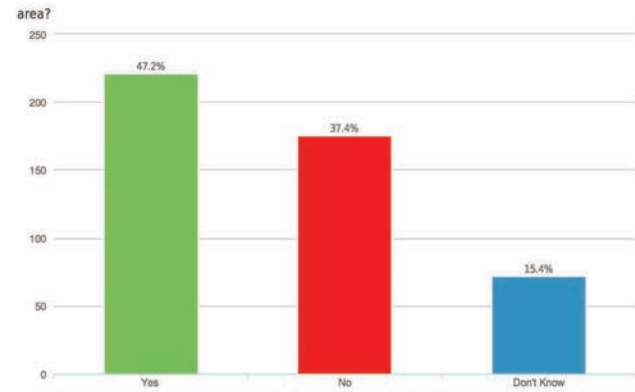


Consultations reveal that overall, the Gathering Place at Leigh Square is great as a cultural facility but the multi-use aspect is both good and bad. It was frequently cited that the rental rates for both the Gathering Place and the Outlet should be reduced and that the development of a "Gateway" strategy and promotion of Leigh Square is required. Responses to the question included in the cultural survey by the Downtown Business Improvement Association ("What would you like downtown to be known for?") revealed that respondents want downtown Port Coquitlam to be known for 'culture' (as in a cultural scene, such as events, performances, festivals, etc...) and a safe place. This is in keeping with similar findings from the engagement activities carried out by the cultural planning process and the DBIA.

Participation and Programming

The community participates more so in outdoor lifestyle options than arts and cultural activities, however they are limited by options to participate in arts and culture. 31% of respondents reported not knowing what is offered, with many also noting that they don't know why they don't participate. In short, responses revealed that **not everyone is taking part in arts and culture as they would like to** at this time. **The community likes what they have, but are looking for more.**

- 47% of survey respondents noted that "yes, they are able to take part in all the cultural activities they would like to in Port Coquitlam", while 37% said "no, they are not able to take part in all the cultural activities they would like to in Port Coquitlam".
- 49% reported overall, they were "quite satisfied" with cultural resources available, while 29% were "satisfied".



In keeping with what the overall community identifies with (ie. outdoor lifestyle, small town feel, natural heritage), the top priority areas for arts, culture and heritage programs by survey respondents (yellow and blue boxes in the table below) included those types of programs and activities that incorporate the outdoors, have a community feel, and are accessible and inclusive. These are in many ways in juxtaposition to the offerings of the individual arts, culture and heritage organizations (orange and pink boxes in the table below). This, however, represents an opportunity for these groups to integrate and share their program offerings in ways that are relevant to their community.

When asked, *how can cultural resources be improved over the next 5-10 years?*, the following priority order was reported:

1. Public Art
2. Arts and culture activities
3. Advertising and promotion
4. Leigh Square
5. Live performance and local talent

Festivals and Events	76.3%
Art in Public Spaces	59.2%
Stage Plays	55.7%
Jazz and Blues Music	52.3%
Family/Child Programs	50.9%
Visual Arts/Fine Craft Fairs	49.1%
Musical Theatre	47.9%
Culinary Arts	47.7%
Walking Tours	45.7%
Arts/Craft Classes	44.0%
Visual Art Exhibitions	41.6%
Museum Exhibitions/Programs	41.1%
Heritage Sites/Programs	38.9%
Film Series	37.9%
Folk Music	35.9%
Classical Music	31.1%
Ballet/Dance	27.6%
Literary Arts	24.7%
Lectures	24.4%
Digital Arts	20.0%

Resources and Investment

As shown below, overall there was positive response to proposing increased support for arts, culture and heritage; and **75% of respondents said it is “extremely important for the City to support arts and culture organizations and events in Port Coquitlam”**.

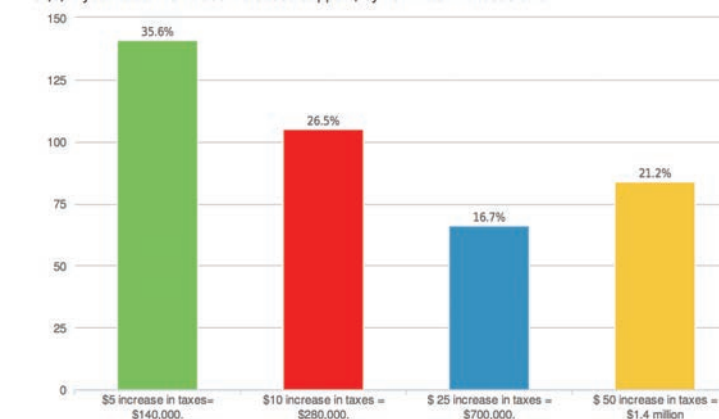
Areas for **sustained** support included, in priority order:

- Performing arts venues;
- Facility maintenance;
- Heritage sites/programs;
- Exhibition space;
- Art education; and
- Lectures/seminars

Areas where **increased** support was welcomed, in priority order:

- Outdoor fairs;
- Promotion/awareness; and
- Neighbourhood initiatives

6 (b) If you would like to see increased support, by how much? Choose one.



Community Engagement Activity at May Day: Postcard Project

“Be a tourist in your own town. What would you write to a friend about our City?”

APPENDIX D:

CULTURAL DEVELOPMENT AND COMMUNITY SERVICES MANAGER POSITION, RECREATION AND CULTURAL SERVICES

Pursuant to the *Imagine!* Port Coquitlam Cultural Plan, the community consultations in its many forms demonstrated the need for leadership and coordination through dedicated human resources, and the re-naming of the Recreation Services Department to Recreation and Cultural Services to show demonstrable City support of culture.

The Cultural Plan's purpose is to set out the broad goals and directions, and ideas on how these can be achieved. The work to implement these under the role of a dedicated staff person, and in continuing engagement and communication with the community, is the next step. The creation of an annual cultural services budget (e.g. staffing, resources, program structure, funding) is required to support the implementation of the Cultural Plan.

An outline of the required staff roles required for successful execution of the cultural plan and in keeping with the City's corporate strategic plan, is included herein:

Overview of Cultural Development and Community Partnerships Manager position:

- Leads the implementation of the Cultural Plan and the cross-departmental work associated with cultural development, working closely with the Planning Services department;
- Oversees Programming, Recreation and Cultural Services Marketing, and Cultural Facilities staff, and acts as Manager of the Terry Fox Theatre with two support staff (Theatre Technician and Box Office Manager);
- Responsible for cultural facilities including Leigh Square, Wilson Centre and Terry Fox Theatre;
- Serves as the City liaison for the Cultural Roundtable and community partnerships initiatives such as the Festivals Port Coquitlam, and other community partnerships as identified;
- Supported day to day by Cultural Services Coordinator, and leadership (casual) staff; and
- Reports to Director of Recreation and Cultural Services.

The City of Port Coquitlam is developing a new Cultural Plan – called **Imagine Port Coquitlam** – that **will define** the community's culture and guide the City's investment in **arts** and cultural services over the next decade. The new Cultural Plan will replace an existing plan completed in 2001. As part of Phase 1, the Cultural Assessment, more than 600 people provided their insights during **spring** 2015 **through an online** survey, **interviews**, focus groups, **a postcard** project and other methods. The **findings** were presented to Council and the working group over the summer. What is Culture? **Culture is who we are and where we live.** "Culture" is a broader term than "art." Culture **embraces** what **defines** us as a community, **and begins** with our unique sense of **place** and **identity**. The arts, heritage, amateur sports, community-based social services, health and education can be **part of a vibrant** community culture. Purpose of the Cultural **Plan** Provide information to help the City plan for arts and cultural services and facilities **for** the next 10 **years. Find** out **what's important** to residents **in** terms of arts and culture. Assess **the current** state of arts and culture in the community, including usership, role, leadership, **facilities and** resources – what works and what doesn't. **Identify barriers and opportunities** related to arts and culture in the community. **Define** Port Coquitlam's culture – what is important to our **community. Engage** the community in developing **a new** City **slogan reflecting** Port Coquitlam's **identity**. The planning work will **include** identifying Port Coquitlam's arts **and** cultural resources and assets – including cultural facilities, organizations, events, and workers – in addition to activities that **contribute to** the development of the identity and **culture** of the community. Project Timeline Public Consultation The **success** of the plan **relies on** public consultation. Input from **all** stake**hold**ers – including the general public, businesses and community groups – is being sought throughout the process in a variety of ways to ensure the **result**ing plan lines up with the community's priorities. **Watch** the **City's** social media channels and the local newspapers for opportunities to **get involved**.

– Erasure Poem, Cultural Vision by Nikki Hillman





Imagine

PORT COQUITLAM | **CULTURAL PLAN**