

City of Coquitlam Cultural Services Strategic Plan

2010-2020



Coquitlam

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- Evergreen Cultural Centre
- Place des Arts
- Place Maillardville
- Coquitlam Heritage Society
- Festival Coquitlam
- Coquitlam Library
- Centre BelAge
- Arts Connect
- Societe Maillardville Uni (Société francophone de Maillardville)



Canada Day 2009

TABLE OF CONTENTS:

Vision	4
Purpose.....	5
Role in Cultural Services	5
Guiding Principles	6
Cultural Celebration	7
Cultural Sustainability	9
Cultural Connections	10
Cultural Leadership	12
Cultural Visibility	13
Appendix #1	15
Appendix #2	17

Vision:

Coquitlam will be a City of Celebrations, where citizens have access to vibrant cultural experiences supported through strong community connections and leadership.

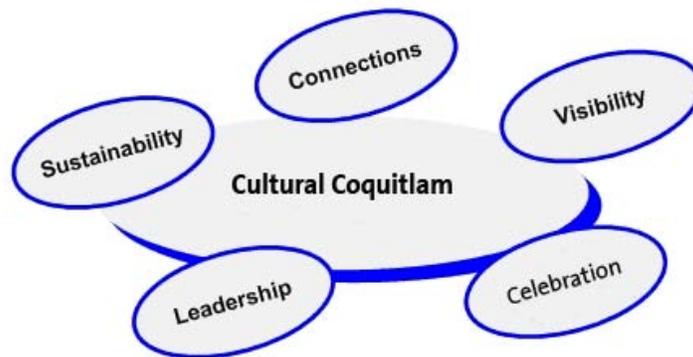


City Parade Float

Purpose:

The Cultural Services Strategic Plan sets the vision and direction for arts, cultural and heritage for the City of Coquitlam for the period of 2010 to 2020. This Plan identifies five strategic focus areas, goals and implementation strategies for the development of arts, culture and heritage in our community. It is grounded in the Cultural Policies and Strategies identified in the 1996 Cultural Policy and Plan. (Appendix #1 – 1996 Cultural Policy & Plan – Status Review)

Cultural Coquitlam Strategic Directions



Role in Cultural Services:

Cultural programs and events inherently build community unity through celebrating community diversity and collectively sharing in creative experiences that build community spirit. The City of Coquitlam financially supports arts, culture and heritage organizations to deliver programs and events for its citizens. This model of service delivery is economically viable and it positions and recognizes cultural organizations as the best provider of cultural opportunities and experiences for the community.

The City of Coquitlam is also the provider of a number of civic cultural facilities. While the facilities are owned by the City, the day to day operations and programming of these facilities is managed by community-based cultural organizations. Historically, these organizations have received funding for the operation and programming of these facilities.

(Attachment #2 – City of Coquitlam 2007 - 2009 Funding of Arts, Culture and Heritage)

In order to clearly demonstrate the level of public benefit, one of outcomes of this plan is a decision-making framework that defines roles, operating requirements, space utilization and maintenance practices. This framework would lay the groundwork for funding choices and decisions, service level agreements, expectations and operational decisions.

Guiding Principles:

The Cultural Services Strategic Plan has four (4) guiding principles which form the foundation for which decisions and action steps will be based. They are as follows:

- Coquitlam will be a “Celebration City” where citizens actively participate in festivals and special events that showcase our unique community identity.
- Coquitlam citizens will have the opportunity to enjoy, at a recreational level, an array of cultural programs, events, festivals, opportunities and experiences.
- Cultural programs, events and festivals in Coquitlam will be offered and implemented by community-based organizations, supported by the City of Coquitlam.
- City of Coquitlam will support the development of public/private partnerships and initiatives to economize on multi-use of civic and community space for cultural programs and encourage sharing of capital and operating costs.



“Coastal Sound” in front of Evergreen Cultural Centre

Strategic Focus Areas:

1) Cultural Celebration

Coquitlam is home to a number of community events and festivals, that heighten the unique culture, identity and community spirit of Coquitlam. They are a catalyst for economic development, attract visitors to our community and provide a vehicle to showcase local artists and performers. Celebrating Coquitlam’s unique characteristics, history, sports and identity through community events and festivals help build community spirit and unity amongst its citizens. As stated in the Coquitlam Strategy 2021, the vision for Coquitlam is a community that celebrates its unique history, heritage and the character of its neighbourhoods.

Goal:

- To support community organizations in their coordination and production of community based festivals and events

Suggested Implementation Strategies:

- Celebrate the legacy of the Cultural Capitals of Canada by supporting organizations with their production of community festivals and events
- Embrace the concept and identity of being a City that Celebrates and encourage this unique brand across all sectors of the community
- Evaluate and identify strategic special event venue locations and support the phased enhancement of the environment where festivals will take place
- Participate in and provide input into the design of City infrastructure projects in effort to proactively plan space for potential use as a special event venue



Korean Festival 2009

Outcomes:

- Define role the City plays in festival and special event coordination, funding and production
- Coquitlam branded as a City of Celebrations that cross community interests in the areas of sports, culture, heritage, tourism, neighbourhoods and community diversity
- An action plan for strengthening and supporting the Festival Planner's Network
- A list of minor infrastructure improvements designed to enhance special event venues for consideration during the capital budget process and/or to be acquired through fundraising/grant initiatives
- An action plan and model for developing programs/events for the Spirit Square area in accordance with budgetary guidelines



Fair in the Square 2009

2) Cultural Sustainability

Cultural organizations in Coquitlam are the beneficiaries of operating grants sourced through City of Coquitlam general revenue and through the Casino Community Capital Fund. These grants enable the recipients of the City funding to operate civic, cultural facilities and implement an array of programs and services. The level and type of service delivered and the associated scale of funding is based primarily on historical precedence.

While it is prudent that Coquitlam supports community organizations, the City must also be assured of the financial and administrative accountability and sustainability of these organizations. Development of a framework that clearly defines public benefit, operational costs and service levels which directly corresponds to funding options and expected outcomes would allow for a greater degree of accountability and choices surrounding funding decisions. Translation of this framework into service level agreements with cultural organizations would also ensure funding is aligned to strategic initiatives versus funding based on historical precedence and status quo. The development of service level agreements will clarify roles and ensure citizens have access to arts, culture and heritage programs and events.

Goal:

- To support the continued viability and sustainability of cultural organizations in their implementation of services, events and programs to the community

Suggested Implementation Strategies:

- Develop a framework that defines the level and type of funding provided by the City to cultural organizations to enable them to deliver services in the area of arts, culture and heritage and operate civic facilities
- Engage recipients of operating grants in a mutually agreed upon process, timeline and framework for implementation of formal partnership/operating agreements and funding strategies

Outcomes:

- A framework that defines the type and level of service provided by the City to a community-based cultural organization
- Fiscally astute cultural organizations with strategic foresight and organizational accountability
- A formal grant process, designed to grow cultural opportunities in the community

3) Cultural Connections

For cultural organizations to grow, and citizens to participate, they need to connect. More often than not, connections occur as a result of a display, program or event. One of the priorities of the community consultation was to identify and prioritize facility requirements. Space is needed for performing arts, community events, creative programs, historical preservation and artistic display. Cultural organizations desire more affordable, dedicated, specialized space to house programs and services. To meet this need, a shift in approach is suggested. In the short term, multi-purpose and/or non-traditional space options should be viewed as viable program space. Efficient utilization of existing spaces in both civic and community facilities should be reviewed. Cultural organizations desire for regular, consistent access to practice, learning and display spaces that will allow for the growth in citizen awareness, creativity and participation emerged as the highest priority.

There is also a desire for a Regional Theatre in the 600 to 1200 seat range and a Museum of Museums facility. The financial implication of new facilities is significant for the City, Region and cultural organizations. Moving forward, the larger scale projects will necessitate funding/operating partnerships with private, corporate and government sectors at all levels.

Goal:

- To support the use of multi-purpose civic and community space for the creation, preservation and presentation of arts, culture and heritage

Suggested Implementation Strategies:

- Facilitate a process to explore efficient utilization of civic and community facilities and potential opportunities/partnerships that result in space for cultural programs and services
- Explore opportunities and partnerships for the development of a new Regional Theatre and Museum of Museums Facility



Highland Games 2009

Outcomes:

- Strategies for effective utilization of current civic space for cultural programs, events and services
- Community driven fundraising campaign for new multi-use cultural facilities and amenities
- Proactive partnership models/service agreements that support cooperative planning and efficient use of community and civic space
- Proactive processes and insight into grants and funding opportunities



Tree Fest 2009

4) Cultural Leadership

In Coquitlam, cultural programs, services and events are organized and implemented through cultural partners and community-based organizations. This community development model for service delivery has served the community well. The City enables and supports this delivery model by providing operating grants to cultural partners and festival organizations. This funding supports the operation of civic cultural facilities and the implementation of a range of cultural opportunities for the community.

During the public consultation process, groups and individuals envisioned the City as the coordination/facilitation point, assisting community organizations with the development of cultural programs, sharing of information and connecting stakeholders. Conceptually this leadership role would be guided by a community-based Advisory Committee representative of local cultural organizations. This shared collaborative leadership from the cultural community and the City will ensure citizens have a focused and coordinated delivery of arts, culture and heritage services. This aligns with the 2021 Strategic Direction to nurture citizen involvement through volunteerism and by actively engaging the community in identifying needs and priorities.

Goals:

- To support cultural organizations in their implementation of cultural programs, services and events

Suggested Implementation Strategies:

- Assist community cultural organizations in proactive planning initiatives to align with population increases and the demographic changes within the community
- Establish a Coquitlam-based Cultural Advisory Committee representative of arts, culture and heritage organizations in the community

Outcomes:

- Implementation of a Cultural Advisory Committee
- Systematic monitoring, measuring and reporting on the progress towards reaching the goals identified in the Cultural Services Strategic Plan
- Array of cultural programs, services and events coordinated and implemented through community-based organizations
- Defined role and level of service that the City provides to support and grow cultural programs, services and events in the community

5) Cultural Visibility

Coquitlam supports and promotes a range of cultural experiences for its citizens. As Coquitlam thrives, the interest and demand for more cultural programs and services will grow. Cultural organizations would like to see the development of a unified brand or cultural identity to elevate the image or cultural vision of the City to build on the legacy of being a Cultural Capital of Canada. This would heighten public awareness of cultural experiences in Coquitlam and directly tie to development of economic tourism.

Public and Community Art contribute to this unique identity, promote civic pride and raise the overall profile and importance of the arts. As the City grows, a public art policy would complement and support the growth of this unique cultural identity and manage the existing inventory.

Goal:

- To support and heighten community awareness surrounding available cultural experiences and opportunities

Suggested Implementation Strategies:

- Build on the success and sustain the legacy of being a Cultural Capital of Canada
- Plan and facilitate the development of evolving opportunities that align with an increasing population and changing demographic complement
- Use advances in technology as a medium for promoting cultural services and for networking patrons of the arts, particularly social media that draws youth into being active and involved in the community
- Encourage the development of unique and creative ways to display art and present opportunities to demonstrate creative expression



Cultural Coquitlam

Outcomes:

- Annual Calendar of events/programs
- Public Art Policy
- Brand recognition and a communications plan
- Greater awareness and exposure of cultural opportunities resulting in increased participation in cultural opportunities
- Array of programs and cultural opportunities/experiences for citizens of Coquitlam



Artist making a canoe

Appendix #1 1996 Cultural Policy and Plan – Status Review

1996 Key Strategic Areas	Goal	Status as of 2009
<p>Community Leadership and Coordination</p> <ul style="list-style-type: none"> • The City expand the role of Leisure & Parks Services to include responsibility for arts and culture in Coquitlam • A Leisure and Parks staff person be considered as a component of 1998 budget • The name of Leisure & Parks to change to Leisure, Parks & Cultural Services 	<ul style="list-style-type: none"> • To facilitate cooperation among community cultural organizations and individuals • To facilitate cooperation between the municipalities in the Tri-Cities • To liaise with neighbouring communities and appropriate government bodies • To implement the City's Multicultural Policies 	<ul style="list-style-type: none"> • Leisure & Parks have a liaison role with community arts, culture and heritage organizations • Standing Committee includes "culture", Department name did not change • Staff position not funded in 1998 but over the past 10 years, due to reclassification and reorganization we have been able to liaise with groups. • Manager role is vacant at this time • City Multicultural Committee in place
<p>Advocacy for Cultural Activities</p> <ul style="list-style-type: none"> • A Cultural Advisory Group be established to act as an advocate for cultural activities in the community and that staff liaise with the Advisory Group • Promote community's cultural institutions and resources collectively • Seek out advocates who will promote activities 	<ul style="list-style-type: none"> • Identify and promote the community's cultural institutions and resources collectively as ventures that provide a significant contribution to the local and regional economy • Seek out advocates who will promote activity in the cultural community 	<ul style="list-style-type: none"> • Put in place Advisory Board and it was disbanded after 4 yrs • Promote events through Passport, City Soup and What's On • Cultural Partners are promoting activities

1996 Key Strategic Areas	Goal	Status as of 2009
<p>Facility Development</p> <ul style="list-style-type: none"> • Community-based task forces be created to assist when the City is planning new cultural facilities • Plan comprehensively for cultural facility development • Support the cultural initiatives of the community with facilities to allow work, performances, exhibitions, celebrations and teaching opportunities 	<ul style="list-style-type: none"> • Plan comprehensively for cultural facility development • Support the cultural initiatives of the community with facilities to allow work, performances, exhibitions, celebrations and teaching opportunities 	<ul style="list-style-type: none"> • Community Planning engages cultural groups through planning processes • Leisure & Parks staff engaged cultural groups in planning of Spirit Square, Evergreen Theatre, upgrade to Place des Arts, Heritage Square, Library expansion and Mackin House renovation
<p>Audience Development</p> <ul style="list-style-type: none"> • The City continue to support efforts within the arts community to increase participation and foster an appreciation and understanding of the cultural life in the community • Develop new audiences through cultural opportunities • Involve citizens in the process • Increase marketing initiatives 	<ul style="list-style-type: none"> • Develop new audiences through cultural opportunities that are economical and accessible • Actively involve citizens in the process of organizing, participating in, and creating cultural activities in the community • Increase support through initiatives focusing on marketing 	<ul style="list-style-type: none"> • Community Passport • What's On • Cultural Mapping exercise • Cultural Capital Grant

Appendix #2 – City of Coquitlam 2007 - 2009 Funding of Arts, Culture and Heritage:

ORGANIZATION:	OPERATING BUDGET			COMMUNITY CAPITAL FUND GRANT		
	2007	2008	2009	2007	2008	2009
Arts Connect	\$20,000	\$20,000	\$20,000	\$0	\$0	\$0
Coquitlam Festival Society	\$65,740	\$70,740	\$76,740	\$22,278	\$21,000	\$0
Coquitlam Heritage Society	\$98,977	\$96,292	\$99,181	\$0	\$25,000	\$19,262
Coquitlam Public Library	\$3,509,964	\$3,660,640	\$3,826,584	\$50,848	\$10,408	\$0
Evergreen Cultural Society	\$643,685	\$750,490	\$678,245	\$8,060	\$0	\$73,333
Place des Arts Society	\$710,124	\$844,527	\$795,667	\$47,500	\$5,000	\$17,200
Societe Maillardville Uni (Festival du Bois)	\$47,000	\$94,720	\$94,720	\$0	\$0	\$0
Societe Place Maillardville Society	\$264,696	\$447,368	\$278,908	\$5,466	\$3,305	\$0
TOTAL	\$5,360,186	\$5,984,777	\$5,870,045	\$134,152	\$64,753	\$109,795
OTHER CULTURAL GROUPS RECEIVING FUNDING OF ARTS, CULTURE & HERITAGE:						
Coastal Sound Music Academy	\$0	\$0	\$0	\$1,785	\$0	\$3,700
Coquitlam Farmers Market Society	\$0	\$0	\$0	\$4,000	\$0	\$1,750
Fraser Pacific Rose Society	\$0	\$0	\$0	\$0	\$0	\$2,000
Pensionnes de Maillardville (Club Bel Age)	\$0	\$0	\$0	\$0	\$9,328	\$0
Societe francophone du Maillardville	\$0	\$0	\$0	\$0	\$8,932	\$0
Stage 43 Theatrical Society	\$0	\$0	\$0	\$0	\$0	\$2,000
Theatrix Youtheatre Society	\$0	\$0	\$0	\$16,972	\$0	\$36,477
Youth Matters! Society of BC	\$0	\$0	\$0	\$21,000	\$0	\$0
TOTAL	\$0	\$0	\$0	\$43,757	\$18,260	\$45,927

