



City of Coquitlam Arts, Culture & Heritage Strategic Plan

Key Findings Report

June 2015



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1 Introduction

Coquitlam joins leading municipalities across Canada in recognizing the need for more comprehensive and systematic approaches to planning for the cultural life of the community. Like those municipalities, the City recognizes that cultural programs, services and resources play increasingly important roles in enhancing civic pride, defining a distinct community identity, and attracting the talent and investment needed for cities to grow and prosper in a creative and knowledge-based economy.

Planning for culture in Coquitlam has to date not received the same level of attention and rigour that has been the case with parks and recreation. The result is that it makes it difficult for arts, culture and heritage services and resources to be coordinated and to effectively compete for the investment of municipal resources relative to other community planning and development priorities. Despite the completion in 2010 of the City of Coquitlam Cultural Services Strategic Plan and a subsequent increase in population no significant increase in resources have been allocated to this service area in the last several years.

The 2014 Draft Parks, Recreation and Culture Master Plan further highlighted the critical need for a strategic framework to organize, coordinate, and prioritize Coquitlam's arts, culture and heritage programming, assets and services. In response to this need, Council (in 2014) approved a Terms of Reference to complete an Arts, Culture & Heritage Strategic Plan (ACHSP). The development of the ACHSP is intended to address this gap and move the City toward more strategic and comprehensive approaches to cultural planning. An effective ACHSP will align and support the City's corporate strategic goals, particularly ensuring excellence in governance and sustainability of services and infrastructure, and increasing active participation and creativity among the City's residents.

Scheduled for completion in the fall of 2015, the ACHSP will build on the broad analysis and recommendations related to arts and culture assets and services set out in the 2014 Draft Parks, Recreation and Culture Master Plan. Additionally, the ACHSP will provide a detailed definition to arts, heritage and cultural services in Coquitlam, including an overarching vision and strategic planning framework to guide the City and its delivery partners in organizing, coordinating and prioritizing cultural programs and services to respond to current and future community needs. For the first time, Coquitlam will have a plan that defines its arts, cultural and heritage aspirations and priorities, and details its long-term implementation objectives and strategies over the next 15 years.

Staff have launched the project and hired Millier Dickinson Blais to assist in developing the ACHSP. The following document is a compilation of the consultant's work to date. The report concludes with a listing of the City's strengths, weaknesses, opportunities and challenges within the cultural development space, along with a set of strategic directions which will inform a series of recommendations in a draft ACHSP to be developed in the next phase of the planning process.



2 Research Findings

2.1 Setting the Context

An underlying assumption of any arts, culture and heritage (or cultural) plan is to identify opportunities for cultural resources and activities to contribute to other municipal goals and priorities. A first step in the planning process is therefore to understand the broader planning context within which the ACHSP is being developed. The following is a list of a number of City plans and policies that were reviewed as part of one of the foundational pieces of research undertaken. The following plans, policies and reports were reviewed:

- 2012-2015 Strategic Plan
- Final Draft Parks, Recreation and Culture Master Plan
- Cultural Services Strategic Plan 2010-2020
- Celebrate Coquitlam
- Public Art Policy
- Public Art Project Plan
- 2010 Tourism Planning Workshop Report - Coquitlam Blueprint
- Economic Action Plan
- Official Community Plan
- City Centre Area Plan
- Urban Design and Development Permit Areas
- Multiculturalism Strategy and Action Plan
- and, Regional plans (Regional Growth Strategy + Tri-Cities Plan)

The 2010 Cultural Services Strategic Plan (CSSP) 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 the community. It is grounded in the Cultural Policies and Strategies identified in the 1996 Cultural Policy and Plan.

The CSSP set forward a vision where Coquitlam would be a City of Celebrations, where citizens have access to vibrant cultural experiences supported through strong community connections and leadership. The vision was embedded in five strategic focus areas: celebrate of cultural activity, sustainability of cultural activity, connecting cultural activity, increasing the visibility of cultural activity, and fostering leadership around delivering and improving cultural activity.

There were several characteristics with the CSSP which weakened its impact and delayed its implementation. The first was that the strategy was not integrated with larger City planning and development priorities. Second, while the Strategy did note the city's growing diversity in several places related to the changing context for the Strategy, the Strategy itself did not give sufficient attention to concrete actions to address this fundamental change in the demographic and cultural context in Coquitlam. Finally, while other staff has had significant contributions to implementing the CSSP, a new dedicated recommended cultural staff position was not hired. The lack of a dedicated person to lead the implementation of the CSSP reduced the City's capacity to take action on many of the recommendations set out in the CSSP.



Following the CSSP, investment in cultural activity was recognized as an important element to sustaining the City's quality of life and prosperity. Arts, culture and heritage was recognized in the recent Corporate Strategic Plan (2012). Seen as components to improving social wellness of the community, a recommendation was made to provide an overarching assessment of this service area. The embedding of culture in the Corporate Strategic Plan and its connection to social wellness positioned culture as a corporate priority unlike the CSSP. In 2013-2014, that recommendation in the Corporate Strategic Plan was brought forward into the development of the City's Draft Parks, Recreation and Culture Master Plan (PRCMP) (2014).

The PRCMP provided an overarching assessment of the services and assets of the parks, recreation and culture area, providing a baseline from where the City can move forward and chart a course for the next 10 to 15 years. The Plan provided a detailed examination of the planning framework, community context, and service models and areas. The draft plan requires Council deliberation and public feedback prior to being finalized. Through the collection of initial feedback it was quickly understood that one service area – Culture – required additional attention. The PRCMP found that it is difficult for arts, culture and heritage services and resources to compete effectively for the investment of municipal resources relative to other community planning and development priorities. As such, the City commissioned the development of the ACHSP to further investigate the service area.

The ACHSP is connected directly to PRCMP's *Strategic Direction #10 – provide greater leadership and investment in arts, culture and heritage*. This strategic direction drew on priorities and issues identified in the Corporate Strategic Plan, Economic Action Plan (2009) and 2010 Cultural Services Strategic Plan. It also set the context for the ACHSP to deliver an implementation plan that adds to the PRCMP's arts and culture service area recommendations. Where the PRCMP's recommendations provide tactical and tangible investments, the ACHSP's recommendations will set in place foundational items that will ensure cultural activity in Coquitlam is visible, celebrated, connected, and sustainable for years to come.

2.2 Coquitlam's Cultural Resources

As noted in the PRCMP, cultural resources are essential to planning for the future of the community and contributing to enhancing the quality of life for all residents, generating economic benefit, and facilitating the attraction and retention of newcomers and their families. Undertaking a cultural mapping exercise is an essential foundation for cultural planning and development. The process of cultural mapping undertaken for the ACHSP captures a snapshot of cultural resources in Coquitlam today. However, cultural mapping should always be seen as an ongoing process through which new resources are identified and made known. A growing number of municipalities are building interactive cultural maps or larger cultural portal as vehicles to communicate the breadth of resources in the community to residents and visitors/tourist. Some examples of municipalities, listed in the Appendix, include City of Mississauga and City of Guelph in Ontario.

Coquitlam's Cultural Resource Framework

In 2013, the City of Coquitlam undertook a mapping exercise that was intended to manage cultural information and from which resulted a complex database; however the database was difficult to maintain and had a complicated framework attached to it. The ACHSP has provided an opportunity to introduce a new framework for organizing and capturing information on cultural resources consistent with leading practice in Canadian municipalities. Known as the Cultural Resource Framework (CRF), the framework works as a foundational element with a consistent and measurable set of cultural resource categories.



The major source used for defining the CRF is Statistics Canada's Canadian Framework for Cultural Statistics.

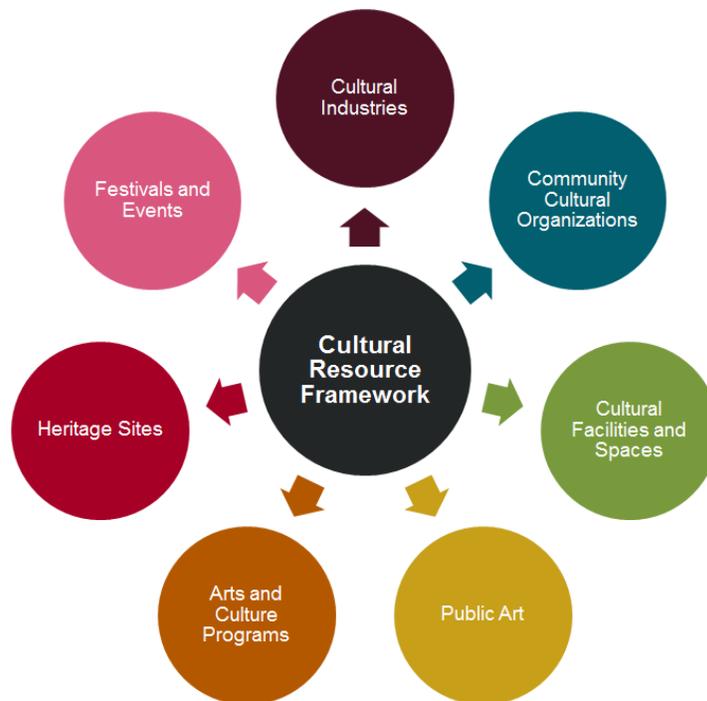
The Canadian Framework emphasizes three domains that guide cultural development:

- **Core culture domains** - which refers to the goods and services that are a result of creative artistic activity i.e. producers of these goods. Examples include: Cultural Businesses or Community Cultural Organizations, and Cultural Facilities;
- **Ancillary culture domains** – which refers to the goods and services that transmit creative artistic activity. Examples include Public Art, Programs, Festivals and Events; and
- **Transversal culture domains** – which refers to the support goods and services produced or transmitted by creative artistic activity. Examples include Educational Programs, Funding Support (Advocacy).

While the Canadian Framework provides a foundation, it must be interpreted and developed in order to reflect the unique cultures of different communities. As such a community's CRF is not intended to follow a rigid set of categories or domains. Each municipality must interpret it and adapt it to its particular circumstances and needs.

Understanding this context, City staff along with the Arts and Culture Advisory Committee, defined a CRF that reflected a local and regional perspective on categories of cultural resources. Coquitlam's CRF (seen in **Figure 1**) is composed of seven categories that align across all the domains identified in the Canadian Framework.

FIGURE 1: COQUITLAM'S CULTURAL RESOURCE FRAMEWORK





Cultural Mapping Assessment

The cultural mapping exercise identified approximately 200 unique cultural assets across Coquitlam. In addition, the cultural mapping exercise also identified approximately 100 regional cultural assets in the Tri-City area that support Coquitlam's cultural agenda. With access to nearly 300 assets, Coquitlam has a strong foundation upon which to build a cultural development agenda that will provide rich and meaningful experiences for residents and visitors and that will contribute to advancing a wide range of economic and broader community development agendas.

The City itself is an important provider of a wide range of programs through its community centres and pavilions. Mapping also revealed a range of private sector organizations delivered arts, culture and heritage programs. In Coquitlam over 20 private service providers were identified delivering a wide range of services, for example in photography, music, drama, theatre, film, craft and visual arts. Additionally, 18 private sector providers were identified elsewhere in the Tri-City area.

Coquitlam's diversity is also reflected in the breath of cultural resources. Coquitlam has several highly successful annual festivals and events that celebrate cultures from around the world.

Lastly, the cultural mapping assessment identified a relatively small number of non-conventional spaces (e.g., restaurants, cafes, storefronts) in which cultural activities took place. Opportunities may exist to promote or encourage cafes or restaurants to seek out artists or musicians to build into their experiences.

For a detailed account of the cultural mapping results and best practices on sustaining cultural mapping efforts consult **Appendix A**.

The key to establishing ongoing cultural mapping efforts in municipalities is to secure the participation and support of a range of partners. No one agency can be expected to assume responsibility for collecting and maintaining this information. Critically important to success is a coordinating group that assumes responsibility and accountability for ongoing mapping activity. Staff is in the best position to assume ultimate responsibility for sustaining this mapping activity and the Arts and Culture Advisory Committee could provide advice and support to staff. The Committee currently includes individuals with an awareness of a broad range of cultural resources and activities. Continuation of the mapping work would also require confirmation from the City of a commitment of staff time to work with the Committee and support ongoing mapping efforts. Consideration could be given to exploring the potential of an interactive cultural map or cultural portal for Coquitlam. This suggestion will be further developed in the draft ACHSP.

2.3 Coquitlam's Return on Cultural Investment

One component of the research underpinning the ACHSP is an impact analysis of Coquitlam's cultural investment. This analysis of return on investment is presented in two parts. The first looks at the broad social impacts that investing in cultural development provides in any community¹. The second part examines the specific economic impacts made by Coquitlam's investment in cultural development.

¹ The summary of social impacts draws heavily on a summary of the impacts of the arts on Canadian life prepared by the Canadian Council for the Arts. <http://www.canadacouncil.ca/en/council/resources/arts-promotion/arts-promo-kit/part2>



Social Impacts of the Arts and Culture

Arts and Culture Fosters Community Participation and Pride

The 1997 Francois Matrasso study “Use or Ornament? The Social Impact of Participation in the Arts”² found that arts programs provide neutral places for all to socialize on a level playing field and allow diverse social groups to interact. Benefits from participation in these programs often:

- Reduce isolation by helping people to make friends
- Develop community networks and sociability
- Promote tolerance and contribute to conflict resolution
- Provide a forum for intercultural understanding and friendship
- Help validate the contribution of a whole community
- Promote intercultural contact and co-operation
- Develop contact between generations

Matrasso’s study also showed that participating in these programs could have a significant influence on feelings of belonging for citizens. Matrasso highlighted potential benefits of participation, which include:

- Develop pride in local traditions and cultures
- Help people feel a sense of belonging and involvement
- Create community traditions in new towns or neighbourhoods
- Involve residents in environmental improvements
- Provide reasons for people to develop community activities
- Improve perceptions of marginalized groups
- Help transform the image of public bodies
- Make people feel better about where they live

The Creative City Network of Canada’s report “Making the Case for Culture- Arts and Positive Change in Communities”³ also highlights additional key benefits attributed to arts and culture that create change in communities. The report identified five benefits. Art and culture programs:

- Provide a silo for public dialogue
- Contribute to the development of communities of creative learning
- Support the creation of healthy communities that can take action
- Mobilize and activate communities
- Forge skills and leadership in communities

Culture and Youth Education as a Building Block for Greater Social Impact

The relationship between the arts and academic success has been the focus of several studies. Numerous works, in the United States primarily, show that the arts play a unique role in schools and more generally, they influence the development of youth.

² Matrasso, F. (1997). Use or Ornament? The Social Impact of Participation in the Arts. Gloucester, United Kingdom: Comedia

³ Creative City Network of Canada. (2005). Making the Case for Culture- Arts and Positive Change in Communities. Retrieved from: http://www.creativecity.ca/database/files/library/arts_positive_change.pdf



One report commissioned by the National Assembly of State Arts Agencies (NASAA) and the AEP “Critical Evidence- How the Arts Benefits Student Achievement”⁴ identified three advantages of arts and culture in the school system. As education is a top public policy priority, the role of arts and culture in learning is increasing in interest to parents, educators, legislators, civic leaders and business owners. The report stated that:

- Educational research shows that children who study arts and culture demonstrate stronger overall academic performance
- Art and culture programs improve students’ self-confidence, build communication and problem-solving skills in children and teens, and prepare young people to be the resourceful and creative problem solvers that employers seek for today’s work force
- Arts and culture programs develop the kinds of innovative minds and creative skills drawn upon by the entertainment, advertising, design, and technical, scientific and other industries that enable businesses to compete successfully in the 21st century workplace

Beyond the advantages presented above for students, arts and culture also play a key role in the inclusion of youth in society. The Creative Network of Canada report referred to earlier, identifies the benefits of arts in promoting the inclusion of youth:

- Arts and culture is an effective outreach tool to engage youth
- Arts and culture build resilience and self-esteem in young people
- Arts and culture contribute to creating healthy and supportive communities for youth
- Arts and culture help in the successful transition to adulthood and the development of in-demand job skills
- Arts and culture offer opportunities for youth leadership development and for youth to affect positive change in their communities

Culture and Economic Development as Components for a Sustainable Economy

There is also an economic development component to the impact of arts and culture on Canadian life. “The quality of a community’s cultural infrastructure also has a direct impact on quality of life and therefore on the competitiveness of communities in attracting people and investment.”⁵ The same report commissioned by NASAA and the AEP referred to earlier, identified the economic potential of arts and culture:

- Cultural investment plays a central role in urban revitalization and community renewal strategies
- Cultural investment attracts businesses, visitors and new residents, contributing to increased tax revenues
- Cultural investment enhances the market appeal of an area. In the new economy, business success depends on an ability to recruit skilled knowledge workers. The arts and cultural offerings of a region are often considered by companies and workers when deciding where to relocate

⁴ The National Assembly of State Arts Agencies and the AEP. (2009). Critical Evidence- How the Arts Benefits Student Achievement. Retrieved from: <http://www.nasaa-arts.org/Research/Key-Topics/Arts-Education/critical-evidence.pdf>

⁵ Canadian Council of Chief Executives. (2006). From Bronze to Gold. Retrieved from: <http://www.ceocouncil.ca/publication/from-bronze-to-gold-html-version>



- Cultural investment attracts tourism dollars. Public support of cultural tourism plays a critical role in community revitalization as well as the expansion of tourism – one of the fastest-growing economic markets in the country today

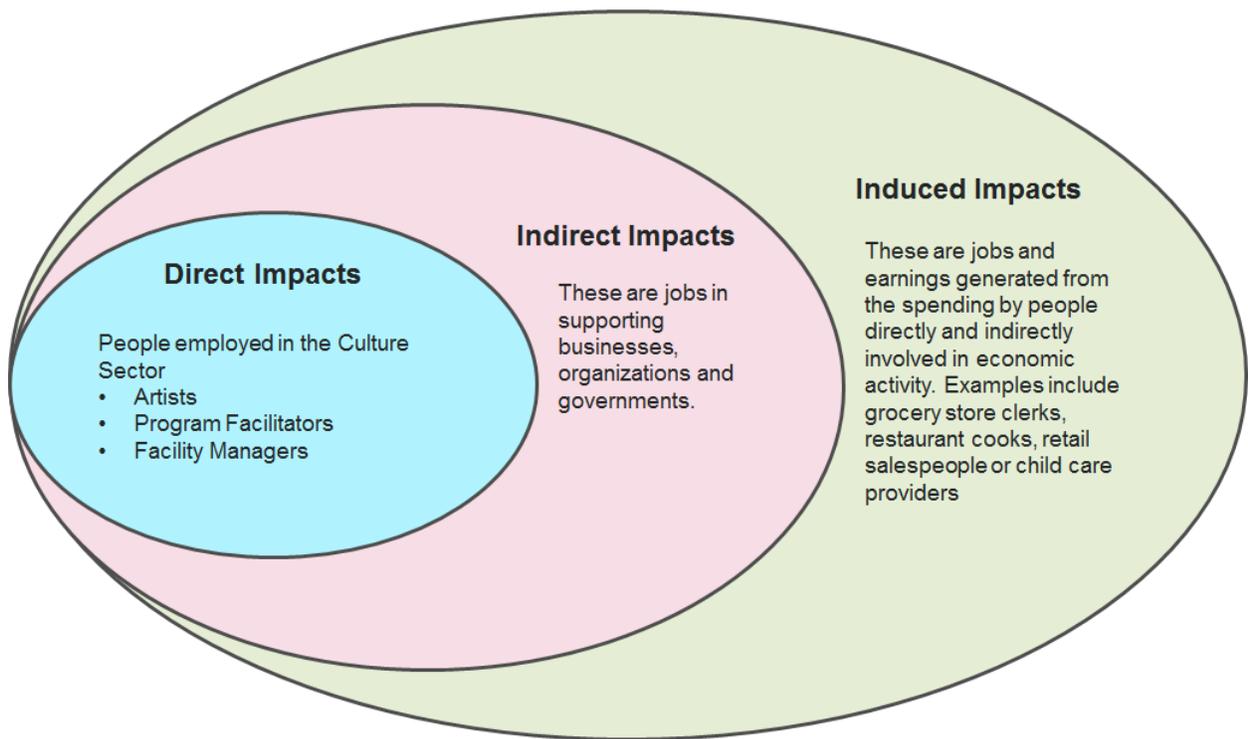
Coquitlam’s Cultural Investment and its Economic Impact

While social impacts are often difficult to quantify, understanding the economic impacts resulting from the City of Coquitlam’s cultural investments provides measurable and quantifiable outcomes.

An economic impact analysis is a process that provides a quantitative method to estimate the benefits that a particular project or industry (economic activity) may bring to the local and surrounding communities.

The impacts of these economic activities often ripple and affect other industries or investments. **Figure 2** illustrates how one investment can have multiple impacts (direct, indirect, and induced).

FIGURE 2: ECONOMIC IMPACTS OF THE CULTURAL SECTOR



Economic impacts are measured using multipliers which are used to provide a measure of the interdependence between an industry and the rest of the economy. Using Provincial Input-Output Multipliers (2010)⁶ the following measures were used to evaluate the impact of the culture sector in Coquitlam:

⁶ Statistics Canada publishes multipliers at a national and provincial level. The 2010 multipliers are the latest data available. Provincial multipliers help examine the interrelationships among industries at the provincial framework, which provides a good reference for Coquitlam. Even though Coquitlam may not be able to provide all the industry services as the province, as part of British Columbia, there are similar in terms of economic structure.



- **Output** is the broadest measure of economic activity. Output is the total gross value of goods and services produced by a given company or industry as measured by the price paid to the producer
- **Value-added** refers to the additional value of a good or service over the cost of inputs used to produce it from the previous stage of production
- **Labour Income** as a measure of the salary earnings of the employees
- **Employment** is the number of additional full-time or equivalent jobs created as a result of the expenditures

Appendix B provides a complete analysis of the economic impact of cultural activity in Coquitlam. The first section describes the current state and growth projections for the cultural workforce in Coquitlam together with the estimated Gross Domestic Product (GDP) produced by the cultural sector. The second section examines the impacts associated with the City's current investment in cultural programs and activity.

Summary of Assessment

On a per capita basis, the investments made by the City of Coquitlam in the arts, culture and heritage places are higher than Canada's largest cities⁷ (Toronto, Montreal, and Vancouver). In 2009, Montréal's cultural investment⁸ per capita was approximately \$55 per person. By comparison, Coquitlam's average per capita spending on cultural investment from 2010-2014 through direct project funding alone was approximately \$138 per person^{9,10}.

The City contributes on three different levels of cultural investment; 1) direct project funding through the Spirit of Coquitlam Grants/Community Capital Fund; 2) operating funds to core delivery partners (cultural organizations); and 3) direct City program delivery.

Since 2002, the City of Coquitlam has steadily awarded over \$6.5 million to over 180 different organizations through The Spirit of Coquitlam Grant Program. Of these, just over \$2.0 million was awarded to support cultural services. More recently, the City has increased its funding support through the program in recognition of the importance of culture. This increased investment has extended the economic impacts of the program. It is estimated that the 2014 return on investment on direct project funding resulted in nearly \$1.55 million worth of direct, indirect and induced impacts to the community. This type of investment equates to an estimated number of 10 new jobs across the community, 5 of which are directly related to the culture sector.

Similarly, increased investment into the City's core service delivery partners resulted in a total economic impact of over \$16.5 million. This can be translated into approximately \$5 million worth of new earnings across and approximately 105 new jobs across the community created as a result of that activity.

Lastly, revenue generated from the courses and programs run by the City in City operated facilities also provide a return on economic activity for the community. Focusing on three major sources of revenues from art and culture related activities (arts, crafts & hobbies, performing arts, multi-cultural & literacy) it is estimated that the program revenues from these activities result in approximately half a million dollar worth of economic activity (and approximately 5 new jobs across the community).

⁷ Municipal Cultural Investment in Five Large Canadian Cities, Hill Strategies, 2012

⁸ The municipal cultural investments included in this figure are operating funds to major cultural organizations, grants and capital expenditures.

⁹ 2011 Census population numbers were used in the calculation

¹⁰ Figure does not include funding costs allocated towards core delivery partners operating costs



2.4 Toward a Cultural Outcomes Evaluation Framework

The RFP for this project requested an examination and evaluation of arts, culture and heritage programs and services delivered directly by the City or by third party deliverers funded or supported by the City, be included in the project scope of work.

In our proposal, we noted that:

The key to developing an effective and ongoing evaluation process lies in developing firstly an outcomes framework, secondly a performance measurement system, and finally an output or reporting system. This conceptual approach, which we will use to guide this aspect of the project, will also be of continuing value to the City and the city's cultural system well beyond the end of this consulting assignment. Establishing such an evaluation framework and methodology will also support the City in the preparation of service delivery agreements with those agencies supported and funded by the City.

The Draft Outcomes Framework included in Figure 3 was approached as follows:

Reviewing the City's Integrated Planning Framework

- This identifies five goals and a number of strategic directions for each of the five goals. These five goals are as follows:
 - Strengthen Neighbourhoods
 - Expand Local Jobs, Local Prosperity
 - Increase Active Participation and Creativity;
 - Enhance Sustainability of City Services and Infrastructure; and
 - Achieve Excellence in City Governance.
- A review of the strategic directions through a 'cultural lens' suggested a number of cultural outcomes.

Reviewing the annual reports of the key service providers

- Place des Arts, Evergreen Theatre, Place Maillardville Community Centre, Coquitlam Heritage Society (Mackin House Museum), and the Coquitlam Public Library
- This review indicated a number of cultural outcomes that they see themselves delivering.

Reviewing the various background documents

- This review also added some other ideas to the set of potential outcomes for each goal area.

Synthesizing the Resulting Ideas into a draft Outcome Framework

- All the ideas gathered to this point were reviewed and clarified and a set of desired outcomes, still ordered by the goals from the Integrated Planning Framework, developed.

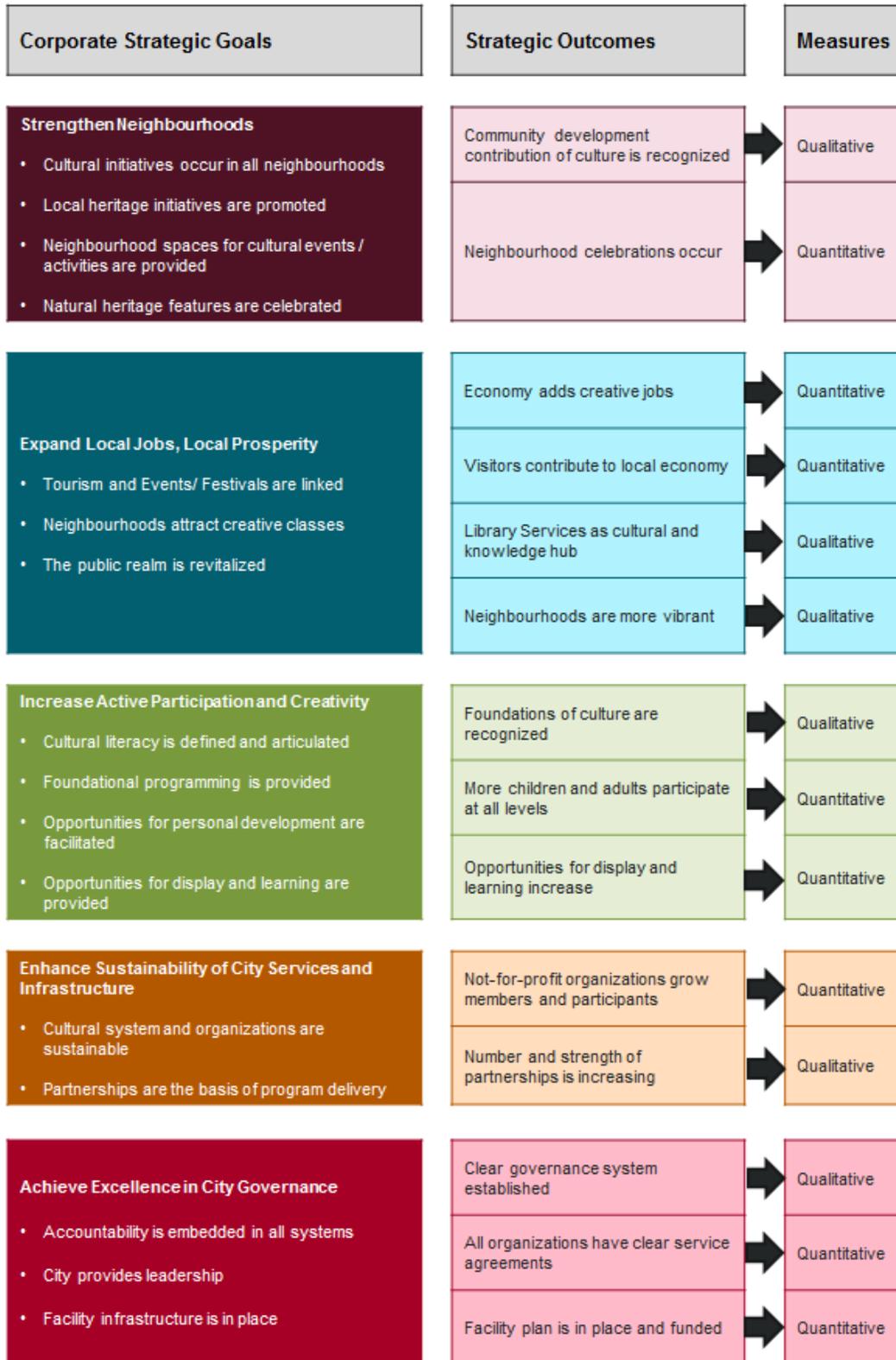
Developing Performance Measures

- Performance measures for each strategic outcome, either a qualitative or a quantitative measure, will be developed.



The current model is shown in the following illustration.

Figure 3: DRAFT OUTCOMES FRAMEWORK





As the cultural planning process moves forward, this overall approach and system will be refined in consultation with staff in order to produce a clear set of strategic outcomes and performance measures that are supported by data or information that is readily available and easily understood.

The intention is that this work will form a key part of the final ACHSP, providing a framework for reporting progress to Council on an annual basis, for developing service agreements, and likely for many other purposes.



3 Community Engagement Findings

3.1 Community Engagement Consultation Process

A strong community engagement process is essential to the success of any plan. For the ACHSP, a variety of engagement tools and activities were employed to gain ideas and insight from Council, residents and stakeholders to help shape the ACHSP. A brief description of each engagement tool or activity follows.

A list of participants from various engagement activities is included in **Appendix C**.

Community Forum

The Launch Event was held March 26th, 2015 at the City Hall (in the Council Chambers and Foyer). The event was widely promoted in the community and attracted approximately 60 participants. The event provided residents, cultural stakeholders and representatives from diverse cultural communities with an opportunity to shape an overarching vision to guide the ACHSP and specific strategies and actions needed to achieve that vision. The evening began with a presentation by the consultants, followed by staff facilitated roundtable discussions.

Interviews

In-depth interviews were conducted in person and by telephone with a wide variety of stakeholders. These included Municipal staff, major program delivery partners, and individuals representing a wide range of cultural organizations and activities, senior officials at Douglas College, and other business and community leaders. Interviews enabled the consulting team to delve into a wide range of stakeholder issues. Close to 30 interviews were completed, recorded and analyzed.

Council Workshop

On March 25th, 2015 a facilitated working session was held with City Council. The session began with a presentation by the consultants on the planning process and on some early findings. This was followed by a session in which Council provided their perspective on issues and priorities they believed should be addressed by the ACHSP.

Arts and Culture Advisory Committee

A similar session to the Council session was held with the Arts and Culture Advisory Committee on April 9th, 2015. The consultants provided the Committee with a series of initial themes that had emerged from the consultation process to date. The Committee was asked for feedback on these themes, and further thought on issues and priorities for the ACHSP.

Focus Groups

Based on discussions with the Project Steering Committee, six focus groups were identified. These sessions enabled an in-depth discussion on a number of important themes and perspectives: staff from the Parks, Recreation and Culture Department, staff from other City departments, Festival Planners, Youth, multicultural groups, and the Aboriginal community.



General Population Survey

A challenge in any community engagement process is reaching a broad and representative group of individuals in the community. There is a tendency for those involved in regular online surveys, meetings and forum, interviews, etc. to be individuals already actively engaged in the cultural life of the community. For this reason, it was felt that including a broad telephone survey of the community would bring important insights about current levels of participation as well as future needs as they relate to the arts, culture and heritage in Coquitlam. Forum Research, a nationally respected polling and market research firm conducted this work.

Based on its knowledge of the project, the process began with Forum developing draft survey questions. These questions were then reviewed with City staff. The survey questions went through multiple refinements and finally approved by staff.

The following objectives guided the general population survey.

- Quantify current participation and future demand for arts, culture and heritage services among residents in Coquitlam
- Compare participation and demand in Coquitlam with that in Tri-City and the broader Metropolitan Vancouver area
- Develop an understanding of where residents are going for arts, culture and heritage experiences and why they are choosing those experiences
- Determine resident's current and future appetite for arts, culture and heritage services more generally

The following methodology was employed in the survey.

A total of 601 interviews were completed:

- 301 residents in Coquitlam
- 150 residents in Tri-City (included Port Moody and Port Coquitlam only)
- 150 residents in broader Metro Vancouver area (All of Metro Vancouver excluding Coquitlam, Port Coquitlam or Port Moody)

Research was conducted via live agent Computer-Assisted-Telephone-Interviewing (CATI) methodology of randomly selected residents in Coquitlam, Tri-City and the broader Metro-Vancouver area. Both landline and cell phone only (CPO) households were dialed.

All respondents were screened to ensure they were over the age of 18, and self-identify as the individual most familiar with the household's participation and knowledge of the arts, culture and heritage resources in their City / Municipality. All results are statistically valid and representative of the population at the household level.

Due to the random nature of this survey, the percentage of newcomers to Coquitlam vs. respondents who have lived in Coquitlam for a number years included in this study should have fallen out naturally in proportion to the population.

Lastly, the survey was conducted in English and Chinese (Both standard and simplified), though strict quotas were not set for languages spoken within the household.

A complete analysis of the General Population Survey is available in **Appendix D**.



3.2 Community Engagement Themes

The following section identifies themes that emerged from the overall engagement process. Although specific sessions did emphasize different issues, there was a high degree of consensus across a range of issues deemed critical to the ACHSP. The thematic analysis includes anecdotal comments and suggestions from a wide range of people. Review and evaluation of these ideas in the context of best practices will be performed as part of the next phase of developing the draft ACHSP and will inform the recommendations.

Arts, Culture & Heritage Visioning

One of the questions explored during the Community Forum was asking participants to identify the 5 most important words they felt should appear in any vision statement to guide the ACHSP. The following diagram illustrates the most frequently cited words (the larger the word the more frequently it was identified).



The prominence given to inclusion, diversity and multiculturalism was responsible for adding an additional focus group on diversity. This then was reinforced through other engagement activities. A number of other prominent words in the diagram are elaborated upon in the themes that follow.

Leadership and Governance

An overarching theme that cut across all consultation activity was the need to better coordinate the rich array of arts, culture and heritage programs, services and amenities available in Coquitlam and across the Tri-City area. As in most Canadian municipalities, a significant barrier to more coordinated approaches has been a fragmented view of the cultural sector or system in the community. Activities are divided by discipline (e.g., visual arts, performing arts, heritage, etc.) and between not-for-profit and for-profit cultural organizations and enterprises.

The lack of an integrated ‘whole system’ perspective has reduced opportunities for

“Individuals and organizations need to get outside their own silos and think more about the larger picture and opportunities for collaboration and moving the entire system forward.”

Interviewee



the partnerships and collaboration needed to build a strong and sustainable cultural sector in Coquitlam. In order to address this challenge and build more collaborative approaches, there was a call for new leadership and governance models in three contexts.

- **Within the Municipality** - here there was a call for the City to play more of a strategic leadership role in “moving the whole system forward”
- **Within the Community** - here the focus was on establishing mechanisms including a potential umbrella governance organization to support collaboration and help build capacity across the system
- **Across the Tri-City region** - here the focus was on finding strategies and potentially some kind of governance body to strengthen coordination and collaboration and avoid duplication, including duplication of investments in cultural facilities, across the three municipalities

Points raised in each of these three contexts are set out below.

Within the Municipality

While long term success in cultural development in Coquitlam must be grounded in strong community support and initiative, there was a call for the City (Council and staff) to play a stronger leadership and oversight role in advancing a collective agenda. One comment to emerge from the community forum was that the role of the City should be akin to providing the “scaffolding” needed to support and enable community initiative.

Discussions internally with staff and the Steering Committee, together with input from the community, raised the following points related to the Municipality’s role:

- Cultural planning and development must be understood as a corporate or cross-departmental responsibility rather than one managed by the Parks, Recreation and Culture Department alone
- A suggestion was that the cross-departmental Steering Committee struck to oversee the development of the ACHSP might remain in place to support the implementation of the ACHSP and ongoing cultural planning and development in Coquitlam
- Underpinning the City’s role must be an alignment of cultural policies, plans and investments with the strategic priorities of Council
- New Service Agreements should be established with major delivery partners that will increase accountability and be aligned with these strategic priorities. The evaluation framework outlined earlier will provide a tool to support this accountability and alignment
- The Arts and Culture Advisory Committee and Multiculturalism Advisory Committee form a critical component of the Municipal governance system, working to coordinate activities and providing strategic advice to Council on cultural and intercultural development
- The City Archives collaborates with community organizations such as the Coquitlam Heritage Society and the Coquitlam Public Library to promote heritage in the community and to deliver relevant heritage programming
- The role and scope of the City’s corporate communications function needs to be better defined and confirmed with respect to marketing and promoting non-City led festivals and events and other cultural services provided by the community



Within the Community

There are positive signs related to building stronger collaboration and coordination of arts, culture and heritage activities in Coquitlam. The Executive Directors of Place des Arts, Evergreen Cultural Centre, the Coquitlam Public Library, Place Maillardville Community Centre, and the Coquitlam Heritage Society (Mackin House Museum) meet on a regular basis to share information, explore opportunities for collaboration in programming and identify potential new collaborative ventures. A suggestion that emerged from consultations was that the Board Chairs from the five organizations attend regular Executive Director meetings. The rationale was that the Boards represent the community's interests which would enrich the discussion and would bring added weight to any recommendations the group wished to bring forward to City staff and/or Council. To ensure ongoing and effective communication and coordination with the Municipality, it was suggested that City staff be invited to attend meetings of the Executive Directors on a regular basis as well.

Additional ideas raised by stakeholders include:

- There was a call for systems to support regular and ongoing communication and collaboration that extend beyond the five organizations to a much wider group of cultural groups and activities. The idea of an Annual Cultural Summit was met with positive response at several consultation sessions
- There was a call among a range of stakeholders for some kind of umbrella leadership group to support coordination and provide a collective voice for the cultural sector with Council. The idea of a Community Arts Council was suggested at several consultation sessions. Others spoke of the past challenges faced by a Tri-City Arts Council (below) and that other models being used in communities should be examined to determine what might work best in Coquitlam or the larger Tri-City area

Across Tri-City Area

Another consistent theme emerging across all consultation activity was the need for Coquitlam's cultural development needs and opportunities to be seen in the wider Tri-City context. The General Population Survey compared Coquitlam to the Tri-City area (including Port Moody and Port Coquitlam) and the Metro-Vancouver area across a wide range of issues. Survey findings revealed many similarities in terms of patterns of cultural participation in the Tri-City to those in Coquitlam. One survey question asked whether people participated in the arts, culture and heritage as they would ideally like. Findings revealed a higher number of respondents answered yes to the question in the Tri-City area at 63% compared to Coquitlam at 53%. This high appetite for cultural programs and activities in the Tri-City area may offer opportunities for arts, culture and heritage groups and activities in Coquitlam to reach out and engage new participants.

The desire to establish regional governance systems or models connecting the three municipalities in coordinating programming, facilities and amenities is a recommendation in the draft PRCMP. Points raised during the consultation process related to Tri-City collaboration include the following.

- The formation of the Tri-City Festivals Planners Network was applauded as a significant step but should be replicated or expanded to include a wider range of cultural programs and activities
- Regular and ongoing communication among staff at the three municipalities is imperative
- Council expressed its strong view that a regional approach or perspective is needed when discussing significant new investment in cultural facilities in Coquitlam
- Individuals cited ArtsConnect - a Tri-City Arts Council that operated for several years and was financially supported by all three Councils. The group still exists but now is more focused on Tri-City



TV programming. A suggestion was made that an evaluation should be undertaken to identify challenges the group had faced and the factors that led its demise as a regional coordinating and governance body

- An event-based approach to regional collaboration - such as an annual Tri-City Summit - should be considered

Festivals and Events: Celebration and Identity

As noted earlier, the Cultural Services Strategic Plan 2010-2020 together with Celebrate Coquitlam, a strategic plan for special events completed in 2011, signaled the City's strong interest and support for festivals and events. The importance of sustaining, strengthening and extending festival and event programming was a consistent theme across all consultation activity.

The General Population Survey ranked festivals/events and outdoor music festivals highest across a wide range of cultural activity in terms of both current participation and future demand.

Individuals and stakeholders noted the following across the range of engagement activities:

- Interviewees frequently commented on the skill and expertise of event organizers which has made the events and festivals more attractive, and delivers great value and entertainment to Coquitlam residents
- The variety of events dedicated to different diverse communities was celebrated as a means of exposing residents to different cultures and traditions
- A strong theme (discussed below) is the need to program more intercultural activities. Canada Day was cited as a success in this regard. Emerging from the discussion was the possibility of extending it over two days
- It was felt that festivals and events are a means of reducing the social isolation of many new immigrants as well as engaging more longstanding members of different diverse communities
- Some individuals believe there is a significant opportunity for the expansion of festivals and events and potential for the City to play a leadership role in supporting and facilitating this expansion
- The "one-stop" events office provided by the City to guide groups through the process of planning and hosting festivals and events and making them as universally accessible as possible was highly applauded
- The lack of both indoor and outdoor spaces and facilities to host events (particularly larger scale events) was identified as a challenge to expanding this area.
- Ongoing attention to volunteer recruitment and training is essential to the success and sustainability of all events.
- Private sector/business sponsorship should be sought to help fund the delivery of festivals and events.



Diversity and Intercultural Exchange

The City of Coquitlam, like many other lower mainland communities, has witnessed significantly higher levels of immigration in recent years, adding to the diversity of these communities. While these communities bring with them cultural traditions and forms of cultural expression (including food) that enrich Coquitlam's cultural life, there are challenges in ensuring new arrivals feel welcome and part of the larger community. Festivals and events are ideal vehicles for addressing these needs. However, other organizations in Coquitlam are being called upon to reviewing their programming in ways that might better respond to the cultural aspirations of Coquitlam's increasingly diverse population. Stakeholders also noted that:

- Certain aspects of the cultural system are more challenging for diverse groups to access than others. For example, accessing venues for theatre and the performing arts were especially challenging
- Truly reflecting the diversity of the community in the community's cultural sector and infrastructure will require sustained conversations and engagement; one-off meetings and conversations will not be effective
- Greater diversity is needed on the boards of cultural organizations and facilities
- Intercultural objectives require individuals in various diverse communities to “move out of their comfort zone of their own cultures and traditions” to engage with others
- Affordable and publicly accessible space where groups can come together and generate new ideas and forms of cultural expression are needed
- Cultural events and programs that reflect the city's diversity already exist but should be better promoted and communicated
- Community centres must be more welcoming to new immigrants. Improving education of staff at these centres in ways to engage new immigrants and design diversity friendly programming is necessary
- Families from diverse communities place a high value on their children reaching their potential as musicians or artists; the effectiveness of cultural programs must respond to this. It was noted that the programs at Place des Arts is currently responding to this need through its more advanced programs
- Cultural literacy must be closely linked to community building and the embracing of diversity. The challenge in strengthening this literacy frequently lies more with parents than with their children. Supporting cultural leadership initiatives for existing and emerging cultural leaders can strengthen and improve intercultural literacy
- Some of those consulted felt it was important that in promoting and celebrating diversity, somehow attention must also be given to “Canadian culture.” Promotion and communication of Canadian history, values and traditions is also important. Others argued that Canada has always been a country of immigrants. Canadian culture has always embraced diversity but a shift is now needed from multiculturalism (celebrating individual cultures) to intercultural-ism (promoting communication and exchange across cultures)



Capacity Building in the Cultural System

As noted earlier, the cultural system or sector is fragmented - hindering opportunities for collaboration and resource sharing. Many organizations are also small, volunteer run and often inward looking and characterized by minimum levels of organizational or administrative capacity. Some organizations have no wish to grow, but others have the potential and desire to move to the next level of growth and maturity with the right kinds of capacity building support. Stakeholders identified a range of ways in which this growth and maturation of groups could be supported.

- A facility that provided shared administrative space (e.g. meeting rooms, computers, filing cabinets and storage space) and possibly shared administrative services (e.g. a shared bookkeeper)
- Building skills and knowledge related to the effective recruitment and management of volunteers
- Among the other skills and knowledge identified were effective board management (i.e., organizational governance), bookkeeping and financial management, and marketing and promotion. It was suggested the City could support or help the delivery of training workshops on these topics
- A number of people noted that City staff were very approachable and had been tremendously supportive with individual organizations in a number of areas, including help in the preparation of effective funding applications
- The delivery of an Annual Cultural Summit (either for Coquitlam alone or for the Tri-City area) is a means of strengthening networks but could also serve as a training opportunity
- A program in which more established cultural organizations could serve as mentors to smaller emerging groups could be investigated

Marketing and Awareness

A strong consistent message across all engagement activities is the need to strengthen marketing and awareness of existing cultural resources and activities in Coquitlam. For a city its size, Coquitlam is blessed with a range of cultural offerings that would be the envy of many municipalities. Many people in the Community Forum and Focus Groups felt these activities were not well promoted to residents or to visitors and tourists. However, results from the General Population Survey indicated a majority of respondents felt that activities were well promoted. One possible explanation for the discrepancy is that those reached through the telephone survey would be well aware of promotion for major facilities and events while those reached through the Forum and Focus Group would have in mind a much wider range of activities and events. That said, the following suggestions and actions emerged from the consultation process.

- Building local awareness is closely linked to building the community support needed to sustain many organizations and activities
- Creation of a consolidated and interactive events calendar as well as more and better information on arts, culture and heritage programming on the City website
- Opportunities for more cross-promotion among cultural groups and between cultural groups and sports groups in the community. Key to success will be clarity about the demographic targets for marketing efforts



- More ambitiously, an integrated and coordinated cultural marketing strategy could be developed. This might include:
 - Development of a cultural brand to be used in all communications
 - Marketing and communications working across a range of communications channels (including social media)
 - Engagement and buy-in from the major cultural service providers would be essential to success
 - Development of street banners and improved directional signage are other tactics that could be considered
 - A corporate sponsor could be sought to assist in the funding of such an initiative
- Any strong marketing/communications strategy should include reaching out to diverse communities through the use of appropriate communications channels (e.g., social media, TV ads on the multicultural channels, and community newspapers, etc.)

Youth and Cultural Literacy

A strong theme in the engagement was the importance of reaching out to engage youth, and to ensure that relevant cultural programming is being offered in the community.

- In order for marketing and communications programs and initiatives to gain attention and traction, there is a need to cultivate a higher level of cultural literacy in the community.
- The school system remains the most effective means of reaching children and youth and exposing them to a wide range of artistic and cultural disciplines and activities. While arts education within the school system has been reduced over the years owing to budget cuts, those consulted felt there are still dynamic teachers and resources available in the system for music education, visual arts, dance and theatre at the elementary, middle and high school level.
- The focus group with Youth revealed some very different perspectives on culture and cultural activities than older generations. Some associated cultural activities as simply as hanging out with friends and sharing ideas, often in malls or park spaces. A great deal of their view of culture is mediated through electronic and digital media. Almost all consumed cultural experiences online, particularly with music.
- A significant percentage of the focus group also participated directly in cultural activities, in particular in music, playing a variety of different instruments (guitars, pianos, violins) and participated in choirs. Many of these forms of participation were introduced through the school system. A number expressed a desire to stay involved and potentially become professional artists, musicians or actors as career destinations.
- An older demographic of young people 18-30 were also interested and involved with music as their primary form of cultural participation. However, many of them commented on there being few places like music or clubs where they could meet with friends. Emerging from the youth focus group was the expression that “Coquitlam dies at 8 pm.” In the absence of these entertainment facilities they travel elsewhere, mostly to downtown Vancouver.
- Cultural literacy also embraces exposure to and appreciation of history and heritage in the community. Forward thinking regarding heritage, supports the view of the Coquitlam Heritage Society; that heritage is a powerful means of reaching out and engaging immigrants, helping to overcome social isolation and help them feel more a part of the community. Cultural literacy is connected to questions of community identity and a sense of belonging and civic pride.



Community Heritage

Of the overall service assessment undertaken as part of the 2014 Draft Parks, Recreation & Master Plan, within the six Cultural Service Areas set out in the draft PRCMP, community heritage ranked lowest. Across the board in consultations, the pressing need for the City to give more attention to community heritage issues and needs (needs which were felt had been neglected in the past) was imperative.

Prior to reviewing the range of heritage issues that emerged during consultations; a number of general observations about heritage issues drawn from experience in other communities may be useful. Some barriers to moving a progressive and effective heritage agenda forward are the lack of understanding, awareness and appreciation of existing heritage services as well as the narrow vision and definition of heritage held by many people in the community. Many people think about heritage largely in terms of different forms of physical heritage - either collections (e.g., artifacts, archives), or land based or built heritage (e.g., individual buildings and heritage districts). This perspective ignores the rich area of *intangible* cultural heritage including community stories, traditions, place names, etc. There was strong interest expressed during the consultation process about directing greater attention to intangible cultural heritage and community stories. Some saw the 2016 Anniversary as an ideal opportunity for launching an initiative of some kind related to community stories.

Thinking about heritage is also constrained by the view that it relates to a distant past (often Aboriginal and early European settlement) or at least predating the lived experience of residents in the community today. Leading thinking and practice in heritage has embraced the idea of a “living heritage” that includes the people, activities and events of the immediate past of yesterday and even the legacies of today and tomorrow. During consultations a frequent comment was that heritage collections and programs must include the history and heritage of successive waves of immigrants, including that of recent decades which has brought much higher numbers of visible minorities to the City.

One category of activity examined by the General Population Survey was Museum program/tours. Findings related to this category of activity are complex and difficult to interpret. When examining levels of interest across a wide range of activities, Museum programs/tours ranked second lowest. When we turn to unmet interest or demand for these same range of activities, Museum programs/tours ranked second highest, surpassed only by Outdoor music festival. One caveat must be noted with respect to this high ranking. For each activity there are a percentage of respondents who expressed “Not Interested.” When this is taken into account there is a significant difference between Outdoor music festivals where 24% responded Not Interest and Museum programs/tours where the figure was significantly higher at 43%

Among the community heritage issues raised were the following:

Collections Storage Challenges

- Concern was expressed in several consultation sessions about the lack of storage facilities for a wide range of heritage collections. Many families have photographs and documents that could enrich the collection. A concerted effort to reach out to diverse communities was discussed. Plans to expand the City Archives are underway, which include identifying the most suitable, cost effective physical location for the long-term, and acquiring documentary heritage that reflects Coquitlam’s history.
- There is also a pressing need to address storage and collections management needs of the Mackin House collection, including a large and significant toy collection. Some of these collections are currently being housed in the garage of a Board member. Evergreen Cultural Centre also identified the need for additional storage space for its visual arts collection. Currently they are unable to accept



donations or build collections due to the lack of storage. The SPARC Radio Museum also faces storage challenges.

- In addressing collections storage needs it is important to note the growing trend nationally and internationally to recognize and leverage synergies among libraries, archives, and museums. All have responsibilities for collecting, preserving, and presenting various collections to the community. In addition, many are in the process of digitizing collections to make them available online. In considering collections storage and other heritage issues and needs in the community, potential synergies between the City Archives, Coquitlam Public Library and a new Heritage Centre being proposed by the Coquitlam Heritage Society should be considered.

Cemeteries

- People spoke of the need to recognize the cemeteries as major historic landmarks in the community. Currently there is very little attention paid to promoting or programming these heritage assets beyond a few historic walking tours.
- Cemeteries tell the stories of early settlement but also tell the story of successive waves of immigrants who came to Coquitlam. Some of these communities have different views of the burial process, opening up an opportunity for intercultural communication and exchange

Riverview Lands and Collections

- Many commented on the need to recognize the unique history of the Riverview Hospital lands and the need to celebrate this history as one of the most important and unique aspects of Coquitlam's heritage.
- The Riverview Collection was acquired by the City but now there is a need to determine a long-term strategy for the care of this collection. All photographic and written/paper records will be transferred to the City Archives, but much of the rest of the collection is being held in a temporary storage facility with no staff assigned to its management and care.
- Additionally, people also spoke of the Riverview Arboretum with great pride as one of the top three arboretums in Canada, and certainly the top one in Western Canada.
- A long-term strategy for storing and eventually developing programs and exhibitions to present this historic asset to the community is needed.

Maillardville District

- The Maillardville district forms an important historic core of the city and carries with it important stories of Francophone settlement and heritage. People spoke of the importance of recognizing and promoting the district as a heritage district and destination.
- The City itself has demonstrated its recognition of the Maillardville neighbourhood and has increased focus on heritage planning.

Recognizing Natural Areas as Historic Assets

- Staff noted that Colony Farm and Minnehada Regional Parks and Mundy Park were not acknowledged by the community as natural historic spaces however, these parks represent some of the most established natural heritage areas within the City.
- A common theme across the consultation effort was a required effort to bring forth awareness of Coquitlam's natural areas as part of its community heritage and story.



- Some individuals noted that the Salmon Festival was an opportunity to celebrate Coquitlam's natural heritage along with a working museum at Booth's Farmhouse and a push for community gardens across the community.

Aboriginal Cultural Issues

In an interview with a Kwikwetlem First Nation representative, the following issues were raised:

- The process of cultural reclamation is important to First Nations and non-First Nations. Everyone benefits from knowing and understanding the culture.
- The First Nation community has spent considerable time strengthening its stories and traditions. Recapturing traditional skills such as canoe building, carving, blanket making, and sturgeon fishing are important especially in providing young people with a clear understanding of their cultural heritage. Youth in particular are consistently being bombarded with information from other cultures
- There is very little recognition in public spaces in Coquitlam that the land settles on the Kwikwetlem First Nation Traditional Territory. There are many artifacts that portray the First Nations history and there would be strong support for any public space or museum to display these artifacts and cultural representation. A great example is the First Nations art that will be represented in one of the Coquitlam Skytrain stations
- There are 1260 Aboriginal students enrolled in School District 43. School District 43 has many Aboriginal groups involved in its schools – they have been active in creating an environment of cultural awareness – all meetings of the School Board start with a recognition that are taking place on traditional territory. Many Kwikwetlem First Nation elders would like to see Coquitlam Council meetings start in the same way.
- The All Nations Festival scheduled for July will help to stabilize the cultural presence and to build partnerships and coalitions with other cultural groups. It is being planned as the first of three years and will be a strong Aboriginal theme event. It is seen as an opportunity to create a cultural presence in Coquitlam for First Nations and other Aboriginal groups. It is planned for July 23-25, 2015 and supported by the Spirit of Coquitlam Grant.

Economic Development

Discussion related to the economic importance of arts, culture and heritage resources fell into three areas. Most importantly, it was recognized that continuing to invest in cultural programs, facilities and amenities is a key component of the quality of life and quality of place that was essential to attracting new residents and new businesses to Coquitlam. There was also acknowledgement of the rapid growth in creative cultural industries such as web design, digital media, sound recording, etc. as an expanding business sector. Finally, there was interest in defining strategies to leverage the City's cultural resources (alongside its rich natural resources) in tourism development. Among the points raised in the economic development context are the following:

- For the City to shed its suburban image and replace it with one of a thriving and vibrant urban centre that attracts people and investment, the role of culture and creative enterprises must be recognized
- In the development of future economic development and tourism strategies, cultural resources should be taken into account to a greater degree



- In terms of tourism, one individual noted that in considering potential investment in new facilities the first priority must be ensuring they serve local needs rather than being designed with tourism or other economic development agendas
- The City should try to direct greater attention to connecting arts, culture and heritage with business development
- The City should look into co-working facilities as essential elements to attracting artists and entrepreneurs and operate on a premise of connecting competition and collaboration. These spaces often have large amounts of open space, white boards, Wi-Fi, projectors, etc.
- The provision of affordable live/work space for artists or small creative enterprises was also identified as a critical need

Neighbourhood Cultural Development

As noted earlier, one of the City's five Strategic Goals is to *Strengthen Neighbourhoods*. The Goal explicitly identifies cultural needs and interests as among those that must be met in order "to enhance resident's social well-being and to strengthen their connection to each other and the community".

While there was considerable discussion during the consultation process about the need for a limited number of "cultural hubs" with a concentration of cultural facilities and programs, there was also attention paid to the need to integrate cultural resources and opportunities into neighbourhoods across the city. It is at the neighbourhood level that, as one individual noted, there is an opportunity "to integrate culture into everyday life."

Specific points identified included:

- As the city grows and develops future schools, community or recreation centre and libraries, facilities should include flexible space that could be used for cultural programming as well as meeting room space for community or cultural groups
- The City has not to date focused enough on creating places or spaces at the neighbourhood level where it is easy to be outside and to link with other families and community members through events and activities. However, people believed this was changing and there was optimism that these kinds of spaces would be built into all new neighborhoods as part of future urban planning and development. These spaces must also need to be accessible to people with disabilities
- Consider the closure of streets to create 'third spaces' for community (and cultural) events or activities
- Consider the outfitting of future park space with "event infrastructure" including lighting, electrical outlets (or speakers or other equipment), natural gathering places, etc. This could entail the development of a classification system for parks that differentiated those best suited to serving these cultural needs and opportunities
- To continue supporting public art (through the City's Public Art Policy and Program) to help build vital neighbourhoods. Effective forms of public art include Community Public Art where residents are directly involved in the creative process as well as Civic Public Art that could include either permanent or temporary installations in neighbourhoods led or commissioned by a Community Project Committee



- The need to investigate the Neighborhoods of Learning Program of the Provincial Ministry of Education as a potential resource to support neighbourhood cultural development emerged as a message in several consultations through the funding of neighbourhood learning centres

City Centre Cultural Hub

There was considerable discussion about developing the City Centre as cultural hub or precinct, linked to the arrival of the Skytrain. The development of the hub would serve to enhance the perception of Coquitlam as a vibrant urban centre with cultural facilities and amenities and vibrant public spaces. These are among the ingredients needed to attract people and businesses, especially young people and the “creative class.” To realize its full potential, consultations revealed a range of suggestions regarding the City Centre as a cultural hub:

- It was felt that additional outdoor spaces were needed for performances, for displays, and for community gathering. People did not feel these spaces existed or were not well-defined beyond the Town Centre Park
- The potential expansion of the Evergreen Cultural Centre (including the potential for a larger performance space) and a cultural use for the underutilized Innovation Centre space would add to the critical mass of cultural venues and activities
- The Coquitlam Public Library further adds to this critical mass of cultural facilities. The Library is increasingly serving as wider range of functions including providing meeting spaces for community groups, space for visual art exhibition, and access to computers and information technology for use by the community, among other uses
- The new outdoor event and performance plaza being built in the Town Centre Park was adding yet another favourable component
- Better coordination among these “anchor” cultural facilities and other area community amenities would increase their impact and power as a magnet to draw people into the area
- Discussion at the Arts and Culture Advisory Committee, the Community Forum and the Youth Focus Group raised a number of points related to a City Centre cultural hub. It was felt that the area had great potential as a cultural hub but success would require attention to a number of matters including enhanced walkability, more public spaces, enhanced nightlife and restaurants (including ethnic restaurants) to keep people in the area. Providing local entertainment venues for young people so they did not have to travel to Vancouver or Richmond was a priority identified at the Youth Focus Group
- At a variety of consultation events including the Community Forum, there was a call for increased investment in public art by the City not only in the City Centre but across the community. It was the feeling of many that the City’s Public Art Policy and Program has never really received the attention or resources necessary for its implementation
- Recognizing the existence of gallery space in the Evergreen Cultural Centre, people commented on the lack of space for the display of visual arts in the core of the City
- Some also spoke of the need for youth to have access to electronic studio spaces where they can experiment with a wide variety of electronic and media arts to add to the vibrancy of the core of the City



Cultural Facility Issues

Section 3.3 addresses facility issues linked to the City's major service delivery partners, specifically Place des Arts, Evergreen Cultural Centre, Coquitlam Public Library, Coquitlam Heritage Society/Mackin House and Place Maillardville Community Centre. A range of other facility comments emerged from the consultation process.

- The City itself would like to increase its access to the major cultural facilities it both funds and owns
- A number of performing arts groups identified a need for affordable space for building and storing sets and equipment and for affordable rehearsal space
- All City-owned or operated buildings could be encouraged to provide space for the presentation of visual arts
- Attention should be paid to planning for the provision of facilities offering cultural programs in the growing Northeast areas of the city

3.3 Major Cultural Service Providers

The City itself is a direct service provider through its community centres and pavilions. The General Population Survey confirmed that these City facilities were well used and attended. Like many other cities, the second major way in which arts, culture and heritage programs get delivered in Coquitlam is through the City's financial support for a number of key service providers in arts, culture and heritage. These include Place des Arts, Evergreen Cultural Centre, Coquitlam Heritage Society / Mackin House Museum, and Coquitlam Public Library. Place Maillardville Community Centre is another organization supported by the City that supports arts, cultural and heritage development.

Consultations regarding existing services and future needs connected with these core service delivery partners included interviews with the Executive Directors and some Board Chairs of the five organizations listed above, as well as input from some stakeholders in the community currently making use of one or more of these facilities. The following section identifies key comments identified through these consultations. Findings from the General Population Survey are cited as they relate to an examination of each service provider. The issues, suggestions and needs identified have not been evaluated but will be assessed as the recommendations are developed for the draft ACHSP.

Place des Arts

Place des Arts has been serving the Coquitlam and lower mainland public for over 40 years. In 2011, Coquitlam residents made up 52% of their courses and 70% of their private lessons. The original building has been renovated on several occasions to accommodate growth. It is the view of the Board and staff together with others interviewed that given population growth and the fact that the facility is currently operating at close to capacity, further expansion is needed either on the current site or in another location in the city. The potential significant population growth in the Fraser Mills area and elsewhere in Southwest Coquitlam was cited as part of the rationale for expansion of the current site. Programming at Place des Arts include a wide spectrum of the visual and performing arts. The General Population Survey lends some support to the identified need for expanded facilities. Programs in the visual and performing arts ranked high (second only to the Library) in terms of both current participation and future demand.



The desired expansion would add both teaching and performance spaces. A Place des Arts Needs Assessment was completed by Proscenium Architecture in 2013 which verified this need and set out expansion plans. Programming at Place des Arts is self-described as 80% introductory, with the remaining 20% targeted to more advanced instruction.

Place des Arts has made considerable effort to expand its introductory programming into the local elementary schools and would like to expand this program. The organization also plays a key role in supporting local artists through exhibition space for visual arts and engaging artists as teachers/instructors in the delivery of programs.

Place des Arts serves the southern part of Coquitlam and a range of adjacent communities but is not well located to serve all Coquitlam residents. Any expansion of the facility on the current site must take into account how services might be expanded to serve other parts of the City. The potential for satellite spaces of some kind has been discussed by the board and staff at Place des Arts.

Evergreen Cultural Centre

Evergreen Cultural Centre was built in the mid-1990s. It delivers an impressive range of programs across a wide range of disciplines in the visual and performing arts. This Centre has facilities to present the performing and visual arts through a mandated Class A Gallery and a Black Box Theatre with maximum seating of 257. With the arrival of the Skytrain, Evergreen has the capacity to grow its audiences and classes.

A number of individuals felt that Evergreen had played a variety of roles over the years and there is a real need in moving forward to clarify more precisely what it offers and what demands it primarily serves. While appreciative of the Centre and its facilities, a significant number of stakeholders identified challenges particularly in terms of use by outside groups. The lack of programming serving diverse communities in Coquitlam was noted. Some felt the Centre was offering similar programs to many of the groups making use of the facility and some clarification related to this programming is required. The existing Black Box Theatre worked well for theatre and some kinds of musical performance but does not lend itself to use by orchestras or choirs (the acoustics send sounds directly up rather than out toward the audience). A number of community performing arts groups found rental fees for the theatre too expensive. The size of the stage also limits its use by orchestras and choirs.

One issue that was the focus of considerable discussion through the consultation process was the need for a second larger performing arts space. When Evergreen was built, it was initially designed so that there could be a large 550 seat theatre added that could make use of heating and ventilating, electrical and other systems built for the smaller theatre. Should a decision be made to build a larger theatre space, these are plans that can be consulted.

The Executive Director of Evergreen and many others who were either interviewed or participated in other engagement shared the belief that a large enough market/audience existed across the Tri-City area and beyond to justify investing in a larger performance space. One use identified for the larger space was for indoor festivals, including those linked to Coquitlam's increasingly diverse population.

Findings from the General Population Survey do lend support for a larger performance space. The performing arts ranked very high both for participation in programs or workshops and attending performances. They also ranked second (to visual arts) in terms of opportunity for increasing participation.

The current five year plan for the Evergreen Cultural Centre calls for additional studios and a new museum.



Coquitlam Heritage Society and Mackin Museum

The Board of the Society has undergone some upheaval over the past several years. A new Board was established three years ago and has spent those three years addressing administrative and governance issues. It has also strengthened marketing and promotion significantly. The organization is now in a much stronger position to advance their strategic priority of establishing a new heritage centre. Mackin House offers strong programs and will continue to be an important heritage asset in the community. However, it depicts a particular time period and is not able to tell the much larger story of Coquitlam's history and heritage.

The current Executive Director was hired specifically with a mandate to develop a vision and support the move toward the establishment of a new heritage centre or facility. They have chosen to use "heritage centre" over "community museum" because they feel it will give them larger latitude and also combat some traditional assumptions about museums that are not in synch with their larger vision of heritage. This vision must deal with the past, present and future. It must "tell us who we are and how we got here."

The Board recently toured progressive heritage centres/museums in the Greater Vancouver area to identify best practices. The Executive Director will be working toward a first iteration of a vision for the new facility for June 2015. Whatever vision is defined, it will have a very strong commitment to community engagement and outreach. A key component of that facility rests on the assumption that a heritage centre could serve as one way of introducing new immigrants to the community and reaching out to different diverse communities to combat the social isolation these groups feel, making individuals and groups feel part of the community. The heritage centre will deal with the issue of successive waves of immigrants to Coquitlam, including recent arrivals.

An idea of the Board is to try to leverage both Coquitlam's 125th in 2016 and Canada's 150th in 2017 to promote the building of the new centre as a legacy project. As noted earlier findings related to community interest in museum program/tours is difficult to interpret. Moving from the language museum to heritage centre, and defining heritage in a progressive and visionary way, could substantially boost support for facilities and programs in this area.

The Board's thinking was originally that the centre be established in the Innovation Centre. This would contribute to building a major cultural hub in city centre. More recently they have come to feel a better scenario might be moving into the facility now housing Place des Arts, with that organization moving into the Innovation Centre.

Coquitlam Public Library

The General Population Survey consistently ranked the Library as the most visited and used arts, culture and heritage facility in the city. The vision of the Library is one of being an information hub for people, organizations and businesses. While books continue to be a significant part of this mandate, more than 50% of the Library's collection is now online as digital files. One of the most significant challenges the Library faces is the stereotype of the traditional Library as a book repository. Instead, the Library would like to serve as a community gathering place with room for use by community groups, a cultural facility (space is dedicated to visual arts exhibitions and the Library acquired a museum quality display space for the presentation of heritage artifacts), and an innovation hub for small business.

Space is currently provided in the Town Centre branch for an innovation incubator, the first of its kind in a library in Canada. Incubators exist in many cities but not as offshoots or partnerships with libraries. The incubator is a joint venture with a not-for-profit organization called Tricellerate made up of a range of entrepreneurs working in different businesses. The incubator in the library also includes a Makers Lab which has a digital 3-D printer and other technologies and tools used by members of the community as



well as businesses. Many of the programs and facilities serving the business and larger community-at-large are not well known or appreciated. Greater promotion of these facilities and services is needed.

A new strategic plan is being developed by the Library Board. Key priorities today include moving the Library and programming out into the community (they have a book-mobile which serves all parts of Coquitlam) and to recognize and respond to the needs of Coquitlam's growing diversity. Some communities are difficult to reach; the Korean community for example have no tradition of libraries in their culture and find the facility intimidating. Strategies for engaging new immigrants and communities include offering extensive literacy and ESL programming.

There has been a steady increase in library attendance, and a steady decrease in borrowing books. Library staff believe that the institution suffers from antiquated technology system that is preventing it from increasing its community impact and influence. A significant investment would be required to bring the technology system up to the standard of most progressive libraries in the province. Library staff and the Board chair believe that a serious barrier to securing this funding is a very traditional perception of the Library and its role that is still held by some individuals at the City.

Place Maillardville Community Centre

Place Maillardville Community Centre was a church until 1970 when there was a strong desire to have a secularized meeting place, to celebrate local heritage, in particular Francophone Heritage and to serve as a place for the visual and performing arts for the local community and beyond. Place Maillardville is seen as an important gathering spot for many French-Canadians and Francophone living in the lower mainland. While it does serve this larger region, its primary audience is in the southwest of Coquitlam and it is an arms-length services provider of community recreation on behalf of the City in Maillardville. The future Fraser Mills development will aim to bring more people to that part of the city.

The facility and organization staff works hard at being responsive to changing community needs at a very grassroots level. Place Maillardville does a minimum amount of arts, culture and heritage programming; there is a small display of artifacts related to Francophone heritage. Staff indicated they are hoping they can do more. Their primary focus is on community recreation programming. Most of this programming is targeted at children and youth but the facility is trying to expand to address the needs of older youth and adult programming.

Place Maillardville is affiliated with Societe Francophone de Maillardville. The group represents the Francophone community for the entire Tri-City area.



4 SWOC Assessment

Based on all the research and community engagement conducted to date a Strengths, Weaknesses, Opportunities and Challenges (SWOC) assessment was completed to synthesize findings and inform the definition of Strategic Directions that follow.

FIGURE 4: SWOT ASSESSMENT

Strengths
<ul style="list-style-type: none"> ▪ Recognition of the need to redress the lack of attention and investment culture has received relative to parks and recreation.
<ul style="list-style-type: none"> ▪ Cultural mapping revealed a wide range of both not-for-profit and for-profit cultural resources and introduced a new cultural resource framework to enable the updating of information over time.
<ul style="list-style-type: none"> ▪ Coquitlam's cultural diversity is a rich source of community vitality. Some cultural events already celebrate this diversity but more can be developed. Cultural organizations and activities can be powerful means to reach out to new immigrants and diverse communities to reduce social isolation.
<ul style="list-style-type: none"> ▪ The existence of The Spirit of Coquitlam Grant Program funded by Casino revenues is an enormous asset that many municipalities would envy. The Program has awarded over \$6.5 million to over 180 different organizations. Recent increases in funding through the program built on and extend its reach and impact.
<ul style="list-style-type: none"> ▪ A strong Coquitlam Public Library with progressive programs including a business incubator and commitments to reach out to serve all communities in Coquitlam.
<ul style="list-style-type: none"> ▪ The City is providing operating funds and staffing to lead development of this service area.

Weaknesses
<ul style="list-style-type: none"> ▪ A fragmented cultural sector and the absence of a community governance mechanism to support coordination and collaboration among cultural groups.
<ul style="list-style-type: none"> ▪ Aside from the Tri-City Festival Planners Network, the lack of coordination of programs and facilities across the Tri-City region.
<ul style="list-style-type: none"> ▪ Weak promotion and communication of existing arts, culture and heritage programs and activities.
<ul style="list-style-type: none"> ▪ Inadequate City Archives storage and consultation space to allow for expansion.
<ul style="list-style-type: none"> ▪ Inadequate resourcing and attention to the implementation of the Public Art Policy and Program.



Weaknesses
<ul style="list-style-type: none">▪ Inadequate technology systems in the Coquitlam Public Library.
<ul style="list-style-type: none">▪ The lack of collections storage for a range of arts and heritage organizations in Coquitlam.
<ul style="list-style-type: none">▪ Traditional perspectives on the nature and programs of the Coquitlam Public Library limit its capacity to reach out to serve both the business community and the community-at-large through its programs.

Opportunities
<ul style="list-style-type: none">▪ The cultural mapping assessment noted that opportunities for cultural activity to occur in non-conventional spaces (restaurants, cafes, storefronts) are limited, but could be further promoted or encouraged.
<ul style="list-style-type: none">▪ The existence of the Steering Committee with membership from across departments presents an opportunity to transform this group into an ongoing entity mandated to support implementation of the ACHSP and ongoing cultural development.
<ul style="list-style-type: none">▪ Define and broaden the mandate and roles (or core services) of the City in implementing the ACHSP and in ongoing cultural planning and development. Play a stronger community development role to build capacity in Coquitlam's cultural system. Chaired by the City's Cultural Services Manager.
<ul style="list-style-type: none">▪ Development of an umbrella community governance model/mechanism for Coquitlam and potentially also for the larger Tri-City area. Ensure strong representation from young cultural leaders and diverse communities.
<ul style="list-style-type: none">▪ Examine the potential of an Annual Cultural Summit to bring the community together.
<ul style="list-style-type: none">▪ The City can play a leadership role in expanding the number and variety of festivals and events.
<ul style="list-style-type: none">▪ Strengthening existing and establishing new festivals and events including those with interculturalism as a defining characteristic.
<ul style="list-style-type: none">▪ Leverage the 2016 Anniversary to launch some initiative related to the identity and stories of Coquitlam.
<ul style="list-style-type: none">▪ Designing and implementing a branded cultural marketing strategy.
<ul style="list-style-type: none">▪ Expanding the City Archives to accommodate a growing archival collection that includes both city and community records and to provide regular opening hours to the public.



Opportunities

- A shared collections storage facility with suitable conditions for historical artifacts, works of art, and archives.
- The Riverview Lands and historically significant buildings and tree collection offer an opportunity for the City to collaborate with key stakeholders on recognizing these nationally significant lands and their cultural resources.
- Defining a strategy to acknowledge and celebrate the history and culture of First Nations/Aboriginal community in Coquitlam.
- Integrating cultural resources and experiences more prominently in tourism marketing plans/programs.
- Explore the potential establishment of one or more incubator and seek to attract and support small enterprises in the creative cultural industries.
- Build flexible space to support cultural activities into all new community infrastructure being built - libraries, schools, community and recreation centres.
- Take cultural needs and considerations into account when planning public spaces and parks in neighbourhoods across the city, parks.
- Push for greater attention and resources to support implementation of the Public Art Policy and Program across the city.
- Design and create additional public spaces in the city centre as venues for cultural activities and community gathering places.

Challenges

- The potential loss of community heritage in the form of artifacts and archives due to inadequate storage facilities.
- The risk to the Riverview Collection unless adequate storage and collections management systems are put in place.
- Revenue generation from the Casino has declined in the past few years. This will impact the amount of dollars generated for the Spirit of Coquitlam Grant Program.
- Residents' priorities traditionally have indicated that the arts and culture are a low priority for future investments.
- Partnerships with service delivery agencies may not be meeting the City's expectations.



5 Strategic Directions

The following Strategic Directions reflect represent a synthesis of input from all the research and community consultation. It is proposed that these Strategic Directions provide the framework within which the recommendations and actions in the draft ACHSP are formulated.

5.1 Broaden the City's Role in Arts, Culture and Heritage

One section of the Draft PRCMP addresses a Core Service Model for the City's role in supporting parks, recreation and culture. Removing two services related to open space/parkland and protection of urban forest the remainder of the Model contains the following elements:

- **Services and programs to serve Coquitlam residents**, with priority being assigned generally to those programs and services serving the largest number of residents and with secondary priority being given to the following target groups: children and youth, seniors, inactive adults and vulnerable or special needs groups;
- **Introductory level** sport, recreation, arts and culture opportunities through a variety of delivery models;
- **Low to no-cost opportunities** while supporting third party partnerships to provide enhanced and elite opportunities;
- **Supply and maintenance of buildings and structures** that focus on flexibility and multi-use;
- **Staff to coordinate and program core services**, including planning, policy development, facility allocation and volunteer management.

While the City's role in culture must address these areas, a strong message from the community engagement process was interest in the City to play a broadened leadership role in "moving the whole system forward." Internally, one mechanism to support this broadened leadership role is the continuation of the cross-departmental Steering Committee for the ACHSP as an ongoing group to oversee implementation of the ACHSP and supporting ongoing cultural planning and development. Maintaining this group will also assist in the goal of integrating culture into a wide range of plans and priorities across departments. The City's recent hiring of a Cultural Services Manager is an enormously important step in strengthening the capacity of the City to play this leadership role.

5.2 Increase Coordination, Collaboration and Communication

One of the strongest and most consistent themes heard across all community engagement activities was the need for stronger coordination and collaboration across arts, culture and heritage groups in Coquitlam and ideally across the Tri-City area. The lack of communications within the cultural sector hindered



potential partnerships and collaboration that would contribute to strengthening individual organizations and the cultural sector as a whole. A fragmented sector also thwarts a collective voice needed for advocacy. The call for some form of umbrella group or community governance model to connect organizations and support sustained communication across the system should be examined.

Communications and marketing strategies and actions are also needed to raise awareness of arts, culture and heritage organizations and activities in Coquitlam. A range of different strategies and channels of communication were identified that can give shape to recommendations in the draft ACHSP.

5.3 Strengthen Festivals and Events

Coquitlam enjoys a range of successful events today that should be celebrated. However, there was a call for extending the number and variety of events in the city. The lack of both indoor and outdoor spaces and facilities to host events (particularly larger scale events), is seen as a barrier and the completion of a cultural facilities audit could reveal existing spaces to accommodate these needs, such as arena space.

In terms of themes or types of new events, there was support expressed for festivals that facilitated and supported intercultural exchange. Engaging young people in identifying events that would be of interest to them could also combat what a number of stakeholders identified as Coquitlam's "conservative culture" and bring new energy and "buzz" to the city. Continued attention to volunteer recruitment and retention was noted as essential to the success and sustainability of all events. The existence of the Tri-City Festival Planners Network can serve as a strong mechanism to help implement actions or initiatives recommended in the draft ACHSP. Finally, the City's desire to increase its own capacity to promote and deliver large scale events through increased cross-departmental coordination will further contribute to Coquitlam's capacity to extend its festival and events offerings.

5.4 Engage Youth and Retain Young Adults

Research for many years has demonstrated that early exposure to the arts is essential to building future appreciation and future audiences for cultural facilities and activities. The idea of building cultural literacy across all ages but with a particular emphasis on youth should be a priority in the ACHSP. While youth programming is already a priority for most arts, culture and heritage organizations and groups in Coquitlam consideration could be given in the draft ACHSP to examining best practices in other communities for engaging youth in advising on programs and activities that are responsive to their interests and needs.

Strategies to assist in providing cultural and entertainment options for older youth that keeps them in the community must also be a focus of attention.

5.5 Build a Culturally Vibrant City Centre

The City is making major investments in building the City Centre. Cultural resources have an important role to play in enhancing the public realm through programming of public/civic spaces and through investments in public art. A significant focus will be on facility issues related to the Evergreen Cultural Centre and a cultural use for the Innovation Centre. Together with the progressive programming of the Coquitlam Public Library and new outdoor performance and events plaza in Town Centre Park there will



be a critical mass of cultural facilities and programs that will create a major cultural hub and a destination for residents and visitors/tourists. With the arrival of the Skytrain, the potential for attracting residents from neighbouring municipalities and beyond will increase exponentially bringing enormous opportunities for branding the city as cultural destination.

Building and promoting this cultural hub can contribute to the larger agenda of shifting people's image of Coquitlam from a bedroom community to that of a vibrant urban centre, one that attracts people to live, work and play. It can contribute to building a critical mass of cultural and entertainment options that can attract people to the community in the evenings as well as the daytime. Overtime this shift and access to cultural and entertainment amenities will help Coquitlam attract and retain "the creative class."

5.6 Advance Neighbourhood Cultural Development

One of the City's five Strategic Goals is to Strengthen Neighbourhoods. The City's Official Community Plan calls for building "complete communities that provide opportunities for people at all life stages to live, work, and play close to home." Neighbourhood cultural development has an essential role to play in realizing complete communities in Coquitlam's existing neighbourhoods and those that have yet to be built. Issues here included building cultural spaces into new community infrastructure (community centres, schools, and libraries), creating places and spaces in neighbourhoods where cultural activity can take place, including parks equipped with event infrastructure, implementing community-based public art, among others. The need to develop plans to provide facilities able to deliver arts, culture and heritage programming in the northeast quadrant of Coquitlam will be important.

5.7 Connect Culture and Economic Development

The research and consultations identified a number of ways in which cultural development and economic development are closely aligned: culture as an element of the quality of life that attracts people and investment, creative cultural industries as one of the fastest growing economic sectors in the Canada today; cultural resources as an element of tourism promotion and attraction. The ACHSP should form the basis for better integrating culture into the City's economic development and tourism plans or strategies.

The potential to create or facilitate the creation of incubators to help establish and grow small enterprises in the creative cultural industries is one opportunity that could be pursued and included in the ACHSP. Creating cultural packages that include a range of cultural experiences can be offered as standalone tourism offerings or can be integrated into larger tourism packages and marketing strategies.

5.8 Celebrate and Conserve Coquitlam's Heritage

There was strong consensus within the City and in the community that a stronger focus on heritage in Coquitlam must be a priority in the ACHSP. The range of heritage issues and challenges identified through the research and community engagement process were numerous and cannot be summarized in their entirety here. The most pressing relates to the potential loss of important heritage collections (both archives and artifacts). Others related to the lack of places where these collections can be exhibited and interpreted. A central issue in this Strategic Direction relates to the desire of the Coquitlam Heritage Society to establish a Heritage Centre with a progressive vision of heritage relevant to all of Coquitlam's communities, both past and present. Another pressing issue is the need to determine a long term strategy



for the Riverview Collection. Finally no discussion of heritage in Coquitlam would be complete without including the rich heritage and culture of First Nations. Consultations identified a range of issues and initiatives that could be pursued.

5.9 Address Diversity and Inclusion

Cultural organizations and facilities in almost all Canadian municipalities are being challenged to respond to the cultural aspirations of their increasingly diverse communities. Many arts, culture and heritage organizations in all municipalities were established at a time of greater cultural homogeneity than is the reality today. Coquitlam has responded to these needs through a number of successful festivals that should be celebrated. However, consultations made clear that other cultural organizations in the community also need to find ways of responding to this diversity. The diversity focus group made clear that lasting change in the cultural system in Coquitlam will require sustained conversations. The City could potentially play a role in helping facilitate these conversations. Consultations revealed a variety of strategies and initiatives that could help shape recommendations in this Strategic Direction in the draft ACHSP.

5.10 Determine Cultural Infrastructure Needs

The research and consultation process revealed a wide range of cultural facility or infrastructure needs and opportunities. The General Population Survey provided empirical evidence regarding the community's interests in arts, culture and heritage activities, as well as priorities regarding the City's investment in specific cultural facilities responding to these interests and demands. The Key Findings Report has set the stage for further discussion and analysis that will be needed to shape recommendations in the draft ACHSP.