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

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

It is with sincerest thanks to all community members who contributed to the Imagine! Port Coquitlam Cultural Plan.
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KEY TAKEWAYS: IMAGINE PORT COQUITLAM CULTURAL PLAN

1. “MADE IN POCO” PLAN: the plan is rooted in local context. It integrates Who We Are and How We Live, and aligns the strategic direction for cultural development with the community’s identity elements and values:
   - Small Town Feel
   - Active Outdoor Lifestyle
   - Rivers, Parks, Trails – Natural Heritage

Local context is essential for effective cultural development. Without having a broad acceptance of community identity and interests, there is reduced impact and delivery of the cultural plan. See page 11 and Appendix A for more information.

2. Represents a DYNAMIC SHIFT AWAY FROM PASSIVE TO ACTIVE, and sees animated spaces throughout the community through:
   - Community-relevant festivals and events, and programming
   - Opportunities for arts, culture and heritage groups to participate in programming interests of the broader community, and in turn, its local context and see animated spaces, while including many opportunities for artists:
     - Festivals and events
     - Outdoor arts and crafts fairs
     - Familyfriendly programs
     - Art in public spaces
     - Musical Theatre and Stage Plays
     - Jazz and Blues
     - Walking Tours (e.g. Heritage or other)
     - Arts and Craft Programs

See page 26 for more information.

3. ALIGNS WITH THE PROGRAMMING INTERESTS OF THE BROADER COMMUNITY which in turn reflects the local context and community identity, as well as active outdoor and indoor spaces, while including many opportunities for artists:
   - Festivals and events

See page 26 for more information.

4. BASED ON FOUR MAJOR GOAL DIRECTIONS (representing a shift from previous planning perspective):
   1. Integrate culture into community life (community-relevant programs and existing culture in the local context)
   2. Enhance community spaces and optimize facilities (program spaces in community-relevant ways)
   3. Increase capacity (improved partnerships and collaboration: the City and community working together with the right tools and expertise)
   4. Enhance communications and marketing (not previously resourced at an integrated strategic level e.g. Leigh Square)

See page 31 for more information.

5. SUCCESS OF the plan and advancement of cultural development in Port Coquitlam DEPENDS UPON its delivery. In this community’s case the ‘championing’ and expertise of a CULTURAL DEVELOPMENT AND COMMUNITY SERVICES MANAGER will address a key gap in progressing cultural activity to-date and supported by community findings. Relying on staff at a coordinator level inhibits the ability to realize success as the delivery requires management-level championing and expertise within the organization, community-level at-large, and regional sector network. See page 33 for more information.

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

7. THE STRATEGIES that will guide the success of the cultural plan over the next ten years in Port Coquitlam are:
   1. Celebrate: Supported by actions that celebrate community cultural identity outdoor lifestyle, as well as local talent.
   2. Activate: Supported by actions that animate/energize spaces, facilities, infrastructure.
   3. Collaborate and Participate: Supported by actions that offer community participation and collaboration—less onus on City Hall, more collective responsibility.
   4. Enrich: Supported by actions that bolster existing cultural development pieces.

See page 32 for more information.

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

See page 31 for more information.

9. WILL HAVE COMMUNITY-WIDE IMPACT ON CULTURAL LIFE and seize opportunities for integration into municipal priorities of infrastructure; organizational development and the new Recreation Complex. See Appendix A for more information.

See page 35 for more information.

10. NEEDED TO BE CELEBRATED AND SHARED by Council, City Staff and community! See page 35 for more information.

11. See Appendix A for more information.
The Imagine! Port Coquitlam Cultural Plan outlines the strategic direction for the advancement of the cultural life of Port Coquitlam, including cultural events, services, facilities, and programs. It provides decision-makers, community partners and the public with a tool for setting priorities and assigning roles in a fiscally prudent manner that matches community identity and interests. The scope of the Cultural Plan confirms the City’s role in providing arts, culture and heritage services, programs and facilities through to the year 2025, with a phased approach for implementation.

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

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

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

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

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

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

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

1. Celebrate
   Supported by actions that celebrate community cultural identity: such as outdoor lifestyle, as well as local talent.
2. Activate
   Supported by actions that animate and energize spaces, facilities, infrastructure, etc.
3. Collaborate and Participate
   Supported by actions that offer community participation and collaborate – more collective responsibility for cultural development.
4. Enrich
   Supported by actions that bolster cultural development initiatives already in-place.
"Culture" is more than just "art." The term 'culture' includes resources and assets such as libraries, broadcasting, museums, heritage sites and activities, sound recording, literary arts, performing arts, visual arts and crafts, film and video. Cultural planning involves examining the cultural resources and assets of a community.

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

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

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

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

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

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**Fig. 1 The Cultural Sector: Resources and Assets**

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

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

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

The main focus of developing a cultural plan is defining the community’s cultural identity. This requires lots of community input, not only the arts and culture community. Often communities embark on a cultural planning process without having a firm understanding and broad acceptance of their own identity.

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

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

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

The City of Port Coquitlam understands that a city does not create culture. Instead, it can take a role in facilitating and promoting culture by supporting the development and implementation of a Cultural Plan. The cultural plan was carried out by a consulting team retained by the City. The team was further supported by City staff, a Working Group that provided initial direction for Phase 1, and through the participation of the community of whose assistance in the cultural planning process is greatly acknowledged.

¹ Grogen and Mercer (2009).
² Source: Developing and Revitalizing Rural Communities through Arts and Culture (Emergence City Network of Canada, 2009).
Port Coquitlam is a rarity in the busy Lower Mainland— it offers all of the charm of small town living, with proximity to the big-city excitement of Vancouver. With an evolving community, the demand for a vibrant cultural scene and access to arts and culture activity is increasing, making this the ideal time to assess and plan for a rich cultural future in the City.

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

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

- Official Community Plan (2013)
- Vision 2020 Corporate Strategic Plan (2011)
- Places for Public Art in Port Coquitlam (2008)
- Parks, Recreation and Culture Master Plan (2007)

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

The Cultural Assessment findings were presented to Council, members of the Cultural Planning Working Group and arts and culture community members, municipal recreation staff, and the public, to review and discuss the key preliminary findings. The main themes that emerged from the Cultural Assessment constitute the strategic focus areas of the draft Cultural Plan, and were received for comment through presentations to City Council and focus group participants, including members of the initial Cultural Planning Working Group.

The key findings from the Cultural Assessment Phase, including community cultural accomplishments to date, are outlined in Section 3 of this report on page 26.
In keeping with the City’s Strategic Plan of being a “whole community”, ensuring the Cultural Assessment phase reflected a diverse and broad base of community input, and not simply arts and culture groups, was central to the design of the community consultation and engagement framework for Phase 1 of the cultural planning process. A communication strategy to support this phase was also prepared in conjunction with the City’s communications staff.

The Cultural Assessment phase included the following aims:

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

Phase 1 Cultural Assessment involved:

- Reviewing past planning documents (previous Cultural Plan, Leigh Square planning documents, Parks, Rec and Culture Master Plan, etc.) to gain insight on how far the City has come in its arts and culture portfolio.
- Identifying key stakeholder cultural groups and businesses, civic leaders, relevant organizations, business community and the public to participate in the process to ensure balanced representation and input.
- Designing a unique consultation and engagement framework to include creative-based techniques and traditional consultation methods (e.g. cultural survey), supported by a communications plan to achieve significant participation and understanding of the planning process.
- Summarizing data, input and opportunities for Cultural Assessment Report into key themes and strategic directions.
Outreach activities for Phase 1 resulted in over 650 sources of individual input, and when combined with results from the Downtown Business Improvement Association’s consultations, results in nearly 1700 sources of community input, representing the community at-large as well as key stakeholder groups (e.g. Downtown Businesses; Community Partners; Sports, Environment and Heritage Representatives, etc). These constitute the Community Perspectives noted in the plan and include these sources:

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

Outreach activities were supported by a communications strategy that included print materials, news articles, social media campaign, bus shelter ads, posters, notices, etc. Measurement of these outreach activities were included as part of the communication strategy.
Furthering insight on the operational environment of arts and culture organizations and current trends in the cultural sector as a whole can help community members and municipal decision-makers understand and plan for cultural development. Individual arts and cultural organizations have certain operational forces that can work against their financial performance. It can be frustrating for government representatives, board and community members who fail to see why these organizations cannot simply be run like a business and make an annual profit.

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

When the cultural sector is taken as whole, it represents $47.8 Billion dollars or 3.1% of Canada’s Gross Domestic Product - outperforming utilities, sport, forestry, agriculture, accommodation and food. The reason the cultural sector has such a major economic impact is the shift from traditional sectors to creative and knowledge-based economies. These more recent economies demand less financial input (e.g. volunteer labour, no bricks and mortar) to generate their significant economic impact. As such, many communities across Canada are trying to attract creative professionals and knowledge workers who are enticed by quality of life amenities, such as recreation, arts and culture. Municipalities are also fostering and incorporating cultural development in their organizational culture either through direct staff representatives, cross-departmental teams and/or integrated into their planning initiatives.

Unfortunately to-date, local governments in British Columbia have been saddled with the bulk of cultural investment in their communities, as the province received the lowest amount of federal funding for arts and culture in Canada. Up until the Spring 2016 funding announcement of the BC Creative Economy Strategy to be matched by federal dollars, B.C. spent the lowest amount on arts and culture of all the provinces and territories. Similar to deferred infrastructure investment, this resulted in B.C. municipalities evaluating priorities and optimal funding requirements to ensure arts and cultural resources and assets could be maintained. A further deficit encountered in arts and culture communities is declining volunteer participation. There is also a need to enhance board development skills, and determine which arts and culture forms are most relevant to one’s community.

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

STATE OF THE ARTS AND CULTURAL LIFE IN PORT COQUITLAM TODAY

The Community Perspectives constitute the collective feedback gained through the Community Engagement Activities which included 1,700 sources of input through surveys, interviews and consultation activities. Port Coquitlam has an emerging arts and culture environment with the most significant investment by the City having recently occurred over the last 15 years. In terms of specific art forms: dance and music are more established; events and festivals are more accessible ('easier to consume'); and generally, arts and culture is being experienced more so as passive consumption. The execution of the previous cultural plan resulted in the creation of arts and cultural facilities in Port Coquitlam, most notably Leigh Square Community Arts Village, which interviewees and survey respondents noted was a significant asset.

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

PREVIOUS CULTURAL PLAN ACHIEVEMENTS

Foundation-building
Strengths and accomplishments to date
Outcomes of the previous cultural plan have led to the establishment and enjoyment of:

- Facilities such as Leigh Square Community Arts Village
- Public Art banner program
- Theatre and dance being actively presented and participated in
- City partnerships and drop-in programs
- Festivals and events being a draw for the whole community
- Arts, culture and heritage community groups, volunteers
- Theatres and other performing arts venues
- Festivals and events being a draw for the whole community
- City partnerships and drop-in programs
- Public Art banner program
- Arts, culture and heritage community groups, volunteers
- Theatre and dance being actively presented and participated in

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

In the current environment, there are very few defined arts and culture groups. Interviewees note that it is difficult to get groups mobilized and they look to the City for leadership, which is further supported by open-ended statements in the cultural survey. In short, there are competing forces at play. Based on interviews with Council members, the City would prefer to assume more of a facilitator role. In reality, the arts and culture community does not have the capacity to provide leadership at this time. As a result, the community looks to the City to provide leadership, putting pressure on limited City staff who are heavily leaned on for support by competing community groups.

The arts and culture community does not feel valued or recognized by the City at this time. Another competing dynamic is the community cultural development model that provided the strategic direction for the establishment of the City’s cultural portfolio versus programming services. Do programming services need to provide cultural opportunities for the sake of providing them or could it evolve to increase integrated and targeted cultural opportunities in keeping with community demand? At the beginning of the consultation process, there was not a dedicated arts and culture community group in the form of a functioning arts council or advocacy group in Port Coquitlam. At the close of the first phase of the cultural plan development, an arts collective has formed and its informal membership is eager to represent a ‘voice’ for the arts and culture community. It is anticipated that members of this group either individually or collectively will be active in the implementation of the cultural plan.

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

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

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

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

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

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

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

Priority Arts and Culture Programming Interests of the Community are:
- Festivals and events;
- Stage plays;
- Family/Child Programs;
- Musical theatre;
- Walking tours;
- Arts in public spaces;
- Jazz and Blues music;
- Visual arts and fine craft fairs;
- Culinary arts;
- Art/crafts classes.

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

1. Integrate Culture into Community Life
   Arts and culture activity aligns with in priority programming areas of interest of the community; reflects community cultural identity such as outdoor lifestyle, and incorporates local talent and feel in existing arts and cultural events.

2. Animate community spaces and optimize existing facilities
   For current and future use both for individual creators and organizations (e.g. Terry Fox and Leigh Square).

3. Build capacity together
   Of the arts and culture community so that it can be better equipped to reach community objectives; and for the City to continue to provide funding and human resources by positioning “culture for culture” within the City.

3. Enhance communications and marketing
   Promote both within the arts community, and to the community at large about what’s available, its value, and impact.

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

Community members strongly identify with Port Coquitlam’s small town feel, parks, trails and rivers, outdoor lifestyle, and as the home to national hero, Terry Fox.
The community consultation and engagement process for the cultural plan centered around ‘imagining’ Port Coquitlam, what does it look and feel like in terms of culture and community? The collective vision is based on broad consultation with the community and reveals aspirations for a vibrant and thriving, arts and culture scene, supported by leadership with adequate funding and human resources, including an emphasis on developing and optimizing existing cultural assets.

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

4. IMAGINE PORT COQUITLAM TOWARDS A CULTURAL VISION

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

GUIDING VALUES AND PRINCIPLES

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

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

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

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

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

Collaboration: Foster cultural development across the community, sectors and within City departments by enhancing the cultural “voice” in working together and relationship-building.
5. GOALS

DIRECTIONS FOR CULTURAL DEVELOPMENT

01 INTegrate culture into community life
02 Animate community spaces and optimize facilities
03 Build capacity together; community and city roles
04 Enhance communications and marketing
6. GOING FORWARD

CULTURAL PLAN IMPLEMENTATION

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

1. Celebrate
Supported by actions that celebrate community cultural identity: such as outdoor lifestyle, as well as local talent.

2. Activate
Supported by actions that animate and energize spaces, facilities, infrastructure, etc...

3. Collaborate and Participate
Supported by actions that offer community participation and collaborate – more collective responsibility for cultural development.

4. Enrich
Supported by actions that bolster cultural development pieces already in-place.

YEAR 1 PRIORITIES

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

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

Establish a Cultural Roundtable (CR) that is comprised of the Cultural Roundtable, Festivals Committee and key community groups, with a view to developing a Festivals strategy that integrates culture into relevant festivals and events planning based on the community's cultural identity and values.

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

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

- Performance indicators and measurement as part of a robust evaluation process is recommended (ie. in keeping with Cultural Scorecard metrics by the provincial government).

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

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

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

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

   - Performance indicators and measurement as part of a robust evaluation process is recommended (ie. in keeping with Cultural Scorecard metrics by the provincial government).

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

1. Celebrate
Supported by actions that celebrate community cultural identity: such as outdoor lifestyle, as well as local talent.

2. Activate
Supported by actions that animate and energize spaces, facilities, infrastructure, etc...

3. Collaborate and Participate
Supported by actions that offer community participation and collaborate – more collective responsibility for cultural development.

4. Enrich
Supported by actions that bolster cultural development pieces already in-place.
IMPLEMENTATION FRAMEWORK
An implementation framework is included in Appendix A and provides a guide for:

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

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

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

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

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

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

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

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

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- Releasing quarterly update emails to the arts, culture and heritage distribution list
- Linking with community events throughout the calendar year to carry out creative engagement activities
- Hosting the First Annual Cultural Forum
In addition to the previous cultural plan, the City of Port Coquitlam’s arts and culture policies, program service delivery, and facility planning directives can be found in the documents list below, all of which were reviewed by the consultant. The following sources were considered and/or cited in preparation of the cultural plan:

- City of Port Coquitlam Official Community Plan (2013)
- City of Port Coquitlam Vision 2020 Corporate Strategic Plan (2011)
- Places for Public Art in Port Coquitlam (2008)
- City of Port Coquitlam Parks, Recreation and Culture Master Plan (2007)
- Port Coquitlam Heritage Strategic Plan.
- Growing the Arts: Leigh Square Community Arts Village Development Study (2003)
- Huntsman, P. (2012). Making Culture Count! Town of Qualicum Beach cultural plan. Qualicum Beach, BC.

REFERENCES

APPENDICES
INTEGRATE CULTURE INTO COMMUNITY LIVING FOR SUPPORTING CULTURAL ACTIVITY AND VIBRANCY

RECOMMENDED ACTIONS

1. Establish a community-based festivals committee that is arms-length to the City. Support and collaborate with the new Committee to establish a community-wide Port Coquitlam festivals strategy to reflect community interests (e.g., outdoor lifestyle, natural heritage, small town feel, Terry Fox, etc.), and provide opportunities to integrate arts, culture and heritage (e.g., stage plays, public art, fairs, food events, etc.), and enhance local talent.

2. For supporting cultural activity and vibrancy, recommended actions and outcomes include:

   - **Recommended Actions:**
     - Develop a community-based festivals strategy that is arms-length to the City. Support and collaborate with the new Committee to establish an overall Port Coquitlam festivals plan that reflects community interests (e.g., outdoor lifestyle, natural heritage, small town feel, Terry Fox, etc.).
     - Organize events that reflect priority cultural interests of the community and integrate with sporting events.
     - Identify a signature “made in” Port Coquitlam event that is of regional interest.
     - Incorporate volunteer recruitment and succession planning into programming and training opportunities for youth.
     - Improve quality of existing festivals and events by hiring experienced performing arts festivals directors.

   - **Tools/Potential Resources:**
     - Community Partners.

   - **Outcomes:**
     - An overarching festivals brand and marketing strategy to support festivals and events year-round.
     - Incorporation of new or modified events that reflect priority cultural interests of the community.
     - Integration with sporting events.
     - Identification of a signature “made in” Port Coquitlam event of regional interest.
     - Carried out in partnership with the City and other local organizations.

   - **Potential Lead:**
     - Recreation and Cultural Services staff.

   - **Strategic Framework:**
     - Community Partners.

3. **Community building and improved arts and culture identity and sense of place.**

4. **APPENDIX A: IMPLEMENTATION FRAMEWORK**

   - **Tools/Potential Resources:**
     - Community Partners.

   - **Recommended Partners and Strategies:**
     - COPC leads initially; Recreation and Cultural Services staff, with involvement of BIA.
     - Consultant with Planning, Parks, and Cultural Services Staff.
     - Cultural Services staff in collaboration with Planning, Engineering, and community partners.

   - **Outcomes:**
     - Community building and improved arts and culture identity and sense of place.

   - **Potential Lead:**
     - Cultural Services staff and Cultural Roundtable.

   - **Suggested Partners:**
     - Cultural Services staff in collaboration with Planning, Engineering, and community partners.

   - **Strategic Framework:**
     - Community Partners.

   - **Tools/Potential Resources:**
     - Community Partners.
INTEGRATE CULTURE INTO COMMUNITY LIVING
FOR SUPPORTING CULTURAL ACTIVITY AND VIBRANCY

RECOMMENDED ACTIONS

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<td>Collaborate with local artists and students for the development of temporary installations along pedestrian paths, parks, or other identified pedestrian areas.</td>
<td>Activities in the community.</td>
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<td>Support local elementary schools to incorporate arts into the curriculum.</td>
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<td>Ensure opportunities to incorporate cultural arts into local events at the Park’s Festival and at other locations (e.g., former community gardens).</td>
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<td>Create opportunities for local artists to work with children and youth for a 24-hour festival and to display art and creative facilities.</td>
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<td>Work with local Improv and local theatre groups to use art and culture in economic development; increased attendance and animated public spaces.</td>
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<td>Engage BIA, Rotary, Chamber and other community partners to use art and culture in economic and business development.</td>
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<td>Engage representatives to participate in Cultural Roundtable, include in communications and updates of cultural development efforts, and future regularly with this identified stakeholders.</td>
<td>Increased attendance and participation at events and programs, and animated public spaces.</td>
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<td>Explore options to use transportation arts such as bus shelters and ad space on buses as well as other artistic and design installations for any local groups.</td>
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INTEGRATE CULTURE INTO COMMUNITY LIVING
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ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES

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<tr>
<td>Target City-identified spaces for temporary cultural activity (e.g. billboard) and provide community space uses for arts (e.g. temporarily repurposing). To introduce the resident artist program in higher traffic areas.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Cultural Services staff and other staff as identified.</td>
<td>Cultural Roundtable, BIA, and Community Partners.</td>
<td>Consultative, and Interdepartmental approach.</td>
</tr>
<tr>
<td>Invest in a rebranding and naming strategy for Leigh Square with community participation, including considering offering naming rights to those facilities and spaces as a funding source.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Consultant and Cultural Services staff, with support from City Planning and Communications staff.</td>
<td>As identified.</td>
<td>Consultative, and Interdepartmental approach.</td>
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<tr>
<td>Reconfigure audience space at the Bandshell in Leigh Square in keeping with theatre design advisory services.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Consultant, and Interdepartmental approach.</td>
<td>As identified.</td>
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<tr>
<td>Seek opportunities for temporary use of facilities (e.g. as an event in Leigh Square) and use local artists in design processes.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Interdepartmental approach.</td>
<td>Cultural Roundtable and BIA.</td>
<td>Interdepartmental approach.</td>
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<td>Improve lighting at Leigh Square to promote safe use, enjoyment of the space, and attendance.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Interdepartmental approach.</td>
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<td>Interdepartmental approach.</td>
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<td>In consultation with community, and linked to festival strategy.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Interdepartmental approach.</td>
<td>As identified.</td>
<td>Interdepartmental approach.</td>
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<tr>
<td>Identify a means to lower vacancy rates and encourage beautification to encourage restaurants, nightlife opportunities, and other uses.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Consultative, and Interdepartmental approach.</td>
<td>Community consultation and engagement.</td>
<td>Consultative, and Interdepartmental approach.</td>
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<tr>
<td>Continuously work with the community to keep the spaces and buildings up to code, ensuring information about, and identifying, cultural space needs in the community and encouraging business.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Consultative, and Interdepartmental approach.</td>
<td>Community consultation and engagement.</td>
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</tr>
<tr>
<td>Collaborate with SD43 and assess opportunities for Leigh Square as a community theatre facility.</td>
<td>Increased levels of employment, programming, attendance and participation.</td>
<td>Theatre Specialist and Communications staff.</td>
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<td>School District and other identified partners as identified.</td>
</tr>
<tr>
<td>Link facilities at Leigh Square in a creative placemaking manner.</td>
<td>Increased levels of employment, programming, attendance and participation.</td>
<td>Interdepartmental approach.</td>
<td>Community consultation and engagement.</td>
<td>Interdepartmental approach.</td>
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<tr>
<td>Explore existing naming and sponsorship options to facilities in Leigh Square in a creative placemaking manner.</td>
<td>Increased levels of employment, programming, attendance and participation.</td>
<td>Interdepartmental approach.</td>
<td>Community consultation and engagement.</td>
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**ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES**

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<td>Identify a space to celebrate arts, culture, and heritage in Leigh Square.</td>
<td>Increased use of cultural facilities, number of cultural resources, cultural production, economic activity, levels of attendance and participation, community engagement.</td>
<td>Consultative, and Interdepartmental approach.</td>
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<tr>
<td>Explore ways in which art and cultural programming can be held with reduced restrictions such as social distancing, masks, and physical distancing</td>
<td>Build inventory of City-owned recreation facilities and spaces. Assess needs as required by arts discipline.</td>
<td>Increased attendance at public events, and increased public spaces.</td>
<td>Recreation and Cultural Services staff.</td>
<td>Healthy Connections Committee, Community Partners.</td>
<td>Ongoing dialogue via Cultural Roundtable.</td>
</tr>
<tr>
<td>Conduct a needs assessment and feasibility of a centralized distribution of arts and cultural programming at Leigh Square that will not see barriers to participation.</td>
<td>Determine associated operational costs.</td>
<td>Increased use of cultural facilities number of cultural resources, levels of attendance and participation; community engagement</td>
<td>Recreation and Cultural Services staff.</td>
<td>Healthy Connections Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.</td>
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<td>Explore options to increase use of space at the Gathering Place and Downtown, and other cultural facilities, other hours and extending hours and opening new parks and societies.</td>
<td>Determine associated operational costs.</td>
<td>Increased use of cultural facilities number of cultural resources, levels of attendance and participation; community engagement</td>
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<td>Ongoing dialogue via Cultural Roundtable.</td>
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<td>Explore storage needs for arts, culture and heritage groups, and assess related organizations.</td>
<td>Complete site inventory and map of existing city-owned buildings which may be appropriate for community cultural use.</td>
<td>Increased use of cultural facilities number of cultural resources, levels of attendance and participation; community engagement</td>
<td>Recreation and Cultural Services staff.</td>
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<td>Promote the use of available city-owned buildings in the community for cultural facilities.</td>
<td>Complete site inventory and map of existing city-owned buildings which may be appropriate for community cultural use.</td>
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<td>Healthy Connections Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.</td>
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<td>Look at regulatory measures which may be preventing the use and development of arts and cultural production spaces (including co-op models) and allowing guidelines to allow more flexibility, as appropriate.</td>
<td>Complete site inventory and map of existing city-owned buildings which may be appropriate for community cultural use.</td>
<td>Increased use of cultural facilities number of cultural resources, levels of attendance and participation; community engagement</td>
<td>Recreation and Cultural Services staff.</td>
<td>Healthy Connections Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.</td>
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03 ACTIVATE ACTIVATE ACTIVATE

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<td>Explore and share best practices models for the development and operation of testbed and shared use spaces in other municipalities and conduct a needs assessment, if appropriate.</td>
<td>None</td>
<td>Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; leverage of private sector support; community engagement.</td>
<td>City Planning knowledge sharing.</td>
<td>Healthy Connections Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.</td>
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<td>Design development application review process to ensure appropriate, identify opportunities for cultural space development and/or public art.</td>
<td>None</td>
<td>Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; leverage of private sector support; community engagement.</td>
<td>Development Application Process.</td>
<td>Healthy Connections Committee, Cultural Roundtable, Friends of Leigh Square, and Community Partners.</td>
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<td>Share information about cultural space needs with the private sector and groups such as BIA’s and encourage that support in making space available, including temporary space (e.g. pop-up galleries and vacant storefronts).</td>
<td>None</td>
<td>Increased use of cultural facilities; number of cultural resources; cultural production, economic activity, levels of attendance and participation; leverage of private sector support; community engagement.</td>
<td>BIA and other relevant groups, and promote strategic alignment.</td>
<td>Culture and Open Spaces staff.</td>
<td>Ongoing dialogue via Cultural Roundtable.</td>
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03 ACTIVATE ACTIVATE ACTIVATE

| ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES |
|-----------------------------------------------|-----------------------------------------------|
| 02 ANIMATE COMMUNITY SPACES AND OPTIMIZE FACILITIES |

45 IMAGINE PORT COQUITLAM: CULTURAL PLAN

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Establish terms of reference and present to Council,  HCC and the public as to the value of arts and culture in the community.

Promote culture programs and activities, Council, HCC and the public as the value of arts and culture in the community.

Cultural Services staff.

Friends of Leigh Square (FLS), Downtown Business Improvement Association, (DBIA) and other Community Partners.

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IMAGINE PORT COQUITLAM: CULTURAL PLAN

03

**BUILD CAPACITY TOGETHER IN ARTS, CULTURE AND HERITAGE COMMUNITY**

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<th>RECOMMENDED ACTIONS</th>
<th>TOOLS/POTENTIAL RESOURCES</th>
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<td>Create an annual Mayor’s Arts Award to celebrate and acknowledge the community, innovators and talent, and drive appreciation for the arts, culture and heritage community.</td>
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<td>Establish an annual program for the Mayor’s Award with reference to a specific theme each year (e.g. youth engagement, business partnerships, innovation, etc.)</td>
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<td>Establish a high profile means to disseminate and celebrate success in the arts, culture and heritage community, and demonstrate City’s appreciation of the arts, culture and heritage group.</td>
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<td>Review the self-matching and CCD grants programs for the purpose of support for cultural development.</td>
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<td>Ensure allocation is in keeping with priority areas for increased support, or sustained support and establish better measurement of matching grants allocation to outcomes selected in Cultural Plan. Review effectiveness of representation and participation on the Healthy Communities Committee.</td>
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<td>Ensure alignment with stakeholder inputs into Cultural Plan and effective implementation of cultural strategies.</td>
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<td>Seek opportunities for City gifts to dignitaries</td>
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<td>Ensure a policy whereby City gifts to dignitaries are made by local artists or reflect arts, culture, and heritage</td>
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<td>Establish a policy whereby City gifts to dignitaries are made by local artists or reflect arts, culture, and heritage community, showcase talent, and show appreciation for the arts, culture and heritage</td>
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<td>Encourage using cross-departmental teams for cultural development.</td>
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<td>Encourage representation of departments and City staff leaders who will be involved in the Plan’s implementation.</td>
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<td>Successful implementation of the Plan relies on increasing knowledge and language associated with cultural development among staff and all City stakeholders.</td>
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**WITHIN ARTS, CULTURE AND HERITAGE COMMUNITY**

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ENHANCE COMMUNICATIONS AND MARKETING OF ARTS, CULTURE AND HERITAGE

RECOMMENDED ACTIONS

1. Create a coordinated Marketing and Communications Plan for arts and culture programs, with particular focus on Leigh Square (Cultural District).
2. Work with stakeholders such as BIA, Chamber, hospitality sector, media, to maximize presence of Leigh Square facilities, and any interpretive activities through a main Gateway.
3. Integrate marketing/communications advisors, to take on role of coordinating and mobilizing community.
4. Utilize all communication channels (i.e. print, social media, and large media, etc.) to identify opportunities.
5. Enhance employment and economic collaboration with Leigh Square, and increase impact of number of Leigh Square activities; and cultural activity, particularly for media.
6. Work with community partners and staff, with support from City Planning and Communications Staff.
7. Utilize all communication channels (i.e. print, social media, and large media, etc.) to identify opportunities.
8. Continue to collaborate with the BIA and local businesses to foster partnerships and develop community initiatives, including festivals.
9. Work with the BIA, media, and private sector to encourage more support and participation.
10. Continue to collaborate with the BIA (e.g. booth for Cultural Ambassadors) in events, and at large community events.

TOOLS/POTENTIAL RESOURCES

- Media and print deadlines; offer online working space.
- Print production, media sponsorships, etc.
- Use Cultural Roundtable (and its online working group) to identify opportunities.
- Utilize all communication channels (i.e. print, social media, and large media, etc.) to identify opportunities.

OUTCOMES

- Audience development increased awareness, support and participation.
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POSSIBLE PARTNERS

- Cultural Roundtable.
- Community Partners.
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STRAIGHT

- Communications Plan for arts and culture services.
- Work in partnership with local media sources, arts, culture and heritage stakeholders, and tourism (e.g. booth for Cultural Ambassadors).
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SUGGESTED PARTNERS

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04 | IMAGINE PORT COQUITLAM: CULTURAL PLAN

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IMAGINE PORT COQUITLAM: CULTURAL PLAN

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APPENDIX B: GLOSSARY OF COMMON CULTURAL TERMS

Arts: Includes all genres within the following disciplines (list is not exhaustive and two or more genres or disciplines may be combined):
- Performance (music/dance/theatre/spoken word/improvisation)
- Visual (2 and 3 dimensional/performance/fine or artisanal craft/site-specific or temporary installation)
- Literary (poetry/prose/storytelling)
- Media/new media (film/video/digitall/photography)
- Design (fashion/graphic/industrial/interior)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

APPENDIX C: COMMUNITY PERSPECTIVES – CULTURAL ASSESSMENT PHASE 1

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

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

State of the Arts – Arts and culture emerging in Port Coquitlam. Significant investment began essentially 15-2 years ago—a good start. Arts community seems to be lacking direction and focus. Despite initial investments in arts and cultural infrastructure, overall the feeling seems to be one of disengagement—perhaps due to a lack of communication? Are venues and spaces being used to their potential?

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

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

Role of the Municipality and Facilities

Needs/Gaps

Strengths

Role of City

Appendix B - Community Perspectives

State of the Arts

Recurring Themes

Fragmented and disjointed arts and culture community;

Lack of leadership and staff, promotion and communication;

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An arts alliance or similar type of group is key and communication between groups, individuals and the City must become a priority.
Opportunities - Optimization of existing local facilities, resources and talent is key. There is a desire to celebrate the unique qualities of Port Coquitlam and the people who live here, particularly the artists. There is an appetite for public/private partnerships to utilize and enhance the existing cultural assets, and a desire for more applied arts- artist talks, performance discussions, and classes.

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

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

Individual Consultations (TOPICS COVERED)

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

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Cultural Survey Findings

Community Identity and Sense of Place

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

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

- Quiet and charming
- Historical pride
- Community connection
- Local connection
- Art and culture
- Farmers’ Market
- Leigh Square Community Arts Village located downtown and adjacent to City Hall, with making changes to the parking lot layout and use were suggested.

- Enjoyed the 'people' atmosphere, live music and performances, while destination; most likes their experience of Leigh Square and particularly

- 96% had visited Leigh Square at some point while 86% supported further
Leigh Square Community Arts Village

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

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

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

Participation and Programming

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

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

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- 49% reported overall, they were “quite satisfied” with cultural resources available, while 29% were “satisfied”. 
In keeping with what the overall community identifies with (e.g. outdoor lifestyle, small town feel, natural heritage), the top priority areas for arts, culture and heritage programs by survey respondents (yellow and blue boxes in the table below) included those types of programs and activities that incorporate the outdoors, have a community feel, and are accessible and inclusive. These are in many ways in juxtaposition to the offerings of the individual arts, culture and heritage organizations (orange and pink boxes in the table below). This, however, represents an opportunity for these groups to integrate and share their program offerings in ways that are relevant to their community.

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

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

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

Areas for sustained support included, in priority order:
- Performing arts venues;
- Facility maintenance;
- Heritage sites/programs;
- Exhibition space;
- Art education; and
- Lectures/seminars

Areas where increased support was welcomed, in priority order:
- Outdoor fairs;
- Promotion/awareness;
- Neighbourhood initiatives

Community Engagement Activity at May Day: Postcard Project
"Be a tourist in your own town. What would you write to a friend about our City?"
• Children and youth programs

Community Engagement Activity at May Day:

Postcard Project

"Be a tourist in your own town. What would you write to a friend about our City?"
APPENDIX D: CULTURAL DEVELOPMENT AND COMMUNITY SERVICES MANAGER POSITION, RECREATION AND CULTURAL SERVICES

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

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

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

Overview of Cultural Development and Community Partnerships Manager position:

- Leads the implementation of the Cultural Plan and the cross-departmental work associated with cultural development, working closely with the Planning Services department;
- Oversees Programming, Recreation and Cultural Services Marketing, and Cultural Facilities staff, and acts as Manager of the Terry Fox Theatre with two support staff (Theatre Technician and Box Office Manager);
- Responsible for cultural facilities including Leigh Square, Wilson Centre and Terry Fox Theatre;
- Serves as the City liaison for the Cultural Roundtable and community partnerships initiatives such as the Festivals Port Coquitlam, and other community partnerships as identified;
- Supported day to day by Cultural Services Coordinator, and leadership (casual) staff; and
- Reports to Director of Recreation and Cultural Services.
The City of Port Coquitlam is developing a new Cultural Plan – called Imagine Port Coquitlam – that will define the community’s culture and guide the City’s investment in arts and cultural services over the next decade. The new Cultural Plan will replace an existing plan completed in 2001. As part of Phase 1, the Cultural Assessment, more than 600 people provided their insights during spring 2015 through an online survey, interviews, focus groups, a postcard project and other methods. The findings were presented to Council and the working group over the summer. What is Culture? Culture is who we are and where we live. “Culture” is a broader term than “art.” Culture embraces what defines us as a community, and begins with our unique sense of place and identity. The arts, heritage, amateur sports, community-based social services, health and education can be part of a vibrant community culture. Purpose of the Cultural Plan: Provide information to help the City plan for arts and cultural services and facilities for the next 10 years. Find out what’s important to residents in terms of arts and culture. Assess the current state of arts and culture in the community, including usership, role, leadership, facilities and resources – what works and what doesn’t. Identify barriers and opportunities related to arts and culture in the community. Define Port Coquitlam’s culture – what is important to our community. Engage the community in developing a new City slogan reflecting Port Coquitlam’s identity. The planning work will include identifying Port Coquitlam’s arts and cultural resources and assets – including cultural facilities, organizations, events, and workers – in addition to activities that contribute to the development of the identity and culture of the community. Project Timeline: Public Consultation. The success of the plan relies on public consultation. Input from all stakeholders – including the general public, businesses and community groups – is being sought throughout the process in a variety of ways to ensure the resulting plan lines up with the community’s priorities. Watch the City’s social media channels and the local newspapers for opportunities to get involved.

- Erasure Poem, Cultural Vision by Nikki Hillman
PORT COQUITLAM | CULTURAL PLAN

Imagine