

2015 – 2030

ARTS, CULTURE & HERITAGE *Strategic Plan*

March 2017



Coquitlam



Public and community art contributes to Coquitlam's identity as a diverse community with a vibrant cultural scene. The 'Welcome Project' invited new community members to decorate a birdhouse with images that represented their experience of becoming Canadian and a Coquitlam resident.



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The City of Coquitlam acknowledges MDB Insight for their contribution to the cultural planning and community engagement process that led to the development of this strategy.

CULTURAL RESOURCE FRAMEWORK

The community's cultural resources are an essential foundation for cultural planning and development. The diagram below illustrates the myriad of cultural resources—both tangible and intangible—that can define a community's culture.



Source: Adapted from Statistics Canada's Canadian Framework for Cultural Statistics

WHAT IS CULTURE?

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), culture should be seen as “the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs.”

A local government can help shape the community’s culture through the resources that are offered in the community. This plan seeks ways to better use Coquitlam’s cultural resources through focused actions that will collectively provide rich and diverse cultural experiences and opportunities for all our citizens and visitors.

Cultural resources are essential to planning the future of the community, as they contribute to enhancing quality of life for all residents, generate economic benefit and facilitate the attraction and retention of newcomers and their families.

Cultural programs, services and resources of all types also 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.

Coquitlam’s cultural resources and cultural identity will continue to evolve, reflecting changes in the city and its mix of residents over time.

cul·ture | \’kəl-cher\

The distinctive features of a society or social group that encompasses — in addition to arts and literature — lifestyles, ways of living together, value systems, heritage, traditions and beliefs.

(Adapted from UNESCO)



cul·ture | \ 'kəl-cher \

: the beliefs, customs and arts of a particular society, group, place or time.

EXECUTIVE SUMMARY

The draft 2015 – 2030 Arts, Culture and Heritage Strategic Plan (ACHSP) builds on previous plans, strategies and policies that guide and strengthen cultural delivery and services within the City of Coquitlam.

The Cultural Services Strategic Plan (2010-2020) provided a vision for Coquitlam to be a “City of Celebrations,” where citizens have access to vibrant cultural experiences supported through strong community connections and leadership. This ACHSP expands on that vision by:

- including goals to align cultural planning with larger City planning and development priorities to give more attention to the changing context of Coquitlam and
- providing concrete actions to implement a vision of providing rich cultural experiences for all.

Cultural resources are essential to planning the future of the community. They contribute to enhancing quality of life, generating economic benefit and facilitating the attraction and retention of newcomers and their families.

As part of developing this plan, a Cultural Resource Framework and cultural mapping exercise identified about 200 unique cultural assets across Coquitlam and 100 regional cultural assets in the Tri-Cities area. Cultural mapping also revealed a wide range of not-for-profit and private sector organizations delivering fine arts, festivals and events, and heritage programs. The City itself is an important provider of an array of programs through community centres and pavilions. This exercise showed that Coquitlam has a strong foundation to support the cultural vision for the community.

Coquitlam’s cultural resources and identity will continue to evolve over time, reflecting changes in the City and its mix of residents. Of note are Coquitlam’s population growth rate, which is higher than that of

the province overall, and the growing demographic of people over 65, who now outnumber those 0-14. The latter bodes well for participation in fine arts, culture and heritage programs and services, as older adults seek programs providing opportunities for experiential learning and enrichment.

The other key factor is the City’s rapidly expanding ethno-cultural and racial diversity. A striking distinction is the lower number of households where only English is spoken at home – 68% in Coquitlam compared to 80% for the province as a whole. This could suggest a more insular view of culture and identity, which may present challenges to engage these communities in the City’s cultural life. To date, Coquitlam has responded largely through a series of successful multicultural festivals and events. Building on these successes, Coquitlam’s community organizations and enterprises will need to develop other programs and services that embrace diversity.

Investment in cultural development provides both broad social advantages and specific economic benefits. The Key Findings Report (available at coquitlam.ca/achsp) (Appendix A) cites a number of studies and reports that discuss these benefits, such as reducing social isolation, increasing a sense of belonging and connection, contributing to creative learning, and stimulating positive change in youth development.

While social impacts can be more challenging to quantify, an economic impact analysis provides measurable and quantifiable outcomes for the economic impacts resulting from cultural investments.

The assessment in the Key Findings Report shows that the City of Coquitlam provides a high level of investment in cultural programs and services and contributes on three different levels: 1) direct project funding through the Spirit of Coquitlam Grants/

Community Capital Fund; 2) operating funds to cultural partners; and 3) direct City program delivery.

Overall, this framework of services and partners can provide a base on which to continue to deliver a successful range of services and programs in arts, culture and heritage.

Culture also plays an essential role in Coquitlam’s neighbourhoods – both existing and those yet to be built. Opportunities can include: building multi-use spaces into new community centres, schools and libraries; creating places and spaces where cultural activity can take place; and implementing community-based public art. Developing appropriate purpose-built facilities capable of delivering arts, culture and heritage programming will also be an important step.

By improving collaboration and co-ordination with the City’s existing partner organizations for fine arts and heritage programs and services, the City will effectively meet the goals of the ACHSP. Moreover, rather than connecting the three cities within the Tri-City region through a shared governance structure (such as an Arts Council), the City should strive for sustained communication among interested parties to better co-ordinate and deliver these services across the region.

The draft ACHSP provides a planning framework with five overarching goals and objectives associated with each goal. Overall, the goals are to build cultural development capacity both within the City and externally through community organizations. Supporting actions within this framework focus on ensuring greater collaboration and coordination, as well as marketing and promoting cultural resources, to move the cultural sector in Coquitlam forward. Two areas of focus are youth and diverse communities, which can both contribute significantly to building cultural vibrancy.



cul·ture | \ˈkəl-çər\
: People discovering a good way of life together.



INTRODUCTION

Coquitlam joins leading municipalities across Canada in recognizing the need for comprehensive and systematic approaches to planning for the cultural life of the community. Like those municipalities, Coquitlam 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.

To leverage these outcomes, municipalities are embracing new ways of thinking and doing as it relates to planning and development. An overarching theme in these emerging best practices is the municipality taking a “whole system” perspective and approach. In most municipalities, including Coquitlam, cultural resources and activities have emerged in a fragmented way with different cultural disciplines or types of activity communicating very little with one another. Many of these emerging best practices are designed to build larger shared visions and put in place mechanisms to keep groups communicating with each other. This communication is the first step toward increased coordination and collaboration. A variety of these best practices have been integrated as Actions under Goal 2: Build Community Capacity in Cultural Development.

To date, planning for culture in Coquitlam has been fragmented. Despite the development of a variety of culture plans, policies and reports, including the City of Coquitlam Cultural Services Strategic Plan (2010), Public Art Policy and Project Plan (2010/11), and Celebrate Coquitlam Strategy (2011), it has been difficult for arts, culture and heritage services and resources to be fully coordinated. As such, the 2014 Final Draft Parks, Recreation and Culture Master Plan (PRCMP) highlighted the critical need for a strategic framework to organize,

coordinate and prioritize Coquitlam’s arts, culture and heritage programming assets and services. The development of the ACHSP is intended to move the City toward more strategic and comprehensive approaches to cultural planning.

The methodology that was used to develop the ACHSP began with a phase of research that grounded the planning process in a solid base of knowledge and information. It then moved into an extensive community consultation process involving a general population telephone survey, targeted interviews, a Community Forum, a Council Workshop, a meeting with the Arts and Culture Advisory Committee, and six focus groups. The telephone survey provides a statistically valid insight into current patterns of cultural participation and projected future demands.

The results from all of the above activities were brought together in a Key Findings Report that was reviewed by staff and taken forward to Council, as well as a Supplementary Key Findings Report that addressed programs and facilities. The process then moved to the preparation of this draft ACHSP.

The draft ACHSP is organized around a strategic framework of five overarching goals. Each goal is supported in turn by a series of objectives and each objective is supported by specific actions. The goals reflect the major themes and directions that emerged from the planning process.

TOP TEN ACTIONS BY GOAL

To focus the City's actions and achieve the greatest gains towards the Vision, it is recommended that over the next five years the City prioritize the following top 10 actions under the five strategic goals:

GOAL: City Leadership

- 1. Annual Cultural Summit** – Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector.
- 2. Service Agreements** – Establish Service Agreements with the City's major service-delivery partners to improve cultural programming coordination and to align these organizations' programs and services with City plans and priorities.
- 3. Strengthen Communications** – Improve community awareness and understanding of the range of programs and activities in Coquitlam, and their relationship to evolving community needs.
- 4. Tri-Cities Collaboration** – Strengthen collaboration in cultural development across the Tri-Cities area.

GOAL: Community Capacity

- 5. Youth, Cultural Diversity & Interculturalism** – Promote youth, cultural diversity and interculturalism in programming delivered by the City and its major service-delivery partners.

GOAL: Community Heritage

- 6. Riverview Artifacts, Archival Records & Other Heritage Collections –** Develop a long-term strategy to acquire, preserve and make accessible important community heritage collections.

GOAL: Economic Benefits

- 7. Cultural Offering –** Consider establishing a regular City-led cultural offering and or entertainment experience to strengthen Coquitlam's image as a vibrant urban centre.

GOAL: Cultural Facilities

- 8. Visual Arts Display Space –** Address the lack of visual arts display space by increasing display space in civic facilities such as community centres and other public or private spaces.
- 9. Facilities Assessment –** Initiate a thorough assessment of physical spaces, building condition and equipment of all City-owned cultural buildings to plan for new purpose built space that supports cultural programming, performance, rehearsal, and heritage activities.
- 10. Innovation Centre –** Engage a specialized consultant to do a feasibility analysis of the Innovation Centre to determine the best possible use in the long-term for this facility.

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artistic activities such as music, theatre and painting



PLANNING CONTEXT

Previous Plans & Strategies

The 2010 Cultural Services Strategic Plan (CSSP) attempted to set the vision and direction for arts, culture and heritage for the City of Coquitlam for the period of 2010 to 2020. The CSSP put forward a vision where Coquitlam would be a City of Celebrations, where citizens could access vibrant cultural experiences supported through strong community connections and leadership. The vision was embedded in five strategic focus areas: celebration 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 of the CSSP that limited its effectiveness and 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 related to the changing context for the Strategy, the Strategy itself did not establish a strategic framework nor give sufficient attention to concrete actions to address this fundamental change in Coquitlam's demographic and cultural context. Finally, while other City staff had significant contributions to implementing the CSSP, a dedicated cultural staff position was not in place and the lack of a dedicated person to lead the implementation of the plan 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 for sustaining the city's quality of life and prosperity. Arts, culture and heritage were recognized in the recent Corporate Strategic Plan (2012). Seen

as components to improving social wellness in 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. 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 which the City can move forward by charting a course for the next 10 to 15 years. After collecting initial feedback it was quickly understood that one functional area – Arts & Culture (which incorporates six service areas) – required additional detailed attention.

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 establish foundational items that will ensure cultural activity in Coquitlam is visible, celebrated, connected and sustainable for years to come.

THE PLANNING PROCESS



Developing the ACHSP involved three main phases of work.

PHASE 1 – Included gathering background information and researching best practices to establish the base of research and knowledge for subsequent phases for the ACHSP. This work included an analysis of the social and economic impact of arts, culture and heritage assets in the City. This was followed by establishing a comprehensive inventory of arts, culture and heritage resources in the city using a process called “cultural mapping.”

PHASE 2 – Included an extensive community engagement process. Community input was secured in a variety of ways, including a community survey, one-on-one interviews, a community forum, six focus groups, a meeting with the Arts and Culture Advisory Committee, and a Council workshop. A statistically valid general population telephone survey was completed. Interviews were conducted with 300 Coquitlam residents, 150 people in Port Moody and Port Coquitlam and 150 people drawn from across the Metro Vancouver area. The survey provided important insight into current patterns of cultural participation and projected future demands.

Results from the two phases of work were summarized in a Key Findings Report, which confirmed a set of Strategic Directions that would serve as the framework for drafting the ACHSP.

PHASE 3 – Included an assessment of arts, culture and heritage programs and facilities.

DRAFT ACHSP – This final phase includes a draft ACHSP for staff, Council and committee comment and will be posted online for wider community feedback.



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: the characteristic features of everyday life shared by people in a particular place or time

SUMMARY OF KEY FINDINGS

The following summarizes the Strengths, Weaknesses, Opportunities and Challenges based on the research and community engagement shared in the Key Findings Report.



Strengths

- Cultural mapping revealed a wide range of both not-for-profit and for-profit cultural resources.
- Coquitlam's cultural diversity is a rich source of community vitality. There is interest in strengthening existing festivals and events and establishing new ones—including those with interculturalism as a defining characteristic.
- 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 more than 180 different organizations. Recent increases in program funding build on and extend its reach and impact.
- The City enjoys a strong public library with progressive programs including a business incubator and outreach programs to serve the community.
- The City is providing operating funds and staffing to lead development of the cultural services area.
- The delivery of enhanced cultural programming by the City's major cultural service providers, including:
 - Place des Arts
 - Evergreen Cultural Centre
 - Coquitlam Heritage Society

Weaknesses

- A fragmented cultural sector and the absence of a governance mechanism to support co-ordination and collaboration among cultural groups is impacting development, including the marketing and promotion of existing arts, culture and heritage programs and activities.
- Aside from the Tri-Cities Festival Planners Network, a lack of co-ordination of programs and facilities across the Tri-Cities region.
- Weak promotion and communication of existing arts, culture and heritage programs and activities.
- Inadequate technology systems in the public library. Traditional perspectives on the nature and programs of the public library limit its capacity to reach out to serve both the business community and the community at large.

Opportunities

- Promote and encourage opportunities for cultural activity to occur in non-conventional spaces (restaurants, cafes and storefronts).
- Play a leadership role in expanding the number and variety of community festivals and events hosted by community organizations.
- Establish a shared collections storage facility with suitable conditions for historical artifacts, works of art and archives.
- Expand the City Archives to accommodate a growing collection that includes both City and community records, and provide regular opening hours to the public.
- Collaborate with key stakeholders on recognizing the nationally significant Riverview Lands and its historically significant buildings and tree collection.
- Integrate cultural resources and experiences more prominently in tourism marketing plans.

Challenges

- The potential loss of community heritage in the form of artifacts and archives due to inadequate storage facilities.
- The risk to the Riverview Hospital Artifacts unless adequate storage and collections management systems are put in place.
- Revenue generation from the casino funding has declined in the past few years and may impact the funds generated to support programs and services through the Spirit of Coquitlam Grant.
- Residents' priorities have indicated that arts and culture are low priorities for future investments, compared with capital investment in sport and recreation.
- Partnerships with major cultural service providers are not adequately governed.



Towards a Vision of
Rich Cultural
EXPERIENCES
for all

Coquitlam in 2030 will offer rich and diverse cultural resources and experiences that are accepted as essential ingredients of a vibrant urban community of connected neighbourhoods.



Mission Statement: The City will reach this vision by taking a **leadership** role in arts and heritage programs and services that are responsive to the changing community, and will partner with community cultural organizations and cultural enterprises to build **community capacity** so that the delivery of programs, services, community festivals and events can be done together. The City will also recognize the importance of **community heritage** to Coquitlam’s identity and as a source of civic pride, and will take steps to leverage the **economic benefits** by creating a strong cultural sector and provide appropriate and memorable **cultural facilities** that support arts, culture and heritage.



cul·ture | \ˈkəl-cher\
: the overlap between life, art and community

Goal 1: Develop the City's Leadership Role



Cultural Resources

- Community cultural organizations
- Cultural enterprises
- Cultural heritage
- Cultural occupations
- Cultural spaces & facilities
- Festivals & events
- Intangible assets
- Natural heritage

There was a strong call from the Coquitlam community for the City to provide greater leadership in cultural planning and development and specifically to direct this leadership to support change both inside the municipality and within the community – in other words to co-ordinate work both internally and externally to advance cultural development in Coquitlam. In the words of one participant, the City is being asked to “move the whole system forward.” The appointment of a Cultural Services Manager in 2015 was an enormously important step in strengthening the capacity of the City to play this important leadership role. This goal has three objectives:

Objective 1.1: Stronger Coordination, Collaboration and Communication

A frequent theme across all community engagement activities was the need for stronger coordination and collaboration across the variety of arts, culture and heritage organizations in Coquitlam and ideally across the Tri-Cities area. It is believed that more effective communication within the cultural sector will enhance potential partnerships and collaboration that would help strengthen individual organizations and the cultural sector as a whole. The City's role would be to provide a single point of contact for cultural organizations and cultural enterprises, in order to co-ordinate work both internally and externally to advance cultural development. The existence of the Tri-Cities Festival Planners Network serves as an example of what can be achieved through strong and ongoing communication and collaboration.

Objective 1.2: Focus on Marketing and Promotion of Cultural Resources

Stronger coordination, collaboration and communication were closely linked to a call for greater focus on marketing and promoting Coquitlam's rich and diverse cultural resources and activities. Marketing these resources must first be directed at increasing awareness among Coquitlam residents, and then directed outward to attract visitors and tourists to the community.

Objective 1.3: Integrate Cultural Resources across a Wide Range of Planning and Policy Priorities

City processes should consider cultural development across a broad range of departments and services. Examples include integrating culture in new development areas; enhancing the public realm through expanded support for the public art program; leveraging culture in tourism and economic development strategies; utilizing cultural resources to support neighbourhood cultural development; and building a shared identity and civic identity.

PRIORITY ACTIONS

- **PRIORITY ACTION 1:** Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector.
- **PRIORITY ACTION 2:** Establish Service Agreements with the City's major service-delivery partners to improve cultural programming coordination and to align these organizations' programs and services with City plans and priorities.
- **PRIORITY ACTION 3:** Improve community awareness and understanding of the range of programs and activities in Coquitlam, and their relationship to evolving community needs.
- **PRIORITY ACTION 4:** Strengthen collaboration in cultural development across the Tri-Cities area.

Additional Short-Term Recommendations (beginning page 32)

- Consider replacing "arts, culture and heritage" with the term "culture" in all materials and uses, with updates to communications materials as they are reprinted.
- Improve awareness of cultural activities through strengthened communications and marketing by the City, its service-delivery partners and other interested agencies.
- Integrate cultural development issues and opportunities into planning and policy decisions across City departments.

Mid-Term Recommendations (beginning page 34)

- Explore the potential for providing a shared administrative space for lease to smaller cultural community organizations.
- Support the delivery of professional development opportunities in critical areas of knowledge in community cultural organizations.

Long-Term Recommendations (beginning page 38)

- Strive to integrate culture into all planning processes, including land-use planning, economic development, tourism planning and planning for new civic facilities.

Recommend ongoing service delivery improvements (beginning page 37)



Goal 2: Build Community Capacity

A strong cultural sector requires working in collaboration to achieve common objectives. Building capacity in the cultural sector cannot be seen as an end in itself, but rather a process of increasing the capacity of arts, culture and heritage organizations to serve all of Coquitlam. An underlying theme to achieving greater capacity in cultural services is the need to break down the “silos” that have formed between arts, culture and heritage organizations and between the not-for-profit and for-profit segments of the cultural sector. Two areas in particular that called out for particular attention were youth and diverse communities. A variety of tools and strategies are proposed to build a more cohesive and integrated cultural sector:



Objective 2.1: Respond to the Cultural Aspirations of Diverse Communities

Community cultural organizations and facilities in most Canadian municipalities are being challenged to address the needs and cultural aspirations of increasingly diverse populations. Coquitlam has responded to these needs through a number of successful festivals; these should be celebrated. Consultations also made it clear that most cultural organizations in the community also need to find ways to respond to this diversity. The diversity focus group held during the consultation process noted that lasting change in the cultural system in Coquitlam will require sustained and purposeful dialogue.

Objective 2.2: Meet the Needs of Youth

The idea of building cultural literacy across all ages should be a priority in the ACHSP, with a particular emphasis on youth. Youth often see and understand culture and community cultural resources in different ways, calling on cultural organizations and enterprises to respond by consulting with youth in program development. In addition, there was a call for engaging young people in identifying and developing events that would bring new energy and “buzz” to the city.

Objective 2.3: Strengthen Neighbourhood Cultural Development

Greater attention to neighbourhood cultural development is a trend in all Canadian municipalities. It is at the neighbourhood level where people are able to experience culture as part of their everyday lives. This requires creative programming for residents of all ages and having the physical facilities or venues—both inside and in outdoor public spaces—to accommodate these programs. Cultural spaces can emerge from renovations to existing community amenities such as community centres or halls, schools, libraries, recreation centres and parks, among others. In future, planning for community facilities such as those noted above should include planning for the inclusion of cultural spaces from the beginning, including outdoor spaces. There was also a call for “black-box” or flexible spaces that could be adapted for a range of purposes. Future planning should ensure that cultural programming is emphasized at the neighbourhood level to maximize reach and value. Together with planning for outdoor cultural spaces in parks and public spaces, this conforms to the City’s vision of walkable and complete communities. Future urban planning could seek to provide spaces where culture “happens”.

PRIORITY ACTIONS

- **PRIORITY ACTION 5:** Promote youth, cultural diversity and interculturalism in programming delivered by the City and its major service-delivery partners.

Additional Short-Term Recommendations (beginning page 32)

- Leverage Council advisory committees to advance an agenda of enhanced diversity in culture in the City.
- Engage youth in a variety of ways to advise on current program offerings and generate new ideas for programs and activities.
- Foster cultural engagement and activity at the neighbourhood level.
- Engage people with disabilities in a variety of ways to advise on current program offerings and generate new ideas for programs and activities.

Mid-Term Recommendations (beginning page 34)

- Ensure participation of youth from diverse communities to identify their cultural interests and needs.
- Encourage participation of peoples with disabilities.
- Support festivals that meet the needs and interests of youth and young adults.
- Integrate culture into future community infrastructure planning in new neighbourhoods.

Recommendations for Ongoing Service-Delivery Improvements (beginning page 37)

- Build necessary skills and knowledge and abilities among City staff to effectively serve diverse communities.
- Strengthen diversity in community cultural organizations' board governance and Council advisory committees.
- Encourage the delivery of school-based cultural programming.
- Ensure support for community cultural organizations.



Goal 3: Conserve and Promote Community Heritage



There was strong consensus that a focus on heritage must be a priority in the ACHSP. As outlined in the Key Findings Report, the range of heritage issues and challenges facing Coquitlam are numerous and diverse; however, there are three priority objectives that support this goal.

Objective 3.1: Address Collection Storage Needs

The most pressing issues in community heritage relate to the potential loss of important heritage collections (both archives and artifacts) due to lack of overall and appropriate storage space. These critical collection needs might be addressed through a shared collection storage facility. A specific collections challenge relates to the pressing need to develop a long-term strategy for the Riverview Hospital Artifacts. Permanent, climate-controlled space will be necessary as the City of Coquitlam Archives' collection grows. An expansion plan is in place for 2019; however, it was conceived prior to the ACHSP process and there may be other options that are more suitable and/or cost effective for integrating these services, such as the proposed Coquitlam Heritage Centre or a future library expansion.

Objective 3.2: Increase the Exhibition and Interpretation of Community Heritage

Acquiring heritage collections is an important first step. However, the collections then need to be made available to the community through exhibition and interpretation programs. Increased integration of art and heritage displays into City buildings was seen as an important further step in this regard. A central issue raised during consultations was the desire of the Coquitlam Heritage Society to address a range of community heritage needs and opportunities through the construction of a Coquitlam Heritage Centre. The Centre would be based on a contemporary understanding of heritage that incorporates the stories of many aspects of the city, from the Aboriginal presence and early settlement to the present day, through interactive programming and heritage displays.

Objective 3.3: Include the Rich Heritage and Culture of Aboriginal Peoples

No discussion of heritage in Coquitlam would be complete without acknowledging and celebrating the rich heritage and culture of Aboriginal peoples and recognizing the presence of Aboriginal people in the area that is now Coquitlam. Aboriginal representatives expressed a desire to work alongside other heritage organizations to ensure their story is properly told.

PRIORITY ACTIONS

- **PRIORITY ACTION 6:** Develop a long-term strategy to acquire, preserve and make accessible important community heritage collections.

Additional Short-Term Recommendations (beginning page 32)

- Consider the potential to establish an anchor community heritage centre capable of providing leadership inside the facility and in the community.
- Recognize the past presence of Aboriginal people in the area that is now Coquitlam.

Mid-Term Recommendations (beginning page 34)

- Interpret and communicate important heritage assets and collections through innovative programs or exhibitions.

Ongoing service delivery improvements (beginning page 37)

- Embrace and promote a contemporary and progressive vision of heritage in the community.
- Ensure the inclusion of natural heritage in Coquitlam's heritage agenda and acknowledge and promote the Colony Farm, Minnehada Regional Park and Mundy Park as important heritage assets.



Goal 4: Leverage Culture for Economic and Community Benefit



Cultural resources help build and diversify local economies in three ways: 1) cultural resources are a key element of the quality of life that is a magnet for talent and investment in today's economy; 2) the creative cultural industries are one of the fastest-growing economic sectors in Canada and globally; and 3) cultural resources act as an element of tourism promotion and product development. This goal is supported by three objectives:

Objective 4.1: Support Local and Regional Economic Development

The ACHSP should form the basis for better integrating culture into the City's economic development and tourism plans and strategies. Space was a major issue brought forward as critical to growing Coquitlam's cultural economy. These spaces might include shared workspaces or incubators to support growth in small creative enterprises. Ensuring supportive zoning to enable live/work space for artists and creative industry entrepreneurs can attract and retain "the creative class." The stronger base of information on cultural assets in the city offers access to cultural activities and experiences that can become part of tourism packages.

Objective 4.2: Develop a Critical Mass of Cultural Facilities and Programs in the City Centre

With the arrival of the Evergreen SkyTrain Extension, the potential for attracting residents from neighbouring municipalities and beyond will increase exponentially, bringing enormous opportunities for branding Coquitlam as a cultural destination. Together with the progressive programming of the City Centre Public Library, the new outdoor Town Centre Park Plaza, and review of the Innovation and Evergreen Cultural Centres, the City could develop a critical mass of cultural facilities and programs in the City

Centre. To realize this opportunity, action is needed on several fronts: a) enhancing the public realm through programming of public/civic spaces and through public art; b) addressing the facility issues related to the Evergreen Cultural Centre and a cultural use for the currently under-used Innovation Centre; and c) pursuing opportunities as part of redevelopment for new civic spaces as well as live/work, shared space or incubator facilities.

Objective 4.3: Deliver Successful Festivals and Events

Coquitlam currently enjoys a range of successful festivals and events that should be celebrated. However, there was a call for extending the number and variety of events in the city. Some of these new events were connected to providing a vehicle to engage diverse communities. During consultations, the idea of interculturalism and cross-cultural dialogue and exchange drew attention and support. Finally, the City's desire to increase its own capacity to promote and deliver large-scale events through increased cross-departmental coordination and resourcing will further contribute to Coquitlam's capacity to introduce and support new, larger-scale festivals and events.

PRIORITY ACTIONS

- **PRIORITY ACTION 7:** Consider establishing a regular City-led cultural offering and or entertainment experience to strengthen Coquitlam's image as a vibrant urban centre.

Additional Short-Term Recommendations (beginning page 32)

- Strengthen awareness of cultural activities through extended communications and marketing by the City.
- Define the City's role in non-City-led festivals, events and programs.
- Understand and use the communications channels of diverse communities.

Mid-Term Recommendations (beginning page 34)

- Sustain and enhance City support for existing and potential new festivals and events.
- Promote cultural resources and activities as part of integrated tourism packages.

Long-Term Recommendations (beginning page 36)

- Evaluate the potential to establish facilities and spaces to attract individuals working in the creative cultural sector.
- Create attractive and memorable outdoor spaces in the City Centre.

Recommended Ongoing Service Delivery Improvements (beginning page 37)

- Address festival infrastructure needs.
- Support the development of a critical mass of evening cultural activities in the City Centre.



culture | \ 'kəl - chər \

: is made up of visible characteristics including clothing, dance, language, music, etc.

Goal 5: Plan Major Cultural Facility Needs



Cultural Spaces & Facilities

- Cultural centres
- Cinemas
- Religious institutions
- Food establishments with live music
- Performing arts centres/venues
- Urban spaces & event zones
- Educational institutions

Research and consultation revealed a range of cultural facility or infrastructure needs and opportunities. The General Population Telephone Survey provided empirical evidence regarding the community's interests in arts, culture and heritage activities as well as the community's preference regarding the City's investment in specific cultural facilities responding to these interests and demands.

The scope and level of analysis that is possible for the ACHSP does not allow for in-depth facility feasibility analysis and costing. Comprehensive feasibility studies on one or more of the facility opportunities set out below would include a more in-depth needs assessment and would define detailed program space for the facility that would be necessary to undertake more precise costing. However, the scope of the project did allow for initial order of magnitude cost estimates for a range of facility opportunities, which is included in the **Supplementary Key Findings – Program Analysis and Facilities** document.

The objectives set out below can be thought of as a mapping of cultural facility issues and the opportunities in the City at the time of the ACHSP. Responding to one or more facility needs in the short term does not preclude others being supported in the medium to longer term.

Objective 5.1: Optimize City-Owned Buildings and Spaces

The City owns the Innovation Centre, the buildings on the Place des Arts/Mackin House site (Heritage Square), Evergreen Cultural Centre and Place Maillardville. One or more of these facilities could be repurposed to address gaps in cultural infrastructure.

Various uses have been explored for the Innovation Centre since this facility was built. It is currently underutilized. The facility provides relatively flexible space and offers expansion opportunities. The Centre's location, close to the new Evergreen Line station, combined with its proximity to the City Centre and Town Centre Park, provides a future occupant with a tremendous opportunity to attract visitors/audiences from Coquitlam and beyond. With purpose-driven renovation, the Innovation Centre could function as an anchor cultural facility and destination in the City Centre.

Until such time as a more precise definition of the facility is determined, short-term options could include joint tenancy of several Coquitlam arts and culture organizations with strong programs but inadequate facilities or the space could integrate several components such as an art gallery space, small performance space, multi-use meeting space, etc.

Objective 5.2: Assess Long-Term Heritage Facility Requirements

For some time the Coquitlam Heritage Society (CHS) has been promoting the idea of a heritage facility that could tell the full story of the City's past as well as engage with issues that are facing the Coquitlam community today. The overall vision of the Centre produced by the CHS is grounded in leading international thinking regarding heritage and heritage facilities. As the City works with the CHS to define the future services and programming in the area of community heritage, an assessment of the long-term heritage requirements is needed.

Objective 5.3: Plan for the Future Facility Requirements of Place des Arts

The success of Place des Arts programs and services has meant that it has begun to outgrow its current facility. A Needs Assessment completed in 2013 confirmed the need for more space and outlined expansion plans on the current site as well as a second scenario of relocating the facility closer to the City Centre. The City should work with Place des Arts to assess the future facility requirements needed to deliver its programs and services, in co-ordination with the rest of the City's cultural services and facilities.

Objective 5.4: Review the Long-Term Need for a Larger Theatre

A new large theatre at Evergreen Cultural Centre has been part of the vision for the Centre since its inception. The telephone survey revealed performing arts as one of the top priorities for residents and one of the priorities for future facility investments by the City. This, together with Coquitlam's population growth projections, would suggest an expanded performing arts facility may eventually be desired, although a service of this level will require a much deeper regional assessment. While other locations and facilities options should be considered, the Evergreen Cultural Centre is obviously a strong candidate. Further analysis of these issues should be undertaken.

PRIORITY ACTIONS

- **PRIORITY ACTION 8:** Address the lack of visual arts display space by increasing display space in civic facilities such as community centres and other public or private spaces.
- **PRIORITY ACTION 9:** Initiate a thorough assessment of physical spaces, building condition and equipment of all City-owned cultural buildings to plan for new purpose built space that supports cultural programming, performance, rehearsal, and heritage activities.
- **PRIORITY ACTION 10:** Engage a specialized consultant to do a feasibility analysis of the Innovation Centre to determine the best possible use in the long-term for this facility.

Mid-Term Recommendations (beginning page 34)

- Coordinate and promote a critical mass or hub of cultural activities and programs in the City Centre.

Recommended ongoing service delivery improvements (beginning page 37)

- To support the infrastructure requirements, explore new asset funding through channels such as development contribution to public amenities, bonus density and community amenity contributions.



cul·ture | \ 'kæl - chər \
: a source of exchange, innovation and creativity

ARTS, CULTURE & HERITAGE PLAN IN ACTION

The ACHSP is intended to be a living document that will be continuously reviewed and its priorities assessed in order to respond to evolving community needs and opportunities. The recommended actions serve as a benchmark of Coquitlam's cultural development needs when the ACHSP was developed.

The ACHSP outlines five strategic goals supported by a range of objectives that are, in turn, advanced through a series of specific actions. For each action, a proposed level of priority has been identified. The level of priority has been assigned based on several criteria, including:

1. Insights gained from the consultation process, including the general population telephone survey;
2. The City's overarching planning and policy priorities;
3. Analysis and recommendations related to culture set out in the draft PRCMP;
4. The logical sequence of actions, with each building from the last; and
5. The resources required (human and financial).

The priority level assigned to each action item also corresponds to a specific time frame. The time frame for each priority level may be operationalized as:

- Short term – 1-5 years
- Medium term – 6-10 years
- Long term – 11-15 years
- Ongoing – ongoing service delivery improvements

The goals have been drafted based on the Key Findings Report and the strategic directions outlined therein.

This chapter sets out a series of actions over the short, medium and long term. Appendix A presents the complete ACHSP Action Plan with a number of detailed and associated tasks. It sets forth a comprehensive agenda to guide cultural development in Coquitlam over the next 15 years. Also included in the Appendix is a set of potential performance measures against which successful implementation of the ACHSP can be assessed.

Although the ACHSP forecasts the next 15 years, it recognizes that changes in the future may require updates to ensure the plan remains relevant and that actions and strategies are aligned with Council's and the community's needs. For this reason, it is anticipated that this plan will undergo a significant review every five years.



TOP 10 PRIORITY ACTIONS	ASSOCIATED ACTIONS
<p>1. Convene an Annual Cultural Summit to support communication and collaboration across the cultural sector</p>	<ul style="list-style-type: none"> → Make the Summit an opportunity to report on progress made over the past year in implementing the ACHSP and to identify new cultural issues or opportunities. → Consider dedicating one component of the Summit to professional development for interested attendees. → Devote one Annual Cultural Summit to explore the cultural interests and needs of youth. → Give further discussion to how to engage Port Moody and Port Coquitlam in such an event.
<p>2. Establish Service Agreements with the City's major service-delivery partners to improve cultural programming coordination and to align these organizations' programs and services with City plans and priorities</p>	<ul style="list-style-type: none"> → Ensure Service Agreements also address access by the City to the facilities operated by the service-delivery partners. → Work to coordinate programming among the Evergreen Cultural Centre, City Centre Public Library and the new outdoor performance space in Town Centre Park.
<p>3. Improve community awareness and understanding of the range of programs and activities in Coquitlam, and their relationship to evolving community needs</p>	<ul style="list-style-type: none"> → Consider developing a cultural marketing strategy. Elements could include: <ul style="list-style-type: none"> • Development of a cultural brand to be used in all communications • Marketing and communications working across a range of communications channels (including social media) • Seek a corporate sponsor to assist in the funding of a cultural marketing strategy • Consider establishing an interactive cultural map or cultural portal as a “one-window” tool for access to information on cultural activities and experiences in Coquitlam • Encourage and support community cultural organizations in increasing cross-promotion of programs and activities

TOP 10 PRIORITY ACTIONS	ASSOCIATED ACTIONS
<p>4. Strengthen collaboration in cultural development across the Tri-Cities area</p>	<ul style="list-style-type: none"> → Convene a regular meeting (twice a year) drawing individuals working in culture across the Tri-Cities area to strengthen relationships and explore potential partnership opportunities. → Complement face-to-face meetings with a blog where individuals requiring advice or assistance could post questions. Many software programs also provide mechanisms to post and save documents or resource materials. → Rather than establishing a new shared governance organization connecting the three cities (such as an Arts Council), rely on sustained communication among interested parties. → Make use of the Annual Cultural Summit to support communication and collaboration. → Ensure continuing communication between staff and Councils across the Tri-Cities municipalities, especially as it relates to new capital infrastructure investments to support cultural programs and services.
<p>5. Promote youth, cultural diversity and interculturalism in programming delivered by the City and its major service-delivery partners</p>	<ul style="list-style-type: none"> → Convene a forum of leaders from a wide range of cultural service providers and ethno-cultural communities. Ensure strong youth participation at the forum. Seek out acknowledged leaders in the field from within the Metro Vancouver area and beyond. → Explore opportunities for enhancing programs and services serving diversity and interculturalism. → Build diversity outcomes into Service Agreements with cultural organizations.
<p>6. Develop a long-term strategy to acquire, preserve and make accessible important community heritage collections.</p>	<ul style="list-style-type: none"> → Develop a long-term strategy to preserve and interpret the Riverview Hospital Artifacts and other heritage artifacts and archives. → Purchase museum display cases that can be placed at key spots in the community to be used to tell the diverse stories of Coquitlam's history and culture. → Coquitlam Heritage Society to conduct an educational session and tour on heritage facilities.
<p>7. Consider establishing a regular City-led cultural offering and entertainment experiences to strengthen Coquitlam's image as a vibrant urban centre</p>	<ul style="list-style-type: none"> → This program has worked effectively in many other communities. It simply designates one consistent day per month when there will be a concerted effort to program a specific site with music or other types of performance (mime, dance, etc.). → Profile cultural and entertainment assets in marketing materials.
<p>8. Address the lack of visual arts display space by increasing display space in civic facilities such as community centres and other public or private spaces</p>	<ul style="list-style-type: none"> → Optimize the use of existing City facilities for the display of visual arts. → Identify spaces in new civic facilities appropriate for the installation of visual art.

RECOMMENDATION	ASSOCIATED ACTIONS
<p>9. Initiate a thorough assessment of physical spaces, building condition and equipment of all City-owned cultural buildings to plan for new purpose built space that supports cultural programming, performance, rehearsal, and heritage activities</p>	<ul style="list-style-type: none"> → The City should quickly address the capacity challenges at Place des Art and heritage collection storage issues. This could be accomplished by maximizing the use of existing city-owned spaces. → Initiate a thorough assessment of physical spaces, building condition and equipment for all City-owned cultural buildings. → Complete the planning and construction of a new Place Maillardville which could accommodate cultural programming in the southwest. → Work with the Coquitlam Heritage Society and an independent heritage consultant to assess heritage facility needs. → Complete the planning and analysis for a northeast civic facility to determine the cultural services and programs that will be provided in this facility.
<p>10. Engage a specialized consultant to do a feasibility analysis of the Innovation Centre to determine the best possible use in the long-term for this facility</p>	<ul style="list-style-type: none"> → Perform an assessment of the Innovation Centre to determine its long-term use and ensure a new use/occupant contributes to this critical mass of destination spaces that will attract people from inside and outside the community.

Additional Short-Term (2016 – 2020) Recommendations & Actions

<p>1. Consider replacing “arts, culture and heritage” with the term “culture” in all materials and uses in the community</p>	<ul style="list-style-type: none"> → Update communications materials as they are reprinted. → Explore renaming the Arts and Culture Advisory Committee as the Cultural Advisory Committee.
<p>2. Establish Service Agreements with the City’s major service-delivery partners to increase cultural programming coordination and to ensure alignment of these organizations’ programs and services with City plans and priorities</p>	<ul style="list-style-type: none"> → Work towards building a more cohesive and integrated vision of the cultural sector in Coquitlam. → Convene regular meetings of cultural programmers from cultural organizations across the City to improve awareness and understanding of the range of cultural programs and activities, and their relationship to evolving community needs. Issues addressed should also deal with questions of gaps and overlaps in programming. → Develop a consolidated database of programs for future use and analysis.

RECOMMENDATION	ASSOCIATED ACTIONS
3. Integrate cultural development issues and opportunities into planning and policy decisions across City departments	<ul style="list-style-type: none"> → Transform the current staff Steering Committee for the ACHSP to an ongoing Culture Working Group to support implementation of the ACHSP and advocate for the integration of culture across departments. → Examine best practices in Canadian municipalities related to the effective integration of culture in planning and decision-making.
4. Leverage advisory committees of Council to advance an agenda of enhanced diversity in culture in the city	<ul style="list-style-type: none"> → Explore opportunities for collaboration with the Arts and Culture (Cultural) Advisory Committee and the Multiculturalism Advisory Committee in existing and potential new programs.
5. Engage youth in advising on current program offerings and generating new ideas for programs and activities	<ul style="list-style-type: none"> → Encourage the recruitment and engagement of youth on the boards of community cultural organizations.
6. Foster cultural engagement and activity at the neighbourhood level	<ul style="list-style-type: none"> → Promote street closures to create “third spaces” for cultural and other community events. → Leverage the use of the City’s Community Public Art Program to engage residents in the creative process as well as Civic Public Art (either temporary or permanent) supported by the City and a Neighbourhood Project Committee. → Investigate the Neighborhoods of Learning Program of the provincial Ministry of Education as a potential resource to support neighbourhood cultural development. → In building future community infrastructure such as schools and community centres, consider the integration of one or more MakersLab equipped with digital printers and other sound and video recording technologies. These tools make it possible for youth to become cultural producers in addition to their consumption patterns of cultural experiences mediated through web-based and digital media.
7. Consider the potential to establish an anchor community heritage centre capable of providing leadership inside the facility and in the community	<ul style="list-style-type: none"> → Undertake a feasibility study to examine the need and support for a Coquitlam Heritage Centre. → Consider establishing a shared collections storage facility to preserve collections of artifacts, archives and works of art currently held by organizations with storage challenges including the following: <ul style="list-style-type: none"> • City Archives (future collections growth) • Mackin House (Coquitlam Heritage Society) • Riverview Hospital Artifacts • Evergreen Cultural Centre • SPARC Museum and • Coquitlam Public Library

RECOMMENDATION	ASSOCIATED ACTIONS
8. Recognize the past presence of Aboriginal people in the area that is now Coquitlam	<ul style="list-style-type: none"> → Consult with Aboriginal representatives to identify sites for public art installations that have cultural meaning and importance to Aboriginal peoples. → Offer access to the proposed shared collections storage facility for Aboriginal collections (should they wish). → Support current efforts to increase visibility and understanding of Aboriginal culture through events such as the All Nations Festival. Work collaboratively to grow the events over time. → Seek participation from Aboriginal communities in new initiatives.
9. Define the City's role in non-City-led festivals, events and programs	<ul style="list-style-type: none"> → Define and confirm the role, scope and capacity of the City's role with respect to supporting marketing and promoting non-City-led festivals and events and other cultural services provided by the community.
10. Strengthen awareness of cultural activities through extended communications and marketing by the City	<ul style="list-style-type: none"> → Create a more robust and inclusive "wiki-based" community calendar of events (people can post their own events but they are not published to the calendar before being reviewed by staff).
11. Understand and use the communications channels of diverse communities	<ul style="list-style-type: none"> → Use appropriate communications channels in any marketing and communications strategy aimed at reaching out to diverse communities (e.g., social media, TV ads on the multicultural channels, community newspapers, etc.).

Mid-Term Actions (2021 – 2025) Recommendations & Actions

1. Explore the potential for shared administrative space	<ul style="list-style-type: none"> → Examine the feasibility of providing a shared administrative space or facility for lease to small community cultural organizations that offers meeting rooms, filing cabinets, storage, access to a photocopier, etc. The facility also serves to build connections and partnerships among organizations.
2. Support the delivery of professional development opportunities in critical areas of knowledge in community cultural organizations	<ul style="list-style-type: none"> → Examine options for the delivery of training workshops addressing gaps in knowledge in areas such as volunteer recruitment and retention, fundraising, marketing and financial management, among others. Start by examining the expertise of existing staff of the City's cultural partners before looking further for workshop expertise. → Consider a mentoring program that matches an established organization with an emerging organization.
3. Ensure participation of youth from diverse communities to identify their cultural interests and needs	<ul style="list-style-type: none"> → More broadly, as the city grows in cultural diversity, cultural organizations must be open to new kinds of programming for youth and other groups in the community. The Annual Cultural Summit can serve as one vehicle for monitoring these emerging ideas and practices.

RECOMMENDATION	ASSOCIATED ACTIONS
4. Support festivals that meet the needs and interests of youth and young adults.	<ul style="list-style-type: none"> → Challenge what was referred to as Coquitlam’s “conservative” culture by engaging youth and young adults in devising and delivering festivals that bring a “buzz” to the city.
5. Integrate culture into future community infrastructure planning in new neighbourhoods	<ul style="list-style-type: none"> → Future schools, community or recreation centres, and library facilities may include flexible space that could be used for cultural programming as well as meeting room space for community or cultural groups. → Consider the integration of small recording or digital media studios in select facilities. → In neighbourhood planning, increase the focus on creating places or spaces where it is easy to be outside and connecting neighbours through events and activities. → In planning future parks or upgrades to existing parks, consider the inclusion of amenities and infrastructure to support community and cultural events and programs. This action would apply to specific parks suited to community events. Event infrastructure could include lighting, electrical outlets (for speakers or other equipment), natural gathering places, etc. → Demonstrate leadership in the repurposing and renewal of existing buildings and infrastructure to expand participation opportunities. → Consider rebranding the 50+ Pavilions to emphasize a community focus that serves a broad age grouping and includes space and programming opportunities for cultural groups.
6. Interpret and communicate important heritage assets and collections through innovative programs or exhibitions	<ul style="list-style-type: none"> → Ensure the preservation of cemeteries as important community heritage resources. → Develop walking tours and other programs to interpret these resources and give them meaning for both long-time and recent residents. → Continue to recognize and promote the Maillardville District as an important historic core of the city and the heart of a larger regional Francophone community.
7. Sustain and enhance City support for existing and potential new festivals/events	<ul style="list-style-type: none"> → Continue City staff support for the planning and promotion of existing and new festivals. Many new festivals may focus on specific communities (e.g., Narooz Festival) but an intercultural approach should be encouraged. Ensure that festivals are well promoted. → Encourage community organizations and festival organizers to increase private sector/business sponsorship for festivals and events. → Build collaboration across departments at the City to increase the city’s capacity to host larger-scale events.
8. Promote cultural resources and activities as part of integrated tourism packages	<ul style="list-style-type: none"> → In the development of future tourism packages and broader strategies, ensure cultural resources play an important role.

RECOMMENDATION	ASSOCIATED ACTIONS
9. Coordinate and promote a critical mass or hub of cultural activities and programs in the City Centre	<ul style="list-style-type: none"> → Ensure a new use/occupant of Innovation Centre contributes to this critical mass of destination spaces that will attract people from inside and outside the community. → Work to coordinate programming among the Evergreen Cultural Centre, City Centre Public Library and new outdoor performance space in Town Centre Park.

Long-Term (2026 – 2030) Recommendations & Actions

1. Strive to integrate culture into all planning processes including land-use planning, economic development, tourism and planning for new civic facilities	<ul style="list-style-type: none"> → Partington Creek in the city's northeast provides an opportunity to build culture into planning from the beginning. → This planning would include land use, community infrastructure and programming. → Ensure cultural spaces are considered in the design of social/recreational hubs in the northeast and explore partnerships for facility components.
2. Evaluate the potential to establish facilities and spaces to attract individuals working in the creative cultural sector	<ul style="list-style-type: none"> → Drawing on best practices in incubators that exist across the Metro Vancouver area, examine the potential of establishing an incubator to support small enterprises in the creative cultural industries. Examine a potential relationship between the new incubator and the existing incubator partnership between the City Centre Library and a private business (located in the library building). → Examine best practices in co-working facilities as attractors for artists and entrepreneurs. These spaces often have large amounts of open space, white boards, Wi-Fi, projectors, etc. → Support the Planning & Development Department to explore the possibility of zoning to enable live/work spaces. → Ensure culture is incorporated in future economic development strategies. Examine best practices in culture-led economic development for insight and guidance.
3. Create attractive and memorable outdoor spaces in the City Centre	<ul style="list-style-type: none"> → Seek to increase investment in public art to bring cultural vibrancy and identity to the City Centre as a cultural hub. → For this and other actions, explore new asset funding through channels such as development contribution to public amenities, bonus density and community amenity contributions. → Explore sponsorship opportunities for facilities and programs. → Continue to create outdoor public spaces for performers, displays or community gatherings.

Ongoing Service Delivery Improvements Recommendations & Actions

1. Improve the recruitment and retention of volunteers	<ul style="list-style-type: none"> → Adopt a collective approach to recruiting volunteers, potentially through a dedicated website posting various volunteer opportunities in culture. → Build skills and knowledge in volunteer management among cultural staff.
2. Build necessary skills, knowledge and abilities among City staff to effectively serve diverse communities	<ul style="list-style-type: none"> → Ensure all City staff in community centres are trained and fully able to welcome and engage individuals from diverse communities.
3. Strengthen diversity in board governance	<ul style="list-style-type: none"> → Promote greater representation from diverse communities on the boards of these and other cultural organizations in Coquitlam.
4. Encourage the delivery of school-based cultural programming	<ul style="list-style-type: none"> → Continue to support and work with educators committed to introducing a wide range of cultural disciplines in the school system. → Ensure that in addition to teaching the practice of cultural expression, students are exposed to potential future employment opportunities in arts and cultural industries. → In addition to school-based programming focused on instruction in specific cultural disciplines, encourage the development and delivery of a wider curriculum aimed at enhancing cultural literacy.
5. Ensure support for smaller cultural organizations	<ul style="list-style-type: none"> → Explore opportunities for affordable meeting spaces for cultural organizations. → Promote the availability of support from the Spirit of Coquitlam Grants.
6. Embrace and promote a contemporary and progressive vision of heritage in the community	<ul style="list-style-type: none"> → Promote a vision of community heritage that understands heritage to be natural and cultural as well as tangible and intangible. In addition to Aboriginal and early settlement history, heritage also embraces and values recent decades and the arrival of residents from many parts of the world.
7. Ensure the inclusion of natural heritage in Coquitlam's heritage agenda	<ul style="list-style-type: none"> → Acknowledge and promote the Colony Farm, Minnekhada Regional Park and Mundy Park as important heritage assets in the Cultural Plan.
8. Address festival infrastructure needs	<ul style="list-style-type: none"> → Examine options for both indoor and outdoor festival or event venues on a scale capable of holding major cultural events. → Consider providing festival or event spaces and infrastructure at a neighbourhood level.

RECOMMENDATION	ASSOCIATED ACTIONS
9. Support the development of a critical mass of evening cultural activities in the City Centre	<ul style="list-style-type: none"> → Address the cultural and entertainment interests of young adults (18-35) to encourage young adults to stay in Coquitlam rather than commuting elsewhere. → Work towards a City Centre with an enhanced nightlife and restaurants from many cultures to keep young people from leaving the city for entertainment. Attracting young adults to the City Centre will gradually encourage investments in activities and restaurants.
10. To support the facility requirements, explore a variety of funding for all major infrastructure needs	<ul style="list-style-type: none"> → Explore new asset funding through channels such as development contribution to public amenities, bonus density and community amenity contributions.

Outcomes & Performance Measures

STRATEGIC OUTCOMES	PERFORMANCE MEASURES
1. Increased participation in a wide range of City cultural services and programs	<ul style="list-style-type: none"> → Registrations for a range of identified cultural program areas (visual arts, performing arts, etc.)
2. Increased participation in City programs and services for target groups (children and youth, vulnerable and special needs groups)	<ul style="list-style-type: none"> → Additional detail on program registration for children and youth, vulnerable and special needs groups, and inactive adults
3. Strong Service Agreements are in place with the City's major service-delivery partners that align with the ACHSP and other corporate priorities	<ul style="list-style-type: none"> → Annual accountability reporting by service-delivery partners demonstrate alignment with City plans and priorities
4. City-wide celebrations are expanded in number and variety	<ul style="list-style-type: none"> → Number of city-wide celebrations
5. Greater diversity in festivals and events	<ul style="list-style-type: none"> → Number of festivals celebrating culture and heritage of specific ethno-cultural communities and youth
6. Input from youth and young adults in cultural planning and decision-making	<ul style="list-style-type: none"> → Number of youth attending Annual Cultural Summit → Number of youth on boards of cultural organizations
7. A range of heritage programs are available relevant to a wide cross-section of the community (geographically and culturally)	<ul style="list-style-type: none"> → The number of heritage programs in the City → Participation in heritage programs from all communities



Coquitlam

City of Coquitlam

3000 Guildford Way
Coquitlam, BC
V3B 7N2

coquitlam.ca/achsp

    [CityofCoquitlam](https://www.cityofcoquitlam.ca)