

A Cultural Plan for a Creative Nanaimo

2014-2020





Robert Naish

Satellite City, 2009

Acrylic on canvas (using found objects as stencils)

City of Nanaimo Collection

Courtesy of the estate of Ms. Marlene Flater

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Table of Contents

Prelude

1.0	Introduction and Context	1
1.1	What is Culture?	2
1.2	Nanaimo Overview	2
1.3	Why a Cultural Plan?	3
1.4	Policy Context in Nanaimo	4
2.0	Development of the Cultural Plan	7
2.1	Cultural Planning Process	8
2.2	Public Consultation	9
2.3	Key Findings	12
3.0	Where Are We Today?	13
3.1	Progress and Successes	14
3.2	Inventory of Cultural Assets	14
3.3	SWOT Analysis	18
4.0	Where Are We Headed?	21
4.1	Vision Statement	22
4.2	Guiding Principles to Achieve Our Vision	23



Part of Nanaimo's beautiful waterfront

5.0	Plan Strategies	25
5.1	Strengthening the Creative Sector	26
	a) Partnerships and Collaboration	26
	b) Cultural Asset Mapping	28
	c) Integration and Sustainability	31
	d) Investment	32
	e) Governance	33
5.2	The Creative Economy	35
	a) Quality of Life and Place	36
	b) Creative Industries	37
	c) Cultural Tourism	39
	d) Events and Festivals	40
	e) Culinary Tourism	41
5.3	Connectivity: Connecting People, Communities and Ideas	42
5.4	Cultural Spaces and Places	44
5.5	Cultural Asset Priority Plan	46
6.0	Moving Ahead - Plan Implementation	47
7.0	The Future - Monitoring Our Outcomes	65
8.0	Appendices	67
	Appendix 1: Full Summary of the Community Visioning Forum	68
	Appendix 2: “Your City, Your Culture” Forum	75
	Appendix 3: Full Summary of the “A Culture Plan for a Vibrant City” Forum	80
	Appendix 4: Stakeholder Meetings Summary	85
	Appendix 5: Community “Vision for Culture” Survey	96
	Appendix 6: Public Open Houses	97
	Appendix 7: Economic Impact Study for Arts & Culture Sector	98

Bibliography

Acknowledgments

Prelude

Culture enriches our lives by providing enjoyment and appreciation of all creative endeavours and the place we call home. Through culture, we can engage and learn from other people and their cultures. Culture opens our minds to new perspectives through dialogue that is interesting, challenging and thought-provoking. Culture inspires, brings joy, value and purpose to our lives.

Nanaimo is a gathering place for a diverse and growing population. It is a community of communities-- rooted in a strong heritage and looking forward to a bright future. Without culture, people may not choose to live here. Culture brings history, personality and uniqueness. Culture increases connection and community. It creates synergy and reason for celebration. It reflects and honours all cultures. It supports and encourages all creative people from artists to creative professionals resulting in increased economic prosperity.

In 2012, the City of Nanaimo developed and adopted a Corporate Strategic Plan, identifying Cultural Vitality as one of four pillars of sustainability with a goal of balancing social, environmental, economic and cultural perspectives for generations to follow. These four pillars (or focus areas) will guide ongoing municipal commitments and decisions. To further understand culture's impact in creating a prosperous community, the Nanaimo Economic Development Corporation completed an Economic Impact Study for the arts and culture sector in 2013 (see Appendix 7). The study indicated a direct impact of \$93 million with indirect and induced impact adding an additional \$60 million to the provincial economy, combining for a total impact of \$153 million.

To assist in implementing this plan over the next several years, a municipal cultural planning process began. This process helped define culture within the community and integrated elements from the other three pillars and their key roles in creating a successful city.

"A Cultural Plan for a Creative Nanaimo" was developed with input from thousands of residents and numerous cultural organizations. Each has expressed their hopes, dreams and vision for a successful Nanaimo. Many have echoed similar key themes:

- Cultural opportunities and spaces throughout Nanaimo - not just downtown
- Strong love for and emphasis on Nanaimo's parks and landscape as part of our culture
- Interest in outdoor performance spaces for events and festivals
- Connection of cultural places through trail systems and bike networks
- Preservation of the heritage features of our downtown





- Enhancement of gateways into the city
- Further improvements to The Diana Krall Plaza
- Awareness in developing pride of place and to market our cultural assets better
- Highlight Snunéymuxw First Nation history, heritage and culture
- Support and expand festivals in the city
- Creation of cultural places at the neighbourhood level, as well as on a city-wide scale
- Expansion/consolidation of the Nanaimo Art Gallery into a “Class A” facility at 150 Commercial Street
- Feeling that there is an overall strong partnership between existing cultural organizations
- Need for small theatre performance spaces in Nanaimo
- Need for expansion of The Port Theatre to create a studio theatre / rehearsal space complex
- Continued interest in a sport and entertainment centre venue

This plan outlines a vision and many strategic actions and recommendations in four key areas (the Creative Sector, the Creative Economy, Connectivity and the Cultural Spaces and Places). These actions must be implemented to achieve this community vision for Nanaimo’s culture. This plan is not built on one big idea but on many small ideas. Working toward these actions over the next five to seven years will help to ensure a successful city in the future and develop a city that residents are proud to call home, and that is truly a great place to live, work and play.

“Nanaimo is a healthy, vibrant and prosperous community that recognizes the importance of creativity and cultural vitality for quality of life and place.”



*"Whiz Bang Stoked" performance as part of
2008 Cultural Capital celebrations*

1.0 Introduction and Context

- 1.1 What is Culture?
- 1.2 Nanaimo Overview
- 1.3 Why a Cultural Plan?
- 1.4 Policy Context in Nanaimo



1.1 What is Culture?

Culture is what defines us as a community and a people. It is about our history, our values and beliefs and evolves over time. It is central to our identity. Our culture is what makes our city unique, distinctive and vibrant. It is everything that enriches our lives. Culture is about quality of life and pride of place and makes our city look and feel the way it does. Culture is why people love where they live.

For the purposes of this plan, the focus of culture is on the arts, heritage (natural and cultural heritage), quality of life and place and the creative economy.

“Culture is the heart and soul of every community. It needs to be nurtured and cherished and encouraged to grow. It is what makes a city a home instead of just a place we live. It connects us to one another. It is not something we have but is who we are.”

Survey Comment—Fall 2012

1.2 Nanaimo Overview

Nanaimo is a community of communities with a diverse culture. The community is full of new developments, as well as heritage buildings and interesting stories, beginning and ending with our First Nations, through to the city’s coal mining era to the present days.

Nanaimo is located within the Snunéymuxw First Nation (SFN) Traditional Territory and is the home of the Coast Salish people who have inhabited the land since time immemorial. The name Nanaimo is actually a variation of the Salish word “Sne-ney-mous” which means “gathering place”. A mix of many cultures and demographics now gather and comprise our city.

The City of Nanaimo covers over 88 square kilometres and is surrounded by another 2,041.32 square kilometres of regional district. Although the City of Nanaimo accounts for only 4.3% of the total land area of the region, it is home to 57.5% of the population and operates as the economic and employment centre. Nanaimo is the major transportation link between Vancouver Island and the Mainland of British Columbia.

Our local landscape is defined by Mount Benson which rises 1,006 metres (3,300 feet) just west of Nanaimo and the Nanaimo River estuary, the largest estuary on Vancouver Island. This flows into Nanaimo Harbour at the south end of the city. These geographic elements have shaped Nanaimo causing it to grow in a linear fashion along the coastline of the Salish Sea.

Nanaimo's heritage is rooted in strong cultural traditions and ever-expanding community assets that provide a unique and wonderful foundation for future success.

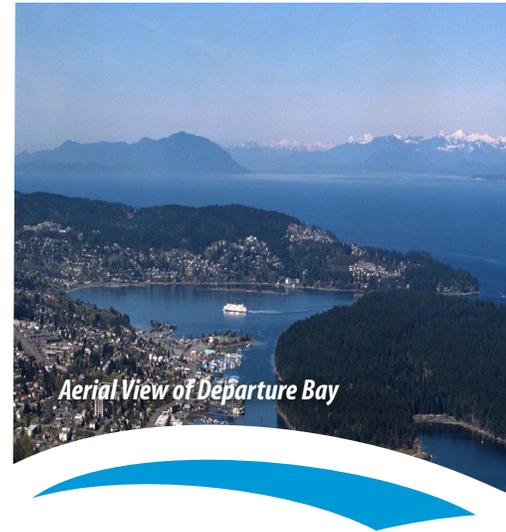
1.3 Why a Culture Plan?

Implementation of this plan will impact our community by making it a better place to live and helping it to become a successful city. To this end, the community began a two-year long process to develop a new cultural plan to guide cultural endeavours.

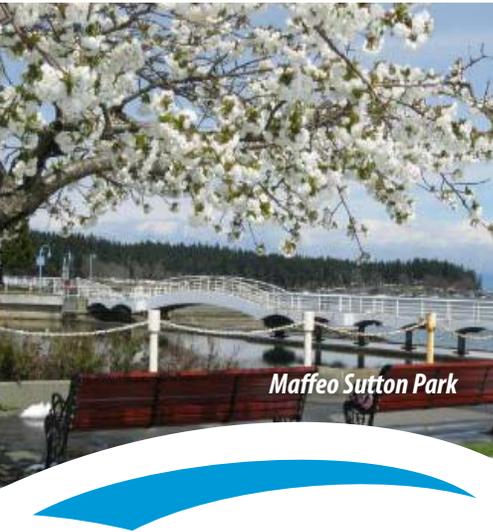
Purposes of the Cultural Plan:

- to determine a clear community vision for culture in Nanaimo
- to establish strategies and priorities for future cultural planning and development
- to enhance the quality of life and pride of place in Nanaimo
- to establish culture as a core part of community building
- to leverage our cultural assets and resources for economic prosperity
- to establish a practical framework for guiding efforts and resources to the maintenance and development of culture and all creative practices in Nanaimo
- to engage the community in enhancing awareness and understanding of the role of culture in Nanaimo's ongoing evolution as an urban centre
- to support and encourage community wellness, cultural awareness and active living
- to help implement the Corporate Strategic Plan

The Cultural Plan aims to support both the current and future needs of the cultural sector with available community resources. Most of the actions recommended are intended to be completed within five to seven years, with some actions requiring a longer time frame to fully develop.

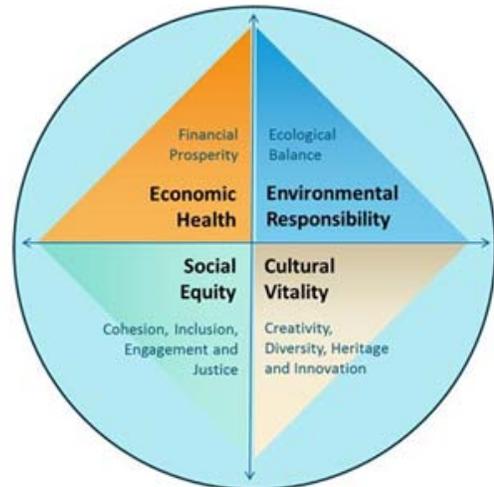


1.4 Policy Context in Nanaimo



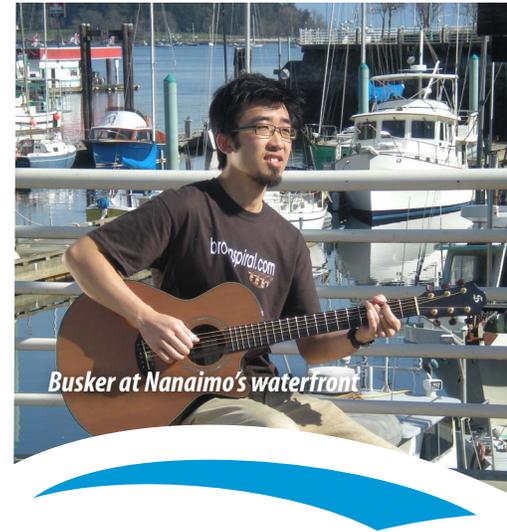
Nanaimo has several related policy documents that refer to culture and/or support culture planning initiatives. The starting point of this process was the 2008 Culture Strategy. The Cultural Plan's success is integral to linking these other policy documents and organizational directions and will evolve as the plans are put into practice. The following summarizes those policy documents:

- Corporate Strategic Plan (2012):** “Cultural Vitality” is identified as one of the four pillars of sustainability in our Corporate Strategic Plan. This municipal culture planning process will assist to leverage local cultural assets and resources for supporting economic prosperity and overall creative community building.



- Nanaimo Official Community Plan (2008):** In 2008, the City of Nanaimo adopted a new Official Community Plan (OCP) to guide Council in making land use and development decisions over the next 25 years. The OCP states that “Cultural development is considered to be of great importance to the quality of community life and for its economic and social benefits. It requests that the city be committed to integrating cultural development into city planning.” (p. 72, 3.5 Plan Nanaimo). The Arts, Culture and Recreation section of the OCP establishes policies for creating and maintaining cultural facilities and inventories, implementing cultural strategies, integrating public art into city infrastructure and making culture accessible to all ages and socioeconomic classes. The OCP also includes significant heritage policies to integrate and maintain heritage houses throughout the community and to identify and safeguard archaeological resources. Public awareness about culture and heritage resources is also promoted through policies in the OCP.
- Parks, Recreation and Culture Master Plan (2005):** The City of Nanaimo’s Parks, Recreation and Culture Master Plan is a ten-year policy guide for the Parks Recreation and Culture Department. This process surveyed residents about their park satisfaction and desires. Following the last master plan, a need for additional cultural policies was expressed, resulting in the desire to develop the Cultural Plan.

- **Community Plan for Public Art (2010):** Nanaimo's Community Plan for Public Art began in 2008 as a legacy project under the Cultural Capital of Canada Program and was adopted by Council in May 2010. The plan was developed through a community planning process involving a number of artists, art managers, neighbourhood representatives and members of the public. It identifies the benefits of public art in the urban fabric, Nanaimo's vision for public art and goals and priorities for implementing public art projects in the future. The plan also lays out a number of guidelines and tool kits for artists and decision-makers developing and installing public art in an inclusive, fair and creative manner.
- **Parks Plans:** Nanaimo recently developed master plans for several destination parks which enhance our park assets, encourage event and festival use of parks and integrated culture. The Maffeo Sutton Improvement Plan Update (2008 and being updated in 2013) focused on creating a flexible every day and event park on the Nanaimo waterfront. The Diana Krall Plaza Improvement Plan was developed and partially improved in 2007 to help soften downtown public and event space. An amphitheatre/outdoor classroom space in Bowen Park was recently developed as part of a Lower Bowen Park Improvement Plan. In addition, more park plans are currently being developed, including a waterfront enhancement study to improve and expand opportunities along Nanaimo's harbour and a Master Plan for Beban Park which is examining agricultural heritage and food culture, as well as park and facility event space.
- **Nanaimo Food Strategy (2013):** The City of Nanaimo is developing a Nanaimo Food Charter and Food Strategy. This strategy is intended to focus on the specific needs, assets and desires of the community in achieving a healthy, prosperous and sustainable food system. The impacts of food in our local culture and ways to celebrate food through festivals and events are directly tied to the Cultural Plan.
- **Other Related Plans:**
 - Heritage Action Plan
 - Transportation Master Plan
 - Social Development Strategy



1.4 Policy Context in Nanaimo (cont'd...)



Several other organizations also developed missions to promote the culture of Nanaimo, including the Nanaimo Economic Development Corporation, Vancouver Island University and the Chamber of Commerce:

- **Nanaimo Economic Development Corporation Plan:** “The Mission of the Nanaimo Economic Development Corporation is to build a prosperous community through economic opportunity.”
- **Tourism Nanaimo Plan:** “Nanaimo and region is Vancouver Island’s gathering place, the destination of choice for visitors to enjoy a uniquely West Coast experience year-round.”
- **Inspire Nanaimo:** This is a successful cities partnership between The City of Nanaimo, The Greater Nanaimo Chamber of Commerce and Vancouver Island University. It is intended to become a community-based, community-driven movement that promotes the merits of Nanaimo becoming one of British Columbia’s most successful cities.

“Those communities with a rich arts and cultural component thrive and attract success and a rich quality of life. People do not dream of moving to Detroit to enjoy the concrete jungle, they dream of cities rich in cultural presence.”

Survey Comment



Canada Day celebrations

2.0 Development of the Cultural Plan

- 2.1 Cultural Planning Process
- 2.2 Public Consultation
- 2.3 Key Findings

2.1 Cultural Planning Process



Summer music concert

The Cultural Plan was created in a four-phase process.

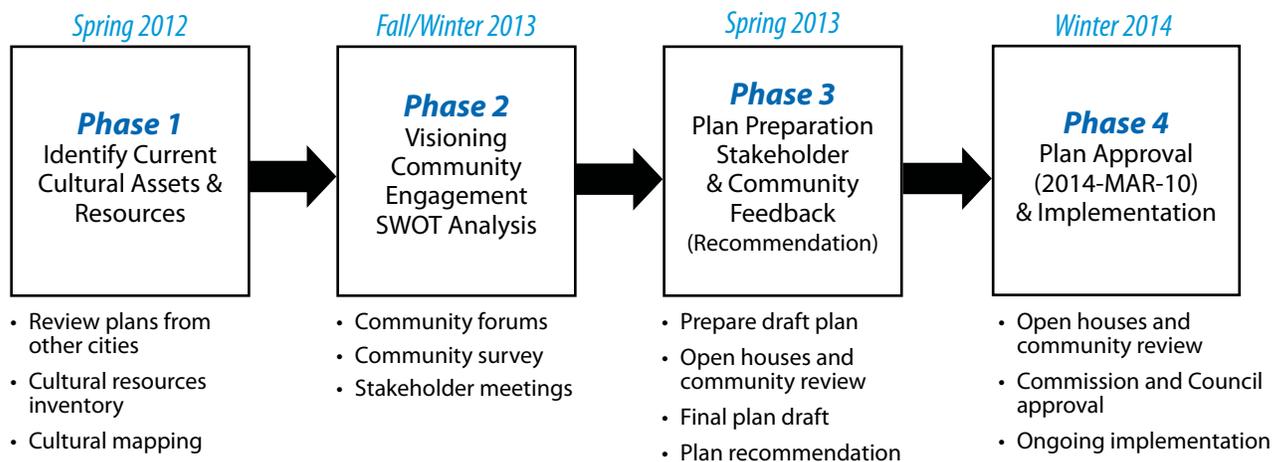
Phase 1 began in early 2012, identifying Nanaimo’s current cultural assets and resources. These cultural assets and resources were mapped in order to show their distribution across the city. The map identified strengths and weaknesses and was a first step in developing the Cultural Plan.

Phase 2 focused on community and stakeholder engagement. Feedback was received from City staff, Commissions and Committees and Council, as well as an extensive list of community stakeholders. General public input was also received through forums, workshops, surveys, open houses and interviews. All open houses and public engagement opportunities were well advertised in the newspaper, in the recreational and cultural facilities, on local radio and through social media.

In Phase 3, the draft Cultural Plan was prepared and presented to internal stakeholders, external stakeholders and the public for feedback.

In Phase 4, the draft Cultural Plan was presented to the City of Nanaimo’s Cultural Committee, the Parks, Recreation and Culture Commission, and to Council for adoption (2014-MAR-10). Implementation of the Cultural Plan will guide Nanaimo’s creative city planning to 2020 and beyond.

The Cultural Plan was developed by City staff with assistance from a “Culture Planning Technical Team” made up of professional cultural managers from The Port Theatre, Nanaimo Art Gallery, Nanaimo Museum, TheatreOne, Vancouver Island Symphony, Crimson Coast Dance Society, CVI Centre for the Arts Nanaimo, and Nanaimo Conservatory of Music, and two members of the Cultural Committee. Gord Hume, a culture planning consultant, also provided professional advice and input into the plan.



2.2 Public Consultation

In order to encourage community dialogue about culture in Nanaimo and create an understanding of our cultural assets and priorities, an extensive community engagement and public input process was initiated over a period of two years.

Over one thousand residents were involved in many methods of engagement, including surveys, stakeholder meetings, forums and workshops.

Public Forums

A community visioning forum was held (2012-OCT-16) at Beban Park Social Centre and facilitated by consultant Sandra Thompson, was attended by ninety people. Discussions were focused on the following:

- What is culture? What does culture mean to you?
- What is your vision for culture in Nanaimo?
- What are the priorities for cultural development in the next five to seven years?

A second forum was held (2013-JAN-17) at Nanaimo Art Gallery and facilitated by the Nanaimo Design Nerds, was organized as a “design jam” in four phases and was attended by over one hundred people.

A full summary of public forums is available in Appendix 1 and 2.



Illustration by Keegan Metheringham

NANAIMO'S CULTURAL PLAN IS UNDER CONSTRUCTION

The City of Nanaimo, Nanaimo Art Gallery and Nanaimo Design Nerds invite you to share your vision for a vibrant, dynamic, creative city and to help shape the culture [and future] of Nanaimo!

THURSDAY JAN 17TH 6:00PM-9:30PM
RSVP: INFO@NANAIMOGALLERY.CA

NANAIMO ART GALLERY
150 COMMERCIAL ST.
DOWNTOWN

CITY OF NANAIMO
PARKS RECREATION & CULTURE

NANAIMO DESIGN NERDS

NANAIMO art gallery

2.2 Public Consultation (cont'd...)



Public Workshops

Two community workshops were held (2013-FEB-13) at the Coast Bastion Inn. Sessions were facilitated by consultant Gord Hume, and were attended by approximately seventy people. Discussions were focused on the creative, innovative, knowledge-based economy (CRINK) as the future of economically successful communities and the battle to attract the bright, young families and the retiring population.

The sessions were intended to gather ideas, themes and vital strategies important to the cultural community to be incorporated into the final plan. This is a community plan to be embraced and undertaken by the community through ongoing community engagement.

A full summary of public workshops is available in Appendix 3.

Stakeholder Meetings

Several stakeholder meetings were held with both internal and external agencies to get deeper insights into the cultural situation and vision for Nanaimo. Internal stakeholder meetings were held with the following groups:

- Nanaimo City Council (facilitated by consultant, Gord Hume)
- City Committees & Commissions, including:
 - Parks, Recreation and Culture Commission
 - Heritage Commission
 - Social Planning and Advisory Commission
 - Design Advisory Panel
 - Advisory Committee on Environmental Sustainability
 - Nanaimo Advisory Planning Committee
 - The Cultural Committee
- Various City of Nanaimo departments

External stakeholder meetings were held with the following:

- Artists / creative and design professionals
- Central Vancouver Island Multicultural Society
- Vancouver Island University
- Cultural organizations
- Business partners, including:
 - Nanaimo Chamber of Commerce
 - Young Professionals of Nanaimo (YPN)
 - Nanaimo Economic Development Corporation (NEDC)
 - Downtown Nanaimo Business Improvement Association (DNBIA)

A full summary of stakeholder interviews is available in Appendix 4.

Vision for Culture Survey

A “Vision for Culture” survey was held in the fall of 2012 to identify how Nanaimo could be a more vibrant and creative city. The survey covered several topics, including:

- the creative economy;
- cultural assets and resources;
- festivals and events; and
- cultural spaces and places

The survey was available online and at community centres and events in a hard copy format. Over six hundred citizens responded to the survey to provide input.

Public Open Houses

A full summary of public open houses is available in Appendix 6.



2.3 Key Findings



A number of interesting themes came out of the public consultation and input process. The following is a list of some of the reoccurring themes (full summaries are available in the appendices):

- Cultural opportunities and spaces throughout Nanaimo - not just downtown
- A strong love and emphasis on Nanaimo's parks and landscape as part of our culture
- An interest in outdoor performance spaces for events and festivals
- Connection of cultural places through trails and bike networks
- Preservation of heritage features of our downtown
- Enhancement of gateways into the city
- Further developments to The Diana Krall Plaza
- An awareness to develop pride of place and market our cultural assets
- Highlight Snunéymuxw First Nation history, heritage and culture
- Support and expand festivals in the city
- Create places at the neighbourhood level, as well as on a city-wide scale
- Hopes to expand / consolidate the Nanaimo Art Gallery into a "Class A Gallery" and potential impact on the Centre for the Arts
- A feeling that there is a strong partnership that currently exists between cultural organizations
- A need to integrate the Nanaimo Cultural Plan into City of Nanaimo Strategic and Financial Plans
- Need for small theatre performance spaces in Nanaimo
- Need to expand The Port Theatre to create a small studio theatre / rehearsal space complex
- Continued interest in a sport and entertainment centre venue



Cannon firing at the Bastion

3.0 Where Are We Today?

- 3.1 Progress and Successes
- 3.2 Inventory of Cultural Assets
- 3.3 SWOT Analysis

3.1 Progress and Successes



Nanaimo has always celebrated the abundance of our natural resources, but today we also celebrate the improvement of our cultural assets and resources and the creativity and innovation of our residents. We are blessed with many active artists and cultural organizations encompassing a rich diversity of disciplines and ethnicities. We also have a growing inventory of cultural facilities and venues, including our flagship cultural facilities in the downtown Arts District. These include The Port Theatre, Nanaimo Museum, Nanaimo Art Gallery, Vancouver Island Regional Library, CVI Centre for the Arts and Nanaimo and Vancouver Island Military Museum.

Our population is diverse and growing with many residents, as well as visitors, who value our cultural resources and are attracted to our community by the wealth of arts, culture and recreational resources and services that make it such a desirable place to live or visit.

In 2008, Nanaimo was named Cultural Capital of Canada. Since then, our culture has continued to grow with an ever-increasing number of festivals, Community Plan for Public Art, a public art inventory and a successful outdoor art program.

The following sections outline more of Nanaimo's assets, successes and weaknesses.

3.2 Inventory of Cultural Assets



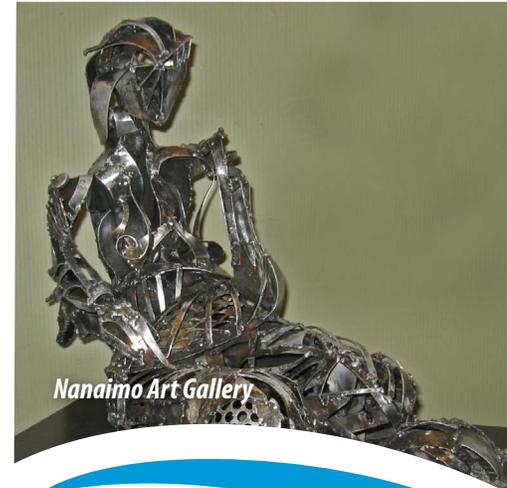
A cultural asset and resource inventory was completed during the cultural planning process to identify needs and opportunities for investing in future cultural development and to demonstrate the breadth and variety of cultural activity in our community. Through emerging software and new technologies, this cultural map can continually be updated, but as a first step, the map helps to identify strengths, weaknesses, needs, opportunities and priorities in our community. This inventory will assist in leveraging existing cultural assets and resources for economic and overall community benefit.

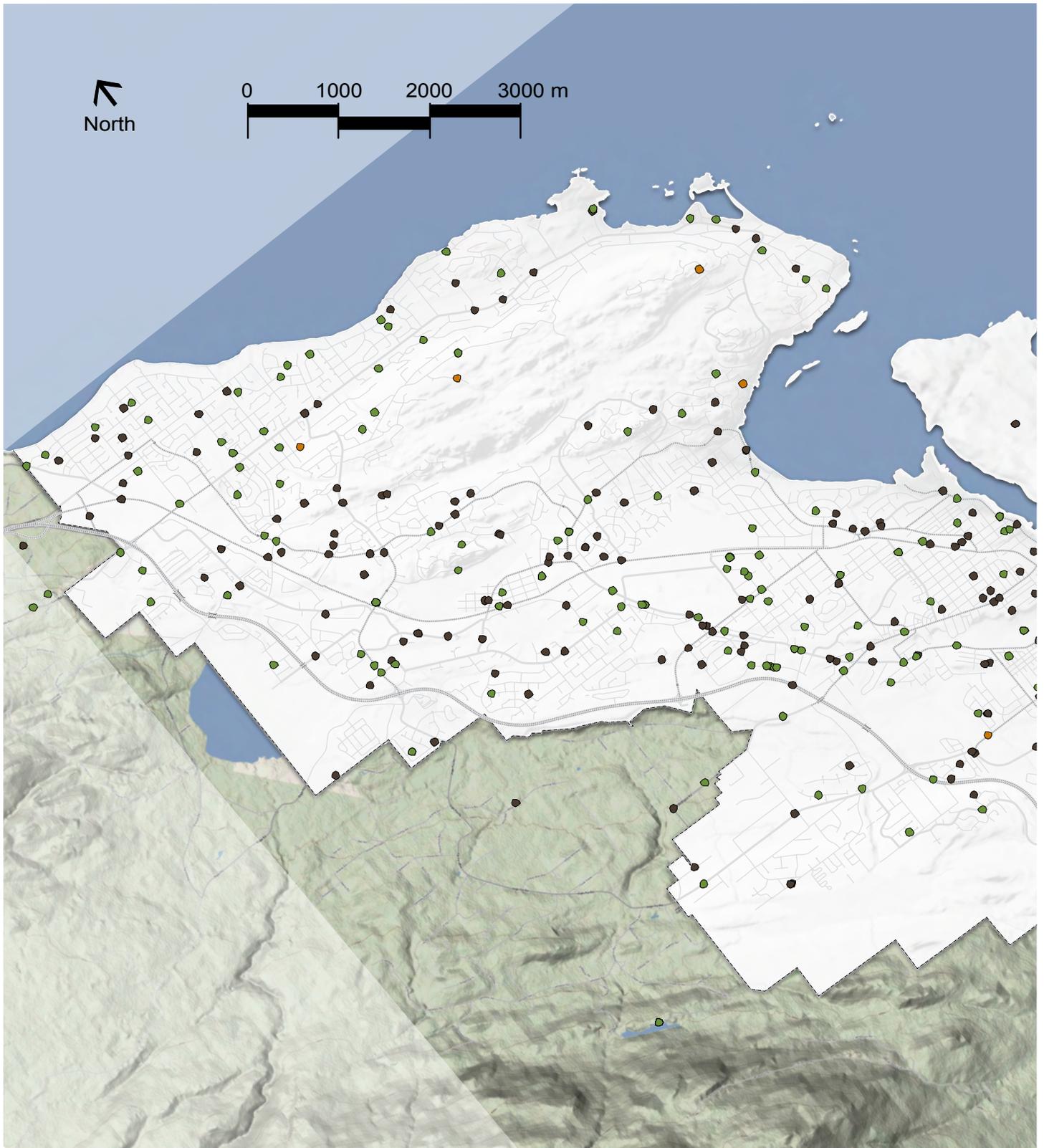
This inventory will form the basis of a future online cultural portal (or database) that will provide the public access to information about all of Nanaimo's cultural assets and resources. Once the cultural portal is online, participants will be able to update their own information.

The inventory includes cultural organizations, cultural facilities/venues, festivals and events, creative cultural industries, cultural heritage, natural heritage, artists and sports.

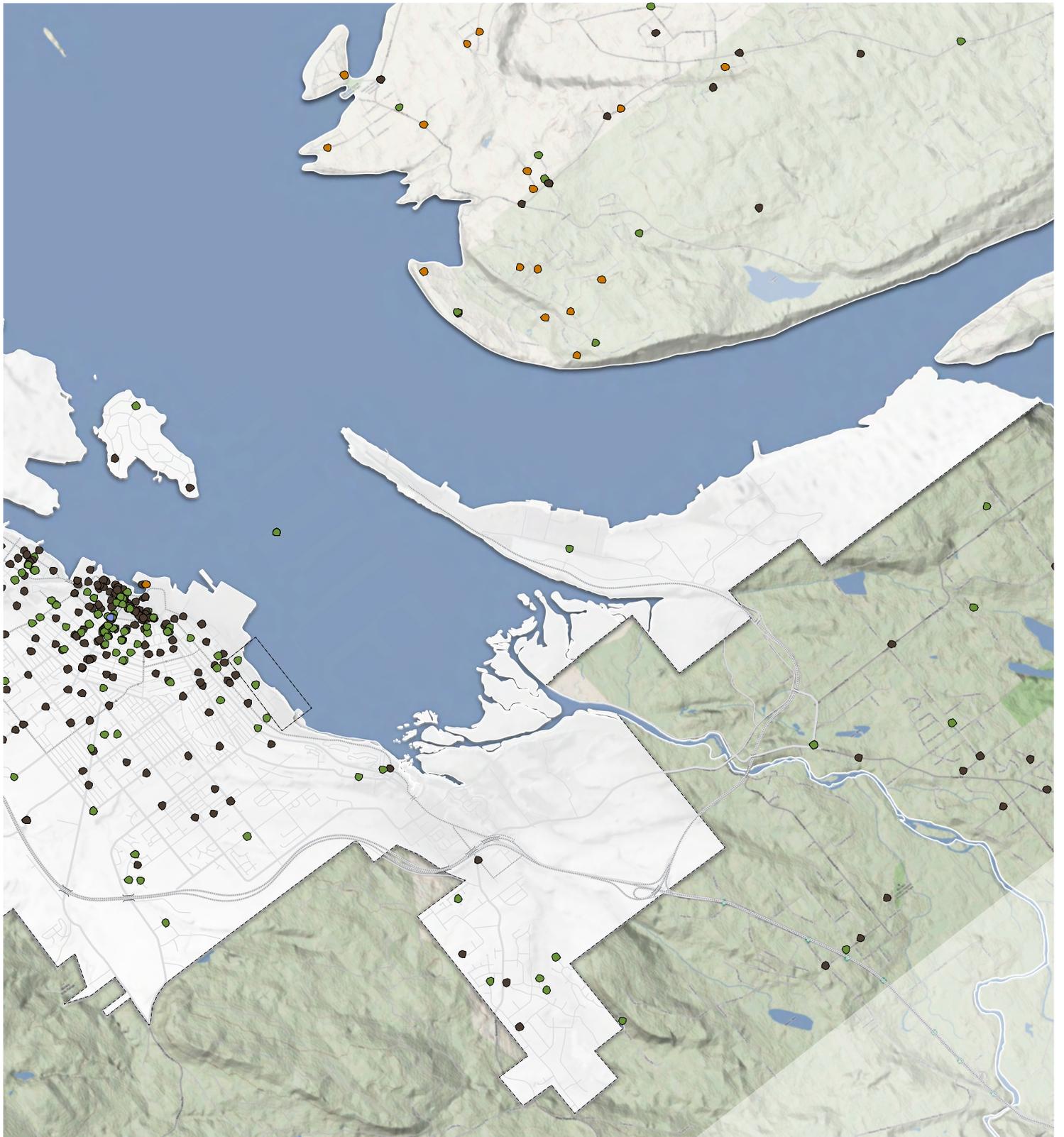
Initial analysis shows the following:

- The community has a wealth of cultural assets and resources and should leverage them in order to offer residents a quality lifestyle that makes our city a desirable place to live or visit.
- Our cultural resources are what defines our local culture and demonstrates the breadth and variety of cultural activity in our community. Cultural mapping and the new online cultural portal will help us identify strengths and weakness and where future investments should be made.





The **Cultural Map** illustrates the distribution of all of Nanaimo's cultural assets and resources throughout the city.





3.3 SWOT Analysis

SWOT analysis is a tool that examines the internal and external Strengths, Weaknesses, Opportunities and Threats of an organization or community. A SWOT analysis regarding the cultural situation and resources in Nanaimo was completed by participants at public open houses, forums, visioning sessions and by City staff and the Technical Team in 2012.

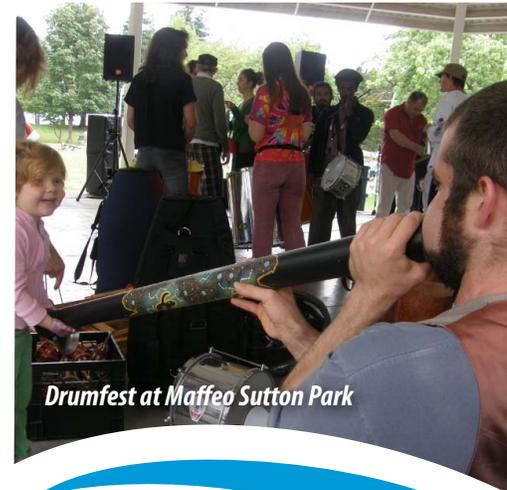
The following summary captures the current SWOT in Nanaimo.

What are Nanaimo's Strengths?

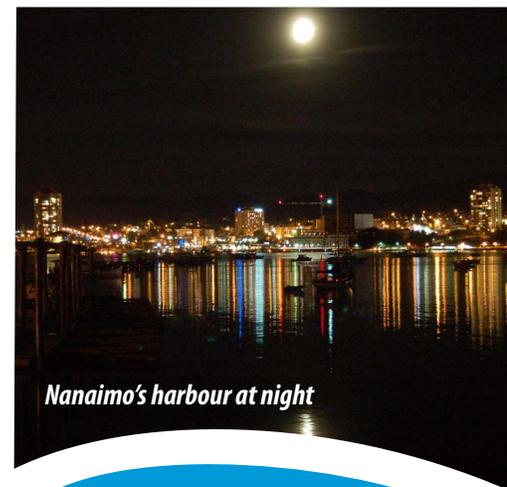
- The wealth and variety of our cultural assets and resources
- Our downtown Arts District with:
 - The Port Theatre
 - Nanaimo Museum
 - Nanaimo Art Gallery
 - Vancouver Island Regional Library
 - CVI Centre for the Arts Nanaimo
 - Vancouver Island Conference
 - Other
- Our natural resources / natural beauty / parks / beaches
- Our beautiful harbour setting and waterfront parks / walkway
- Vancouver Island University
- Mild climate
- Affordable housing costs
- Accessible healthcare (Nanaimo Regional General Hospital)

What are Nanaimo's Weaknesses?

- Lack of downtown vibrancy (night life and weekends)
- Some key gateways / corridors / streetscapes are not welcoming, interesting or aesthetically pleasing
- North / south divide
- No cohesive, collective voice for arts and culture
- Weak community branding ("Harbour City" doesn't say who we are as a people)
- Weak transportation system / linkages, including a prohibitive cost of getting on and off the Island
- Weak connection between the university and the community



Drumfest at Maffeo Sutton Park



Nanaimo's harbour at night

"Culture is the life, blood and soul of a community. Without it, we are simply an empty vessel of commerce. Making the investments now will pay off as we start to attract exciting and innovative people, from all sectors of our city. Culture for a city is its public face and its heart."

Nanaimo Resident

3.3 SWOT Analysis (cont'd...)



What are Nanaimo's Opportunities?

- Awareness and education about the value of arts and culture and the wealth of cultural resources we have
- Pride of place campaign (Tourism Nanaimo)
- Working with NEDC, Tourism Nanaimo and Nanaimo Chamber of Commerce on the Successful Cities branding / community identity
- Increased density in the downtown core
- Develop planning tools and development regulations that encourage innovative and creative urban planning and inspiring architecture
- Opportunities for collaboration and the forming of partnerships at all levels
- Improving information, networking and marketing (cultural portal)
- Improving our outdoor public gathering places and spaces
- Integrating all our community plans towards a prosperous and successful city
- Population is aging which could mean a possible increase in volunteers and discretionary income to spend on culture
- Population is increasing
- There is increasing cultural diversity in Nanaimo



What are Nanaimo's Threats?

- Money is tight and may stifle cultural development
- Expensive and hard to get to (ferries)
- Affordability of cultural spaces for non profit groups
- Affordability of tickets to cultural events for people of all ages and incomes
- Cultural community is not a strong cohesive force
- Economy may continue to stall / decline with global economic crisis / slow growth
- Young, talented creative professionals must leave to succeed
- Political will to invest in cultural development
- Other civic priorities for monetary resources (water, sewer, dams, aging infrastructure)
- Challenges to improving transportation, such as public transit, bike lanes, walking paths, etc.
- North / south divide
- A perception that downtown is unsafe / dead / everything closes after 5 pm



Multicultural flags at Maffeo Sutton Park

4.0 Where Are We Headed?

- 4.1 Vision Statement
- 4.2 Guiding Principles to Achieve Our Vision

4.1 Vision Statement

The following vision statement captures the culture planning process community input and will guide future cultural endeavours:

Nanaimo is a healthy and prosperous community that recognizes the importance of creativity and cultural vitality for quality of life and place.

This vision will result in:

- **Culture Vitality**, as the city's fourth pillar of sustainability, will be widely recognized as a significant contributor to the life and soul of our community, closely linked with economic health, social equity and environmental responsibility
- Nanaimo citizens and visitors will encounter art in public places (permanent and temporary) as part of their daily experiences in our community
- Residents will explore their creativity through a wide variety of programs, activities, events, festivals, attractions, entertainment, arts and crafts products and displays that will enrich their lives
- Conferences, conventions, trade shows and other major events will come to Nanaimo because of its uniqueness, cultural wealth and natural beauty
- Nanaimo has a quality of life and place that attracts and retains families, artists and skilled creative professionals to live and work in Nanaimo
- Nanaimo will have excellent cultural places and spaces that are welcoming, accessible, interesting and memorable
- Cultural organizations will have meaningful funding based on identified community needs and long-range plans
- Our heritage and Snunéymuxw First Nation art, history and culture will be preserved, celebrated and presented in an engaging and informative manner for residents and visitors to experience and enjoy
- Arts and culture will be a valuable marketing tool for Nanaimo's Tourism and Economic Development Strategy



4.2 Guiding Principles to Achieve Our Vision

The following guiding principles will direct priorities and help us to achieve our vision:

Creativity and Innovation: Encouraging creativity and innovation builds interesting and culturally vibrant communities and attracts skilled creative professionals to live and work in Nanaimo.

Accessible and Inclusive: A community committed to celebrating diversity and fostering cross-cultural understanding. Arts and culture must be accessible to all residents with varied cultural and individual creative expression and diversity.

Collaboration: Working together as a city across all city departments towards cultural vitality. Develop partnerships and collaboration among and between citizens, cultural organizations, the city, educational institutions and the business community to work towards being a creative city. Recognizing that better results are achieved through working together and ongoing community engagement and consultation.

Quality of Life: Culture is widely recognized as a significant contributor to the life and soul of a community. The outcomes of this plan enhances the quality of life for residents of Nanaimo. Imagine a Nanaimo that is vibrant and interesting, welcoming and livable - a community that is exactly what all our residents have envisioned and worked together to create.

Preserving Our Heritage: This plan will support the continued preservation of our heritage and enable Nanaimo's heritage resources to contribute effectively to the community's prosperity and quality of life for its citizens.

Accountability and Sustainability: Use citizen and stakeholder feedback to invest wisely in cultural assets and resources. Ensure cultural sustainability for future generations in harmony with economic health, social equity and environmental responsibility. Ensure that the goals and strategies of the new Nanaimo Cultural Plan can be realistically accomplished over the next five to seven years.

A "Cultural Lens": Undertake community planning and decision making through a cultural lens, and where relevant, integrate cultural planning into community planning and decision making. Ensure cultural planning is aligned with the city's Corporate Strategic Plan and all other city plans and strategies.

Governance: Develop a structure that supports efficient and effective municipal cultural planning and development.



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"The Frame" at Maffeo Sutton Park

5.0 Plan Strategies

- 5.1 Strengthening the Creative Sector
 - a) Partnerships and Collaboration
 - b) Cultural Asset Mapping
 - c) Integration and Sustainability
 - d) Investment
 - e) Governance
- 5.2 The Creative Economy
 - a) Quality of Life and Place
 - b) Creative Industries
 - c) Cultural Tourism
 - d) Events and Festivals
 - e) Culinary Tourism
- 5.3 Connectivity: Connecting People, Communities and Ideas
- 5.4 Cultural Spaces and Places
- 5.5 Cultural Asset Priority Plan

5.0 Plan Strategies

The following strategic directions have been identified in four cultural development areas to assist in achieving our vision and breaking down the actions that will help to achieve our plan. They outline priority goals, strategies and recommendations in the areas of:

- Strengthening the Creative Sector
- The Creative Economy
- Connectivity: Connecting People, Communities and Ideas
- Cultural Spaces and Places

5.1 Strengthening the Creative Sector

a) Partnerships and Collaboration

Harnessing opportunities for coordination of efforts greatly magnifies the impact of all cultural programs, events and festivals in Nanaimo. It is easy for cultural organizations that make our city so alive with culture to focus solely on their own endeavours and miss the opportunity for working together and with the city and businesses. Strengthening our creative sector will take coordinated efforts from all stakeholders in the culture sector, as well as the community at large.

Goal:

Build stronger relationships with, and between, cultural organizations and businesses and increase opportunities for working together to build capacity within organizations.

Strategies:

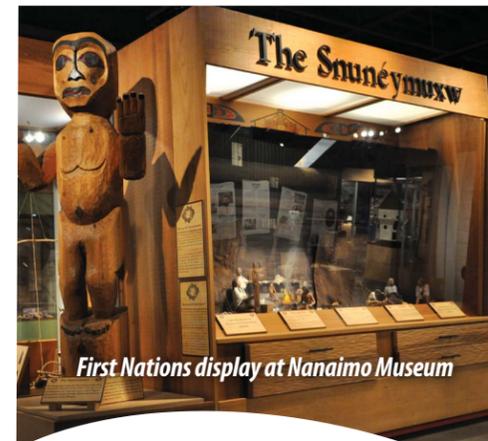
- a. Encourage and facilitate collaboration with non profit organizations and the business community: education and awareness of the importance of cultural vitality for economic prosperity
- b. Work with Vancouver Island University (VIU) to find ways to engage VIU students, including international students so that they are reflected in the city and make this city their own; bridge the gap between the city and the university and find ways to connect the bright young minds to bring more vibrant youthful energy into the downtown core
- c. Collaborate with School District #68 and Vancouver Island University to ensure that our graduates are prepared for the new economy of creativity and innovation and that essential skills are being developed for present and future business opportunities in Nanaimo
- d. Engage Nanaimo's education leaders in discussions about arts and education, arts-related professional development for teachers and how to strengthen opportunities for cultural experiences in the classroom and community life

Actions:

- a. Build relationships and good linkages among people, institutions and cultural organizations through partnerships and the sharing of resources - all working towards a common vision and goal
- b. Pursue public and private partnerships for cultural facility development, cultural programs and activity support and events and festivals support
- c. Provide and support regular networking opportunities, educational workshops, forums, etc. to support cultural organizations and creative cultural workers and professionals (including online opportunities)
- d. Create a Nanaimo "Creative Network" to link all Nanaimo arts and cultural organizations with creative, innovative, knowledge-based industries for learning, networking and collaborative opportunities
- e. Meet annually with education leaders in School District #68 to discuss arts and culture in schools
- f. Meet annually with Vancouver Island University President and selected faculty to discuss efforts with the city for the benefit of students and the community
- g. Encourage cultural partners to engage the community and seek feedback regarding their programs and services on a regular basis



Scottish Country dancers



First Nations display at Nanaimo Museum

5.1 Strengthening the Creative Sector (cont'd...)

b) Cultural Asset Mapping

A cultural resources and asset map was developed in the first phase of the plan process to identify Nanaimo's current cultural assets and gaps.

Cultural planning includes identifying and leveraging our community's cultural assets and resources for quality of life and economic prosperity. Cultural mapping is a tool that is used to identify and map community cultural assets and resources. It helps us to identify strengths and weaknesses and prepares the groundwork for identifying needs and opportunities for investing in future cultural development.

Goal:

Continue to inventory and map community cultural assets and resources in order to identify needs and opportunities for investing in future cultural development and to demonstrate the breadth and variety of cultural activity in our community.

Strategies:

- a. Continue to ensure that Nanaimo's cultural heritage resources (built heritage, historic sites, archaeological sites) are conserved so that they remain attractive, as well as structurally and architecturally sound for future generations
- b. Continue to protect our beautiful natural resources that are valued cultural assets; celebrate and promote our natural resources to residents and visitors with information, signage and linkages
- c. Celebrate Snunéymuxw First Nation art, history and culture by supporting their endeavours to tell their unique, interesting stories for public education and enjoyment

Actions:

- a. Maintain a comprehensive cultural inventory and map that defines our local culture and demonstrates the breadth and variety of cultural activities, resources and facilities in our community; use the cultural map as a tool to make the case for culture
- b. Identify strengths and weaknesses, needs, opportunities and priorities for leveraging existing cultural assets and resources for economic and overall community benefit (see SWOT Analysis on page 18)
- c. Maintain and enhance our online cultural portal where users can find out information about all of Nanaimo's cultural assets and resources; use the cultural map as a feature tool for the portal with future functionality



Nanaimo Cultural Map

Search here... Any Category Any Subcategory Search Large icons

Results: 931 Text, 144 Map

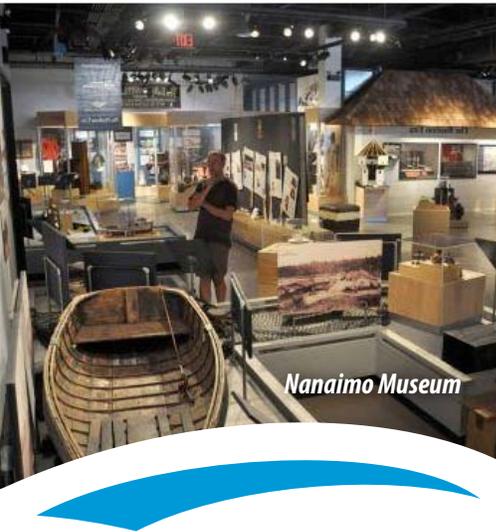
- 4Cats Art Studio**
#1 7221 Lantzville Road
[Details](#)
- 91.7 The Coast CKAY FM - Westwave Broadcasting**
200-15 Commercial Street
[Details](#)
- A Cappella Plus**
PO Box 333, Station A
[Details](#)
- A+ Weddings**
PO Box 333, Station A
[Details](#)
- A.R. Johnston Block**
174 Commercial Street
[Details](#)
- Aaa Photography**
BOX 263 1-5765 Turner Rd.
[Details](#)
- Academy of Learning**

Don't see your listing here? [Create a new one.](#) Log in to [manage your account.](#) View the [help page](#) for more instructions.

Map Legend

Artists	Culinary Arts and Food	Cultural Facilities	Cultural Heritage
Cultural Industries	Cultural Organizations	Natural Heritage	Sports

5.1 Strengthening the Creative Sector (cont'd...)



to be developed at a later date (events and festivals calendar, public art inventory and map, cultural identity map, arts / culture programs and activities as examples)

- d. Develop a web-based program and smart phone app that would provide online gateways with quick links to information about Nanaimo's cultural resources, amenities, history, stories and places of interest
- e. Develop a community identity inventory and map identifying and recording our history, values, unique identity, traditions and stories that define Nanaimo's uniqueness and sense of place; this would augment the cultural resources map and be part of the online cultural portal

"I love the conversation of what culture is, as well as the phrase 'quality of place,' and discussing how a city like Nanaimo can take an active role in honouring, preserving, creating and facilitating a rich sense of arts and culture."

Community Member

c) Integration and Sustainability

Sustainability planning and cultural planning are equally important and complementary. Incorporating cultural components into city planning and development will recognize culture as an important part of overall community building. Culture is interconnected with all aspects of the community and needs to be considered in planning and decision making about land use, investments, business, education, tourism and development. Integrating culture into community planning seeks to make communities physically attractive, socially and economically vibrant and diverse. It is planning for quality of life and place.

Goal:

Implement “Cultural Vitality” as the fourth pillar of sustainability and integrate cultural planning into municipal planning and decision making (city planning and development through a cultural lens).

Strategies:

- a. Develop solid support for integrated cultural planning among Council, senior management and community leaders
- b. Facilitate grassroots arts / cultural opportunities from a young age and based in neighbourhoods and schools
- c. Find ways to ensure sustainability for artists and artisans who are essential for a vibrant arts and culture scene
- d. Provide education and awareness of the benefits of investing in cultural planning and development (culture as a foundation for a livable city)

Actions:

- a. Ensure adequate and stable funding for cultural organizations and increase city investment in cultural organizations and people that use and animate our cultural spaces (see recommendations in Investment section)
- b. Provide ongoing leadership / training workshops and networking opportunities for cultural organizations and creative businesses
- c. Develop a marketing and awareness campaign to celebrate our cultural resources and promote the benefits of culture in our community



5.1 Strengthening the Creative Sector (cont'd...)



d) Investment

Residents are more supportive of initiatives they know are a good sound investment with proven benefits and returns. It is important to educate residents about the benefits of investing in culture. The city is well positioned to evaluate which projects, organizations and events would provide the best return on investment. Investments in culture can generate significant returns in the form of jobs, attracting and retaining talent and business investment and in building a culturally vibrant and prosperous community.

Goal:

Invest in cultural planning and development as a core part of community building for a prosperous and successful community.

Strategies:

- a. Support ongoing funding and stable core funding to non profit arts and cultural organizations who then use this core funding to leverage funding from other sources (other levels of government, business, private donors, foundations, etc.)
- b. Invest more in organizations and people who animate our cultural spaces
- c. Conduct a review of overall funding to culture in Nanaimo to support long-term success

Actions:

- a. Increase annual per capita Cultural Operating Grant funding two percent a year for five years
- b. Conduct a review of the cultural grant process and criteria for funding for both the Cultural Operating Grants and the Events and Festivals Grants to ensure that city funds are being wisely and efficiently invested for the greatest return for the people who live and work here

E) Governance

Nanaimo's cultural sector will grow and expand through consistent community support, strategic investments by the city and innovation and action by the arts, cultural and heritage industries. As outlined in the community feedback, it is important for the city to provide support, cultural infrastructure and leadership in community-wide cultural planning and development. It is also important to establish a new governance structure and organization in Nanaimo to encourage and facilitate wise investments, bold action and focus the community's support and energy. The city's role in cultural development is to:

- Provide ongoing community engagement and consultation about cultural planning initiatives
- Provide a wide range of cultural programs and services for all residents
- Conduct community planning and decision-making through a cultural lens
- Invest in and / or manage cultural assets and resources
- Continue best practices in heritage planning, preservation and presentation
- Support the cultural sector through facilitation, partnerships & investment
- Support education and training to the cultural and creative sector
- Maintain an up-to-date online cultural portal and cultural map

Goal:

Focus the city's attention and resources on providing support, cultural infrastructure and providing extraordinary cultural services, leadership and engagement for all residents and potential residents.

Strategies:

- a. Form a "Creative City Commission" reporting directly to Council
- b. Create a "Cultural Services" division headed by a Cultural Manager reporting to the Director of Parks, Recreation and Culture with designated cultural staff responsible for cultural planning and development and for implementing the Cultural Plan; this cultural division would also provide support to the new Creative City Commission
- c. Establish effective linkages between cultural planning and other local planning processes: Community Planning, Social Planning, Environmental Planning, Transportation, Economic Planning (NEDC), Local Food Strategy and Inspire Nanaimo, etc.

Actions:

- a. Evaluate the current city cultural and heritage planning structure to determine how these will be best linked
- b. Prepare an annual report to Council outlining the progress made on implementing the goals and strategies in this plan





"Art and culture are the basis for how we live, work and play. They inspire creativity and bring people together to celebrate all things that are beautiful in life. The arts encourage people to learn and to grow as individuals and groups. Arts and culture creates community on many levels and engage people with one another. Sense of place, community engagement, and overall happiness are integral to the sustainable development of a healthy population."

Survey Comment

5.2 The Creative Economy

Like many other Canadian communities, Nanaimo is changing from being solely a resource based economy to an economy that includes a creative knowledge based industry dependant on skilled creative professionals. Creativity is a fundamental source of wealth in the global economy. It is important for Nanaimo to elevate the value of cultural planning and meld it with social, economic and environmental planning with clearly stated strategies for generating wealth in this new economy.

Nanaimo is well positioned to benefit from integrated cultural planning because we already offer a quality lifestyle that is the envy of many other cities and is becoming more and more appealing. We have a growing wealth of cultural assets that we can leverage to attract creative people in many fields to live, work and invest in Nanaimo.

The creative, innovative, knowledge-based economy jobs and businesses are already great contributors to the Nanaimo economy. This sector will grow faster than most other economic spheres. The economic contribution of our artists, artisans, creators and the many other participants in the emerging creative economy is very significant. When their impact on the retail sector, tourism, culinary, hospitality, travel and many other key elements of the Nanaimo economy are included, the creative economy is a multi-million dollar part of our local economy that has significant and rapid growth potential to add to local jobs and improve our prosperity as a city.



Gallup's Top Three Drivers for Cities:

- **SOCIAL COMFORT** - places where people can meet and socialize, sports, entertainment, art, vibrant night life...
- **ACCEPTANCE** - the city should make you feel safe and comfortable, welcoming to all residents with a diverse population...
- **AESTHETICS** - an attractive city offering parks, green spaces, public art, tree-lined streets, safe trails and pathways...

Gord Hume

5.2 The Creative Economy (cont'd...)

a) Quality of Life and Place

Culture enriches our lives by providing enjoyment and appreciation of all creative endeavours. Through culture, we can engage and learn from other people and cultures. Culture opens our minds to new perspectives through dialogue that is interesting, challenging and thought provoking.

Culture celebrates our diverse values helps create a community that is welcoming, inclusive, compassionate, caring and supportive of all our citizens. Nanaimo is a community that values and celebrates different cultures through education and the arts. A successful city is one that is responsive to the needs of all its residents and that actively seeks to provide a broad range of opportunities for all sectors of the community.

Culture increases connection and community. It creates synergy and reason for celebration. It reflects and honours all cultures. It supports and encourages all creative people from artists to creative professionals resulting in increased economic prosperity. Focusing on quality of life / quality of place initiatives will create a “desirable city where people want to live, visit, work, invest and stay” (NEDC vision statement).

Goal:

Make culture an important part of quality of life and quality of place factors when planning for a vibrant, attractive, livable and sustainable community.

Strategies:

- a. Foster cultural vitality as a key quality of life factor and the foundation for attracting and retaining skilled creative professionals and the creative industries for building wealth in the new economy
- b. Support the Official Community Plan in planning mixed use neighbourhoods and grassroots communities where people can live, work, play and engage in culture - all in their own neighbourhood
- c. Create an aesthetically pleasing city: gateway / corridor / streetscape beautification (e.g. Nicol Street / South Terminal Avenue, Brechin Road, Stewart Avenue and N. Island Highway enhancements) through innovative and creative urban planning and inspiring architecture

Actions:

- a. Use our cultural assets and resources to celebrate our community's unique and distinctive cultural identity and work with Nanaimo Economic Development Corporation to develop a “Pride of Place” campaign
- b. Use quality of life factors, such as arts, cultural and heritage as key marketing tools for Nanaimo's tourism and economic development strategies
- c. Use the city's urban design process to create neighbourhoods and subdivisions with unique and distinct character / livability



b) Creative Industries

It is cultural vitality that drives the economy in the most desirable cities of the world. Nanaimo is well positioned to reap the economic benefits of culture with “cultural vitality” the fourth pillar of sustainability in the city’s Corporate Strategic Plan.

Economic growth today depends increasingly on ideas, knowledge, innovation and creativity, in addition to resources and manufacturing. Creativity is the engine of the new economy. Innovation has surpassed manufacturing as the main source of wealth in this changing economy.

Cities that offer a high quality of life and excellent quality of place can be successful in attracting and retaining creative professionals that bring innovative, highly technical and creative industries with them. This will help drive future economic growth in Nanaimo.

Nanaimo has the potential to grow its tourism economy by providing visitors with memorable travel experiences. Visitors enjoy cities that offer vibrant local culture, artists and artisans, great experiences, local food, history, heritage and fun shopping.

Goal:

Use cultural planning to stimulate the local economy towards greater economic growth.

Strategies:

- a. Develop innovative creative hubs or incubators (for example, “The Hatchery”) that include shared workspaces for artists, creative professionals and start-up cultural / creative entrepreneurs
- b. Work collaboratively with Nanaimo Economic Development Corporation, Nanaimo Chamber of Commerce, Innovation Island Technology Association and Vancouver Island University to create programs to retain / attract bright young minds to promote Nanaimo as a centre for innovation, creativity, technology and culinary tourism
- c. Use the Arts and Cultural Economic Impact Study from NEDC to show what impact culture has on Nanaimo’s economy
- d. Provide tax incentives for new, start-up creative / cultural businesses in the downtown core (make use of the Revitalization Area Tax Exemption from the Local Government Act)

Actions:

- a. Use planning / zoning tools to provide live / work spaces for qualified artists and creative professionals; pursue public-private partnerships for subsidized live / work studios that benefit artists, property owners and the city



Bowen pottery participant

5.2 The Creative Economy (cont'd...)

- b. Promote Nanaimo as a cultural tourism destination by promoting our unique heritage and cultural assets and experiences
- c. Review zoning and other city regulations to determine if any are impeding or preventing artists and creative professionals in producing and selling their work



The Creative Economy

The creative economy encompasses a wide variety of creative businesses and cultural workers:

- **Advertising / Marketing**
- **Art Instruction and Education:** music, dance, drama and art teachers, music schools, dance and acting schools
- **Art Galleries and Dealers:** commercial art galleries, art dealers and art distributors
- **Commercial Creative Industries:** professional artists, graphic designers, photographers, publishers, architects, engineers, fashion and interior designers
- **Cultural Facilities:** public art galleries, libraries, theatre venues, heritage sites and public studios
- **Events and Festivals:** event coordinators, administrators, featured performers
- **Film and Video Production**
- **Heritage Institutions** (including museums)
- **Literary Arts:** creative writers and editors
- **Performing Arts:** musicians, musical ensembles, bands, orchestras, comedy groups, theatre companies, entertainers, dancers and choreographers
- **Radio / TV**
- **Research and Development**
- **Service and Material Providers:** art suppliers, picture framers, craft retailers and suppliers, dance, masquerade and theatrical suppliers, musical instrument retailers, audio / video service and equipment providers, art consultants, ticket outlets and live music venues
- **Societies and Organizations:** cultural organizations and recreational art groups
- **Software / Video Games**
- **Sound Recording** (including music recording and distribution)
- **Toys and Games**
- **Visual Arts:** painters, sculptors, ceramic artists, photographers and craftspersons

c) Cultural Tourism

Tourism based around arts and cultural events, festivals, museums, art galleries and heritage attractions has a potential to have a great economic impact on the community. Many travelers today are cultural tourists who desire great cultural experiences when they visit places. They are looking for an opportunity to learn from different cultures and about the unique history and heritage of a place. There is also a trend for people to stay closer to home for their vacation and become “tourists in their own town.”

Goal:

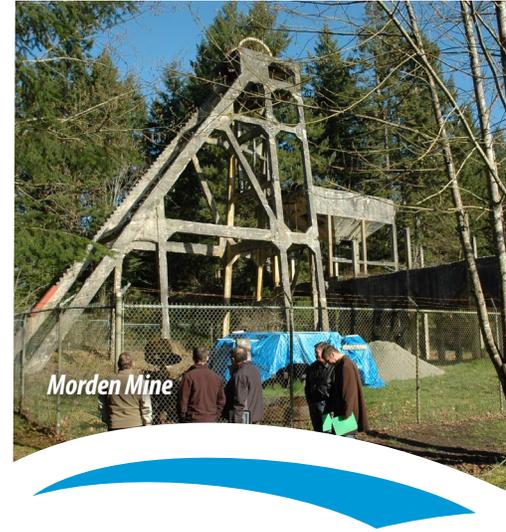
Leverage our cultural assets and resources to make Nanaimo a desirable place to visit for interesting and unique cultural experiences.

Strategies:

- a. Develop year-round arts, cultural and heritage tours for residents and visitors
- b. Partner with Tourism Nanaimo in implementing the Nanaimo and Regional Tourism Strategic Plan

Actions:

- a. Encourage and support new and revitalized events and festivals - especially in the shoulder and off-seasons
- b. Improve way-finding to cultural attractions and the downtown Arts District
- c. Identify and celebrate our First Nations culture and legacy through public gathering spaces, joint initiatives and shared celebrations; work with SFN to provide education opportunities about their heritage, history and traditions
- d. Showcase our cultural assets, resources and history and heritage (coal mining, logging, heritage sites) in public gathering places, waterfront walkways and parks, tourist areas and in the downtown Arts District
- e. Create a vibrant street and waterfront experience through street entertainment for a better visitor experience



5.2 The Creative Economy (cont'd...)

d) Events and Festivals

Nanaimo's events and festivals are an important part of how we celebrate who we are as a city and a people. Festivals should celebrate our diversity and showcase our local cultural resources and artistic talent to both residents and visitors.

Goal:

Encourage and support events and festivals organizations to collaborate in providing interesting, vibrant and timely events and festivals throughout the year and to elevate Nanaimo's tourism potential as an events and festivals destination.

Strategy:

- a. Provide greater support to events and festivals in order to provide more exciting and interesting experiences

Actions:

- a. Increase the Events and festivals Grant funding by ten percent per year for the next five years annually (current events and festivals fund for 2013 is at \$27,573)
- b. Develop a festivals and events strategy that would look at the strengths / weaknesses of existing festival where gaps could be filled and how established events / festivals can stay fresh and continue to be relevant and exciting
- c. Encourage and support performing arts events and festivals; plan a networking / workshop session with all music organizations and events / festival organizers to talk about ways to incorporate more music entertainment into existing and new events and festivals
- d. Link with current event calendar providers to incorporate existing calendars into the cultural portal



e) Culinary Tourism

It is becoming widely recognized that local food and wine go hand in hand with arts, culture, heritage and entertainment (including events and festivals). People that participate in these activities often are looking for local, unique culinary experiences. Promoting this combination of arts, entertainment, food and wine can be a big attraction to residents and visitors and a significant contribution to Nanaimo's economy.

Culture + Culinary = Economic Opportunity
Gord Hume

Goal:

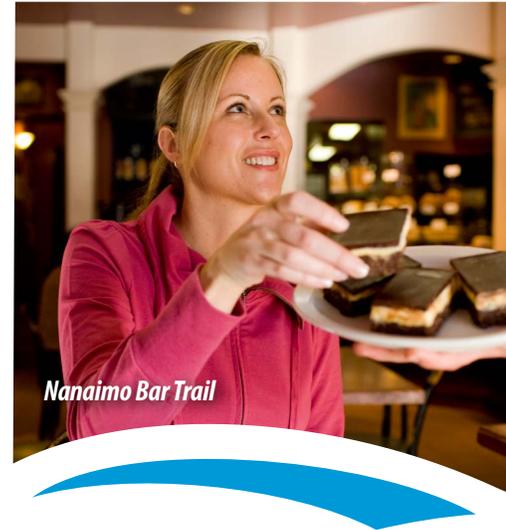
Develop a Food Strategy and Culinary Tourism Strategy that will make our city attractive for its unique, fresh, healthy local food and its culinary / cultural experiences to both residents and visitors.

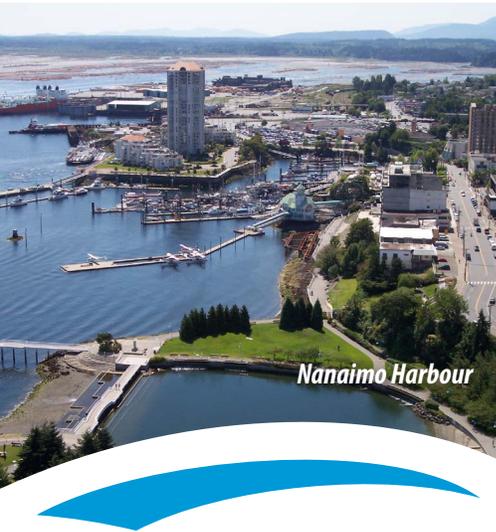
Strategies:

- a. Work with local food organizations, Community Planning, Nanaimo Economic Development Corporation and VIU to promote a local food strategy and promotion campaign that also links to the local arts, cultural, tourism, heritage and downtown strategies
- b. Use food and culinary tourism strategies to shape the character and image of our community
- c. Through cultural sharing and celebrations, incorporate food in celebrating the people who have immigrated to Canada and have decided to settle in Nanaimo to build cross-cultural connections and relationships

Actions:

- a. Be intentional about celebrating and promoting local food and culinary art; encourage back yard gardening, community gardening, rooftop gardens, local produce stands, unique local restaurants and cafés, food trucks, food festivals, etc.
- b. Support the Nanaimo Food Strategy which is being developed to provide residents and visitors access to local, nutritious and culturally appropriate food (Nanaimo Food Strategy)
- c. Support local food production and culinary experiences (unique local restaurants, cafés, fresh, local foods and wine)
- d. Encourage providers to package culinary and cultural experiences with shows, events and festivals
- e. Facilitate and support farmers' markets
- f. Market the "Nanaimo Bar Trail" to both residents and visitors (Tourism Nanaimo, DNBIA, Parks, Recreation and Culture and NEDC)





5.3 Connectivity: Connecting People, Communities & Ideas

In our extensive community engagement and outreach with Nanaimo and area residents, one of the most surprising findings was their awareness of and support for improving the connectivity of area residents. They defined this in several ways—physical: transportation, harbour, roads, walking and cycling paths, linkages and so on, but also, and perhaps even more importantly, linkages between people and organizations. Nanaimo needs greater connectivity between its cultural entities. We need to connect better with the university and its students and faculty.

We need to break down the perceived barriers of geography inside Nanaimo: north versus south or divisions created by the highway. Connectivity will be led by people, neighbourhoods and cultural opportunities ranging from local food to public art to a renewed downtown.

We can also use art, heritage and culture to enhance links along pathways, nature trails, wheelchair accessible pathways, etc. Public art can connect a city. Pride in the community and a shared neighbourhood vision can provide strong connectivity. Greater connectivity between people and places is very important for a livable city.

Goal:

Improve connectivity in Nanaimo, including physical connectivity for cars, transit, bicycles and pedestrians and people connectivity through ongoing community engagement, information sharing and consultation.

Strategies:

- a. Encourage alternate modes of transportation and better connections between north and south, including transit, walking, cycling and carpooling between subdivisions and neighbourhoods and to / from community amenities
- b. Create better connections between Vancouver Island University and the downtown core, and encourage the provision of student residences in order to bring more vibrant youthful energy to the downtown
- c. Create a mentorship program where professionals connect with and mentor aspiring young artists and creative entrepreneurs
- d. Encourage young artists and university grads in the creative sector to stay in Nanaimo

Actions:

- a. Promote our waterfront parks, beaches and walkway to residents as important cultural assets / gathering places
- b. Provide ongoing community consultation and engagement; engage people in dialogue about culture on an ongoing and consistent basis (artists, cultural workers, creative industries, cultural organizations, business, neighbourhoods, the public)

- c. Work with all stakeholders to improve way-finding and access to Nanaimo's cultural assets through gateways, corridors, signage, traffic flows and improve signage and access to the Arts District
- d. Implement the waterfront walkway expansion (Departure Bay to the Cruise Ship Terminal) and animate this public space with public art, history and heritage presentation / interpretation
- e. Enhance and expand the Nanaimo Cultural Awards program to make it the premier civic cultural celebration of our artists, creative professionals and arts and cultural leaders



5.4 Cultural Spaces and Places



Cultural spaces and places play a key role in the pride of place in our community that attracts and retains residents. Quality of life is largely based on cultural amenities, and our cultural spaces and places make Nanaimo welcoming, beautiful and interesting. Residents (and visitors) want places where they can create, perform, exhibit, learn, engage and be entertained. One of the best ways to enhance quality of life in Nanaimo is to ensure that artists and cultural organizations have affordable, quality space in which to provide these services to residents.

Goal:

Encourage our community at large to value our culturally rich spaces and places as essential assets that we can leverage for economic growth and for making Nanaimo a desirable place to live. Ensure that we have quality, affordable, interesting and sustainable cultural spaces and places.

Strategies:

- a. Work to ensure affordable and sustainable spaces for artists and cultural organizations and maximize the community's existing public and private spaces for arts / cultural uses, including community centres, conference centre, parks, libraries, museums, art galleries, schools, churches, other government buildings, privately owned buildings, etc.
- b. Identify priority additions or enhancements to cultural spaces and places and incorporate them into the cultural planning process and the city's Financial Plan
- c. Support the expansion and enhancement of the downtown Arts District into the creative, cultural centre of Nanaimo and hub of cultural activity which would be a unique blend of art, cultural, heritage, local food, social, design and entrepreneurial activity
- d. Fully support and continue to implement the 2008 Community Plan for Public Art in order to create public spaces that are interesting, aesthetically pleasing and memorable

Actions:

- a. Implement the existing Community Plan for Public Art and update the plan to incorporate committing one percent of the project's budget for public art for all civic building projects (above ground).
- b. Provide small venues that are accessible (affordable) to emerging artists and small shows
- c. Improve waterfront enhancement through additional heritage interpretation and public art along our waterfront walkways and parks (coal mining, logging and First Nations history and heritage)

- d. Implement the cultural spaces and places (new and existing) capital asset priority plan that outlines priorities over the next five to twenty years
- e. Investigate ways to utilize existing vacant spaces for arts / cultural purposes
- f. Develop a plan for a purpose built, properly designed outdoor performance space (outdoor amphitheatre) in Maffeo Sutton Park
- g. Set up a new public art reserve fund with an annual municipal contribution of \$100,000 in order to fund permanent public art (in support of the Community Plan for Public Art)
- h. Continue to improve existing urban design policy / guidelines in order to encourage bolder, creative architectural design for all public and private sector buildings; encourage all major building projects undertaken by the city to undergo a cultural assessment to determine opportunities to incorporate creative or artistic features or public art into the project at the design stage
- i. Develop a set of criteria and rationale for how cultural facilities and public art are distributed into each area (neighbourhood) of the city



5.5 Cultural Asset Priority Plan

As identified by the community throughout the engagement process:

Outdoor Spaces:

- Extension of the Harbourfront Walkway (Departure Bay to the Cruise ship Terminal), and animate the walkway with heritage and public art (Corporate Strategic Plan Priority)
- Support the Diana Krall Plaza development plan and animate the plaza
- Develop a plan to build a purpose-built, outdoor performance space (outdoor amphitheatre) in Maffeo Sutton Park

Cultural Facilities:

- Support the Nanaimo Art Gallery phased development plan that starts with consolidation of their operations to 150 Commercial Street and ends with an expansion, including a “Class A” public art gallery
- Through the consultation process, the community endorsed the need for affordable, purpose-built, small performance space and rehearsal spaces
- The Port Theatre’s plan for building an addition of a purpose-built, small performance space and rehearsal spaces be supported
- Options for other small performance space be supported
- Some discussion generated for constructing a new multi-purpose civic sports and entertainment centre
- Support multi-use community arts space



*Playground opening activities at
Country Hills Park*



Nanaimo's Dragonboat Festival

6.0 Moving Ahead - Plan Implementation

*"Culture - it is what makes us who we are.
It is what sets us apart from every other
community. It is what defines us."*

Survey Comment

6.0 Moving Ahead - Plan Implementation



The City of Nanaimo's Culture & Heritage Department will be responsible for the implementation of the Cultural Plan. There will be some key internal and external partners that will be directly or indirectly involved to ensure that the plan strategies and actions are implemented. Cross departmental collaboration will be essential to building on the City's corporate vision of including Cultural Vitality as a pillar of sustainability in our community. Communication and cooperation at all levels will be critical for the plan's success.

Creative City Commission

The new Creative City Commission that is recommended to be formed as part of the Cultural Plan will help guide the implementation of the plan and ensure that the progress is reported to the community and Council on an annual basis. The Commission (with City staff) will also do an annual review of the plan to ensure that it continues to meet the needs of the community and to make revisions where needed in consultation with the community.

The implementation plan outlines each of the five key elements (Strengthening the Creative Sector, the Creative Economy, Connectivity, Cultural Spaces and Places and the Cultural Asset Priority Plan) supported by goals, strategies and actions. It identifies:

- **Responsibility:** who will be taking the lead role in implementing a specific strategy and any internal or external partners who will be involved
- **Time Frame:** a time frame for completing each strategy or action

Governance

It will be essential that a strong governance structure and process be put into place in order to ensure that the resources are available to implement the plan and position Nanaimo well within the creative economy and enhance our quality of life and place.

The Cultural Plan must be supported throughout the organization with a clear understanding of roles and responsibilities. The plan will require strong support from Council acknowledging the importance of culture in its decision making. It is proposed that the City create a Cultural Services Division, structure, staffing, resources, funding etc.).

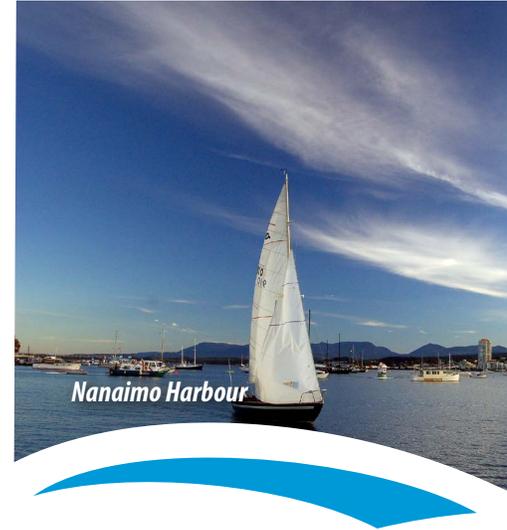
As culture increasingly becomes integrated into all aspects of city planning, it will be more important for collaboration at all levels and between all departments. This should minimize the need for a significant increase in staff and financial resources.

Community Consultation and Engagement

An important component to ensure implementation of the Cultural Plan is to get community involvement and support. The process of community consultation and engagement that was so successful during the planning process, will continue after the Cultural Plan is adopted and the community begins to implement the plan.

Community Cultural Round Table

Create a community cultural round table made up of community cultural / creative professional leaders, as well as government, education, tourism, business and First Nations leaders. The purpose of the cultural round table will be to advise the City regarding the implementation of the Cultural Plan and to assist with making priorities. The cultural round table group will be formed early in 2014 with the intent of meeting on a bi-annual basis.



1. Strengthening the Creative Sector

a) Partnerships and Collaboration

Goal: Build stronger relationships with, and between, cultural organizations and business and increase opportunities for working together to build capacity within organizations.

	Strategies	Responsibility	Time Frame
a.	Encourage and facilitate collaboration with non profit organizations and the business community: education and awareness of the importance of cultural vitality for economic prosperity	-C&H Department -NEDC -Chamber of Commerce -Culture Organizations -DNBIA	Ongoing
b.	Work with Vancouver Island University (VIU) to find ways to engage VIU students, including international students so that they are reflected in the city and make this city their own; bridge the gap between the city and the university and find ways to connect the bright young minds to bring more vibrant youthful energy into the downtown core	-City of Nanaimo -C&H Department -Vancouver Island University -DNBIA -Chamber of Commerce -Culture Managers	Ongoing
c.	Collaborate with School District # 68 and Vancouver Island University to ensure that our grads are prepared for the new economy of creativity and innovation and that essential skills are being developed for present and future business opportunities in Nanaimo	-C&H Department -Vancouver Island University -School District 68 -Culture Organizations -Culture Managers	Ongoing
d.	Engage Nanaimo's education leaders in discussions about arts and education, arts-related professional development for teachers and how to strengthen opportunities for cultural experiences in the classroom and community life	-C&H Department -Vancouver Island University -School District 68 -Culture Organizations -Culture Managers	Ongoing

6.0 Moving Ahead - Plan Implementation (cont'd...)



	Actions	Responsibility	Time Frame
a.	Build relationships and good linkages among people, institutions and cultural organizations through partnerships and the sharing of resources - all working towards a common vision and goal	-NEDC -C&H Department -Community -Culture Organizations	Ongoing
b.	Pursue public and private partnerships for cultural facility development, cultural programs and activity support and events and festivals support	-C&H Department -Community -Chamber of Commerce -Culture Managers -Finance Department	Annually
c.	Provide and support regular networking opportunities, educational workshops, forums, etc. to support cultural organizations and creative cultural workers and professionals (including online opportunities)	-C&H Department -Chamber of Commerce -NEDC -Vancouver Island University	Ongoing
d.	Create a Nanaimo "Creative Network" to link all Nanaimo arts and cultural organizations with creative, innovative, knowledge-based industries for learning, networking and collaborative opportunities	-C&H Department -IT Department -Community -Tourism Nanaimo -NEDC -Community Futures -Chamber of Commerce -Culture Managers	2015
e.	Meet annually with education leaders in School District #68 to discuss arts and culture in schools	-C&H Department -School District 68 -Culture Organizations	Ongoing
f.	Meet annually with Vancouver Island University President and selected faculty to discuss efforts with the city for the benefit of students and the community	-C&H Department -Vancouver Island University	Ongoing
g.	Encourage culture partners to engage the community and seek feedback regarding their programs and services on a regular basis	-C&H Department -Culture Organizations -Culture Managers	Ongoing

1. Strengthening the Creative Sector

b) Cultural Asset Mapping

Goal: Continue to inventory and map community cultural assets and resources in order to identify needs and opportunities for investing in future cultural development and to demonstrate the breadth and variety of cultural activity in our community.

	Strategies	Responsibility	Time Frame
a.	Continue to ensure that Nanaimo’s cultural heritage resources (built heritage buildings, historic sites, archaeology sites) are conserved so that they remain attractive and architecturally and structurally sound for future generations	-C&H Department -Community -Community Development	Ongoing
b.	Continue to protect our beautiful natural resources that are valued cultural assets; celebrate and promote these resources to residents and visitors with information, signage and linkages	-C&H Department -Marketing Team -Parks Department -Tourism Nanaimo	Ongoing
c.	Celebrate Snunéymuxw First Nation art, history and culture by supporting their endeavours to tell their unique, interesting stories for public education and enjoyment	-C&H Department -Snuneymuxw First Nation -Nanaimo Museum	Ongoing



	Actions	Responsibility	Time Frame
a.	Maintain a comprehensive cultural inventory and map that defines our local culture and demonstrate the breadth and variety of cultural activities, resources and facilities in our community; use the cultural map as a tool to “make the case for culture”	-C&H Department -IT Department -Marketing Team -Culture Managers -NEDC	Ongoing
b.	Identify strengths and weaknesses, needs, opportunities and priorities for leveraging existing cultural assets and resources for economic and overall community benefit (see SWOT Analysis on page 18)	-C&H Department -Community -NEDC	Annually
c.	Maintain and enhance our online cultural portal where users can find out information about all of Nanaimo’s cultural assets and resources. Use the cultural map as a feature tool for the portal with future functionality to be developed at a later date (events and festivals calendar, public art inventory and map, cultural identity map, arts / culture programs and activities as examples)	-C&H Department -IT Department	2014-2016
d.	Develop a web-based program and smart phone app that would provide online gateways with quick links to information about Nanaimo’s cultural resources, amenities, history, stories and places of interest	-C&H Department -IT Department	2014
e.	Develop a community identity inventory and map identifying and recording our history, values, unique identity, traditions and stories that define Nanaimo’s uniqueness and sense of place; this would augment the cultural resources map and be part of the online cultural portal	-C&H Department -Nanaimo Archives -Nanaimo Museum -IT Department	2014

6.0 Moving Ahead - Plan Implementation (cont'd...)

1. Strengthening the Creative Sector

c) Integration and Sustainability

Goal: Implement “Cultural Vitality” as the fourth pillar of sustainability and integrate cultural planning into municipal planning and decision making (city planning and development through a cultural lens).



	Strategies	Responsibility	Time Frame
a.	Develop solid support for integrated cultural planning among Council, senior management and community leaders	-C&H Department	2014
b.	Facilitate grassroots arts/cultural opportunities from a young age and based in neighbourhoods and schools	-C&H Department -School District 68 -Community -Culture Organizations	Ongoing
c.	Find ways to ensure sustainability for artists and artisans who are essential for a vibrant arts and culture scene	-C&H Department -Arts Council -Arts Community -Chamber of Commerce -NEDC	Ongoing
d.	Provide education and awareness of the benefits of investing in cultural planning and development (culture as a foundation for a livable city)	-C&H Department -NEDC -Chamber of Commerce -Inspire Nanaimo -Engage Nanaimo	Ongoing

	Actions	Responsibility	Time Frame
a.	Ensure adequate and stable funding for cultural organizations and increase city investment in cultural organizations and people that use and animate our cultural spaces (see recommendations in Investment section)	-Council -Finance Department -C&H Department	2014
b.	Provide ongoing leadership / training workshops and networking opportunities for cultural organizations and creative businesses	-C&H Department -NEDC -Chamber of Commerce -Inspire Nanaimo -Engage Nanaimo	Ongoing
c.	Develop a marketing and awareness campaign to celebrate our cultural resources and promote the benefits of culture in our community	-C&H Department -NEDC -Culture Institutions -Culture Managers -Chamber of Commerce	Ongoing

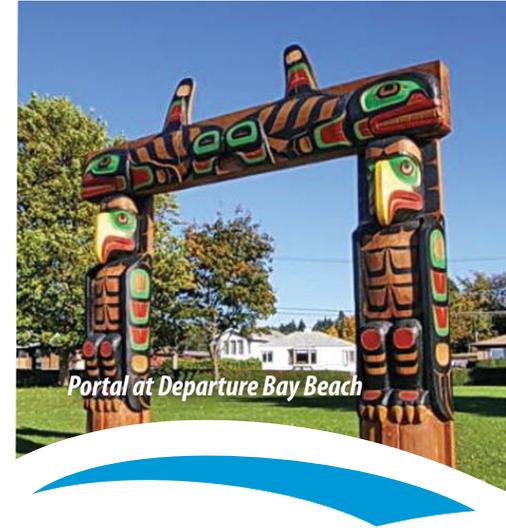
1. Strengthening the Creative Sector

d) Investment

Goal: Invest in cultural planning and development as a core part of community building for a prosperous and successful community.

	Strategies	Responsibility	Time Frame
a.	Support ongoing funding and stable core funding to non profit arts and cultural organizations who then use this core funding to leverage funding from other sources (other levels of government, business, private donors, foundations, etc.)	-Council -Finance Department -C&H Department	Ongoing
b.	Invest more in organizations and people who animate our cultural spaces	-Council -C&H Department -DNBIA -Chamber of Commerce -Tourism Nanaimo	2015-2019
c.	Conduct a review of overall funding to culture in Nanaimo to support long-term success	-Council -C&H Commission -C&H Department	2015

	Actions	Responsibility	Time Frame
a.	Increase annual per capita Cultural Operating Grant funding to cultural organizations two percent a year for five years	-Council -Finance Department -C&H Department -C&H Commission -Community	Increases 2014-2018
b.	Conduct a review of the cultural grant process and criteria for funding for both the Cultural Operating Grants and the Events and Festivals Grants to ensure that city funds are being wisely and efficiently invested for the greatest return for the people who live and work here	-C&H Department -Culture Organizations	2014



6.0 Moving Ahead - Plan Implementation (cont'd...)

1. Strengthening the Creative Sector

e) Governance

Goal: Focus the city's attention and resources on providing support, cultural infrastructure and providing extraordinary cultural services, leadership and engagement for all residents and potential residents.



Public input session participants

	Strategies	Responsibility	Time Frame
a.	Form a "Creative City Commission" reporting directly to Council	-Council -C&H Department -Senior Leadership	2014
b.	Create a "Cultural Services" division headed by a Cultural Manager reporting to the Director of Parks, Recreation and Culture with designated cultural staff responsible for cultural planning and development and for implementing the Cultural Plan; this cultural division would also provide support to the new Creative City Commission	-Senior Leadership -Council -C&H Department	2014
c.	Establish effective linkages between cultural planning and other local planning processes: Community Planning, Heritage Planning, Social Planning, Environmental Planning, Transportation, Economic Planning (NEDC), Tourism, Local Food Strategy and Inspire Nanaimo, etc.	-All City Departments	2014

	Actions	Responsibility	Time Frame
a.	Evaluate the current city culture planning and heritage planning structure to determine how these will be linked	-Council -Senior Leadership	2014
b.	Prepare an annual report to Council outlining the progress made on implementing the goals and strategies in this plan	-C&H Department -C&H Commission	Annually

"The evidence is simply overwhelming – to prosper in the future, Canadian cities must embrace cultural planning as a key and core element of municipal government."

Gord Hume

2. Creative Economy

a) Quality of Life and Place

Goal: Make culture an important part of quality of life and quality of place factors when planning for a vibrant, attractive, livable and sustainable community.

	Strategies	Responsibility	Time Frame
a.	Foster cultural vitality as a key quality of life factor and the foundation for attracting and retaining skilled creative professionals and the creative industries for building wealth in the new economy	-Council -C&H Department -C&H Commission -Chamber of Commerce -NEDC -PRE Department	Ongoing
b.	Support the Official Community Plan in planning mixed use neighbourhoods and grassroots communities where people can live, work, play and engage in culture - all in their own neighbourhood	-Community Development -C&H Department -PRE Department	Ongoing
c.	Create an aesthetically pleasing city: gateway/corridor/streetscape beautification (e.g. Nicol Street / South Terminal Ave., Brechin Rd., Stewart Ave., and N. Island Highway enhancements) through innovative and creative urban planning and inspiring architecture	-PRE Department -Community Development -Engineering & Public Works -Inspire Nanaimo	Ongoing

	Actions	Responsibility	Time Frame
a.	Use our cultural assets and resources to celebrate our community's unique and distinctive cultural identity and work with Nanaimo Economic Development Corporation / Tourism to develop a "Pride of Place" campaign	-C&H Department -NEDC -PRE Department	2014
b.	Use quality of life factors, such as arts, culture and heritage as key marketing tools for Nanaimo's tourism and economic development strategies	-C&H Department -NEDC -Tourism Nanaimo -Culture Managers	Ongoing
c.	Use the city urban design process to create neighbourhoods and subdivisions with unique and distinctive character / liveability	-Community Development -C&H Department	Ongoing



Bowen pottery participant

6.0 Moving Ahead - Plan Implementation (cont'd...)

2. Creative Economy

b) Creative Industries

Goal: Use cultural planning to stimulate the local economy towards greater economic growth.



Frank Ney statue at Maffeo Sutton Park

	Strategies	Responsibility	Time Frame
a.	Develop innovative creative hubs or incubators (for example, "The Hatchery") that include shared workspaces for artists, creative professionals and start-up cultural / creative entrepreneurs	-DNBIA -C&H Department -Creative Professionals -NEDC -Culture Managers -Chamber of Commerce -Innovation Island Technology Assoc. (IITA)	2016
b.	Work collaboratively with Nanaimo Economic Development Corporation, Chamber of Commerce, Innovation Island Technology Association and Vancouver Island University to create programs to retain / attract bright young minds to promote Nanaimo as a centre for innovation, creativity, technology and culinary tourism	-C&H Department -NEDC -Chamber of Commerce -IITA -Vancouver Island University -Culture Managers -Young Prfsnls of Nanaimo -Design Nerds -School District 68	Ongoing
c.	Use the Arts and Cultural Economic Impact Study from NEDC to show what impact culture has on Nanaimo's economy	-C&H Department -NEDC -Culture Managers	2014-Ongoing
d.	Provide tax incentives for new, start-up creative / cultural businesses in the downtown core (make use of the Revitalization Area Tax Exemption from the Local Government Act)	-C&H Department -Community Development -Finance Department	2015

	Actions	Responsibility	Time Frame
a.	Use planning / zoning tools to provide live / work spaces for qualified artists; pursue public-private partnerships for subsidized live / work studios that benefit artists, property owners and the city	-C&H Department -NEDC -Community Development -DNBIA -Chamber of Commerce -Bylaw Department	2015
b.	Promote Nanaimo as a cultural tourism destination by promoting our unique heritage and cultural assets and experiences	-C&H Department -NEDC -Tourism Nanaimo -Marketing Team	Ongoing
c.	Review zoning and other city regulations to determine if any are impeding or preventing artist and creative professionals in producing and selling their work	-C&H Department -Community Development -Bylaw Department	2015

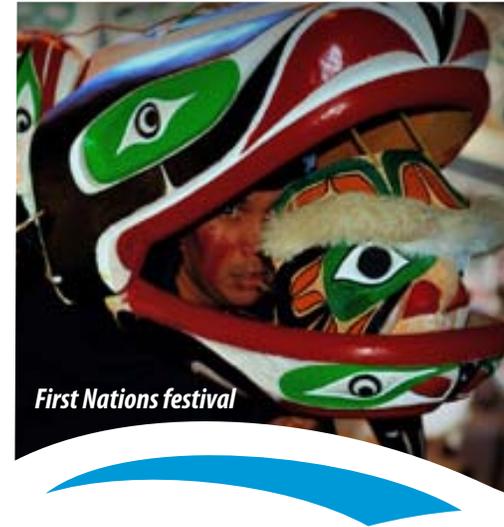
2. Creative Economy

c) Cultural Tourism

Goal: Leverage our cultural assets and resources to make Nanaimo a desirable place to visit for interesting and unique cultural experiences.

Strategies		Responsibility	Time Frame
a.	Develop year-round arts, cultural and heritage tours for residents and visitors	-PRE Department -Tourism Nanaimo -DNBIA -Culture Managers -Culture Organizations	2014-ongoing
b.	Partner with Tourism Nanaimo in implementing the Nanaimo and Regional Tourism Strategic Plan	-C&H Department -Tourism Nanaimo -PRE Department	Ongoing

Actions		Responsibility	Time Frame
a.	Encourage and support new and revitalized events and festivals - especially in the shoulder and off seasons	-PRE Department -Tourism Nanaimo -DNBIA -Culture Organizations -Culture Managers	Ongoing
b.	Improve way-finding to cultural destinations and the downtown Arts District	-PRE Department -Community Development -DNBIA -C&H Department	2015-2020
c.	Identify and celebrate our First Nations culture and legacy through public gathering spaces, joint initiatives and shared celebrations; work with SFN to provide education opportunities about their heritage, history and traditions	-C&H Department -Tourism Nanaimo -DNBIA -Snuneymuxw First Nation -PRE Department	Ongoing
d.	Showcase our cultural assets, resources and history and heritage (coal mining, logging, heritage sites) in public gathering places, waterfront walkways and parks, tourist areas and in the downtown Arts District	-PRE Department -Nanaimo Museum -Nanaimo Archives -C&H Department -Snuneymuxw First Nation	Ongoing
e.	Create a vibrant street and waterfront experience through street entertainment for a better visitor experience	-PRE Department -Tourism Nanaimo -DNBIA -Chamber of Commerce -C&H Department -Bylaw Department	



“We need to invest in people who create art and culture if we want Nanaimo to be a true culture generator.”

Stakeholder Comment

6.0 Moving Ahead - Plan Implementation (cont'd...)

2. Creative Economy

d) Events and Festivals

Goal: Encourage and support events and festivals organizations to collaborate in providing interesting, vibrant and timely events and festivals throughout the year and to elevate Nanaimo's tourism potential as an events and festivals destination.



	Strategies	Responsibility	Time Frame
a.	Provide greater support to events and festivals in order to provide more exciting and interesting experiences	-DNBIA -PRE Department -C&H Department -Tourism Nanaimo	2014-2018

	Actions	Responsibility	Time Frame
a.	Increase the events and festivals grant funding by ten percent per year for five years (current events and festivals fund for 2013 is at \$27,573)	-Council -Finance Department -C&H Commission -C&H Department	2014 2015 2016
b.	Develop a festivals and events strategy that would look at the strengths / weaknesses of existing festival where gaps could be filled and how established events / festivals can stay fresh and continue to be relevant and exciting	-PRE Department -Tourism Nanaimo -DNBIA -Event Organizers -C&H Department -Culture Managers	2015
c.	Encourage and support music events and festivals; plan a networking / workshop session with all music organizations and events / festival organizers to talk about ways to incorporate more music entertainment into existing and new events and festivals	-PRE Department -Tourism Nanaimo -DNBIA -Event Organizers -C&H Department -Culture Managers	2014
d.	Link with current event calendar providers to incorporate existing calendars into the cultural portal	-IT Department -C&H Department	2015-Ongoing

“The creative economy attracts the creative class which create a fun and vibrant, culturally interesting, surprising place to visit and invest. The creative economy will bring self-esteem (pride of place). The more diverse and creative a city is, the more new business investments, more tourists, more families resulting in more economic growth.”

Cultural Forum Feedback

2. Creative Economy

e) Culinary Tourism

Goal: Develop a Food Strategy and Culinary Tourism Strategy that will make our city attractive for its unique, fresh, healthy local food and its culinary / cultural experiences to both residents and visitors.

	Strategies	Responsibility	Time Frame
a.	Work with local food organizations, Community Planning, Nanaimo Economic Development Corporation and VIU to promote a local food strategy and promotion campaign which also links to the local arts, cultural, tourism, heritage and downtown strategies	-Community Development -NEDC -Tourism Nanaimo -DNBIA	2014-2015
b.	Use food and culinary tourism strategies to shape the character and image of our community	-Community Development	Ongoing
c.	Through cultural sharing and celebrations, incorporate food in celebrating the people who have immigrated to Canada and have decided to settle in Nanaimo to build cross-cultural connections and relationships	-Multicultural Society -Social & Protective Services -C&H Department	Ongoing

	Actions	Responsibility	Time Frame
a.	Be intentional about celebrating and promoting local food and culinary art; encourage back yard gardening, community gardening, rooftop gardens, local produce stands, unique local restaurants and cafés, food trucks, food festivals, etc.	-Community Development -Social & Protective Services -C&H Department	Ongoing
b.	Support the Nanaimo Food Strategy which is being developed to provide residents and visitors access to local, nutritious and culturally appropriate food (Nanaimo Food Strategy)	-Community Development -Tourism Nanaimo -DNBIA	Ongoing
c.	Support local food production and culinary experiences (unique local restaurants, cafés, fresh, local foods and wine)	-DNBIA -Community Planning -Chamber of Commerce	Ongoing
d.	Encourage providers to package culinary and cultural experiences with shows, events and festivals	-Culture Organizations -Tourism Nanaimo -DNBIA -Chamber of Commerce	Ongoing
e.	Facilitate and support local farmers' markets	-PRE Department -Food Organizations -Private Food Operators -DNBIA	Ongoing
f.	Market the "Nanaimo Bar Trail" to both residents and visitors.	-Tourism Nanaimo -DNBIA -PRE Department -NEDC	Ongoing



6.0 Moving Ahead - Plan Implementation (cont'd...)

3. Creativity: Connecting People, Communities and Ideas

Goal: Improve connectivity in Nanaimo, including physical connectivity for cars, transit, bicycles and pedestrians and people connectivity through ongoing community engagement, information sharing and consultation.



Multicultural Day at VIU

	Strategies	Responsibility	Time Frame
a.	Encourage alternate modes of transportation and better connections between north and south, including transit, walking, cycling and carpooling between subdivisions and neighbourhoods and to / from community amenities	-Community Development -Vancouver Island University -Engineering & Public Works -PRE Department	Ongoing
b.	Create better connections between Vancouver Island University and the downtown core, and encourage the provision of student residences in order to bring more vibrant youthful energy to the downtown	-PRE Department -Vancouver Island University -Community Development -Transportation Planning -Engineering & Public Works	2015-2020
c.	Create a mentorship program where professionals connect with and mentor aspiring young artists and creative entrepreneurs	-C&H Department -NEDC -Chamber of Commerce -Culture Managers -Culture Organizations -IITA -School District 68 -Vancouver Island University -Young Professionals of Nanaimo -Design Nerds	2014
d.	Encourage young artists and university grads in the creative sector to stay in Nanaimo	-C&H Department -Community -NEDC -DNBIA -Business -Vancouver Island University -School District 68	Ongoing

	Actions	Responsibility	Time Frame
a.	Promote our waterfront parks, beaches and walkways as important cultural assets / gathering places	-PRE Department	Ongoing
b.	Provide ongoing community consultation and engagement; engage people in dialogue about culture on an ongoing and consistent basis (artists, cultural workers, creative industries, cultural organizations, business, neighbourhoods, the public)	-C&H Department -Community -NEDC -DNBIA -Business -Neighbourhoods -Public -Culture Managers	Ongoing
c.	Work with all stakeholders to improve way-finding and access to Nanaimo's cultural assets through gateways, corridors, signage, traffic flows and improve signage and access to the Arts District	-PRE Department -DNBIA -Community Development -Engineering & Public Works -C&H Department	Ongoing
d.	Implement the waterfront walkway expansion (Departure Bay to the Cruise Ship Terminal) and animate this public space with public art, history and heritage presentation/ interpretation	-PRE Department -Community Development -Engineering & Public Works -Snuneymuxw First Nation -Port Authority -Private Owners -Nanaimo Transit	2014-2020
e.	Enhance and expand the Nanaimo Cultural Awards program to make it the premier civic cultural celebration of our artists, creative professionals and arts and cultural leaders	-C&H Department -C&H Commission	2015-2020



Nanaimo Bike to Work Week participants



6.0 Moving Ahead - Plan Implementation (cont'd...)



4. Cultural Spaces and Places

Goal: Encourage our community at large to value our culturally rich spaces and places as essential assets that we can leverage for economic growth and for making Nanaimo a desirable place to live. Ensure that we have quality, affordable, interesting and sustainable cultural spaces and places.

	Strategies	Responsibility	Time Frame
a.	Work to ensure affordable and sustainable spaces for artists and cultural organizations and maximize the community's existing public and private spaces for arts / cultural uses, including community centres, conference centre, parks, libraries, museums, art galleries, schools, churches, other government buildings, privately owned buildings, etc.	-Community Development -NEDC -Chamber of Commerce -DNBIA -C&H Department -Social & Protective Services	Ongoing
b.	Identify priority additions or enhancements to cultural spaces and places and incorporate them into the cultural planning process and the city's financial plan	-PRE Department -Finance Department -Culture Managers -C&H Department -Council -Senior Leadership	2017-Ongoing
c.	Support the expansion and enhancement of the downtown Arts District into the creative, cultural centre of Nanaimo and hub of cultural activity which would be a unique blend of art, cultural, heritage, local food, social, design and entrepreneurial activity	-C&H Department -DNBIA -Community Development -NEDC	Ongoing
d.	Fully support and continue to implement the 2010 Community Plan for Public Art in order to create public spaces that are interesting, aesthetically pleasing and memorable	-C&H Department -Finance Department -C&H Commission	2014-Ongoing

	Actions	Responsibility	Time Frame
a.	Implement the existing Community Plan for Public Art and update the plan to incorporate committing one percent of the project's budget for public art for all civic building projects (above ground)	-C&H Department -Finance Department -C&H Commission	2014-Ongoing
b.	Provide small venues that are accessible (affordable) to emerging artists and small shows	-C&H Department -Community -NEDC -DNBIA -Chamber of Commerce -PRE Department -Community Development	Ongoing

c.	Improve waterfront enhancement through additional heritage interpretation and public art along our waterfront walkways and parks (coal mining, logging and First Nations history and heritage)	-PRE Department -Engineering & Public Works -Snuneymuxw First Nation -Nanaimo Archives -Nanaimo Museum	Ongoing
d.	Implement the cultural spaces and places (new and existing) capital asset priority plan that outlines priorities over the next five to twenty years	-C&H Department -Community Development -Engineering & Public Works -Council -C&H Commission -Finance Department -Culture Managers	2014-2033
e.	Investigate ways to utilize existing vacant spaces for arts / cultural purposes	-C&H Department -Community -Chamber of Commerce -DNBIA	2016-2018
f.	Develop a plan for a purpose built, properly designed outdoor performance space (outdoor amphitheatre) in Maffeo Sutton Park	-PRE Department	2015
g.	Set up a new public art reserve fund with an annual municipal contribution of \$100,000 in order to fund permanent public art (in support of the Community Plan for Public Art)	-C&H Department -C&H Commission -Finance Department -Council	Ongoing
h.	Continue to improve existing urban design policy / guidelines in order to encourage bolder, creative architectural design for all public and private sector buildings; encourage all major building projects undertaken by the city to undergo a cultural assessment to determine opportunities to incorporate creative or artistic features or public art into the project at the design stage	-C&H Department -Finance Department -Community Development	2014-2019
i.	Develop a set of criteria and rationale for how cultural facilities and public art are distributed into each area (neighbourhood) of the city	-Community Development -C&H Department	2014



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The Port Theatre

7.0 The Future - Monitoring Our Outcomes

7.0 The Future - Monitoring Our Outcomes



This Cultural Plan offers a comprehensive look at Nanaimo's cultural and creative community and offers recommendations to enhance and develop it in the future. Having a vibrant cultural sector is important for a dynamic, sustainable and appealing city.

Successful implementation of the plan will:

- Create a sustainable, dynamic and socially cohesive city with an enviable quality of life
- Create a place that people want to live, work and play
- Steward the natural and cultural elements that make Nanaimo great for generations to come
- Establish Nanaimo's downtown and waterfront with its public art installations and cultural facilities that draw tourists from around the world
- Include an enhanced Nanaimo Art Gallery, The Port Theatre and outdoor performance spaces
- Make evident cultural places and spaces throughout Nanaimo at the neighbourhood and city-wide scales
- Ensure that cultural industries will be a significant component of the local economy

With ongoing community support and participation, Nanaimo's Cultural Plan will provide strategic direction and a clear vision for advancing the cultural and prosperity agendas and opportunities.

It is an exciting time to see Nanaimo's future emerging and to envisage the opportunities and possibilities that can shape our city for years to come. As the city increasingly looks at those through the cultural lens, and as our artists, artisans, creators and architects of the future participate fully in the planning and development of our city, Nanaimo's future is bright.



8.0 Appendices

Appendix 1: Full Summary of the Community Visioning Forum (2012-OCT-16)

About 90 people attended this forum that was facilitated by consultant, Sandra Thompson. This is a summary of the feedback that was received on the following questions:

What is culture? What does culture mean to you?

Culture is what defines us as a community and a people. It is about our history, our values and beliefs. It is central to our identity. Our culture is what makes our city unique, distinctive and vibrant. It is everything that enriches our lives. Culture is about quality of life and pride of place and makes our city look and feel the way it does. Culture is why people love where they live.

For the purposes of this plan we will be focusing on the arts, heritage (natural and cultural heritage), quality of life and the creative economy.

What does culture include?

Culture includes the arts: visual (fine) art, performing art (music, dance, and theatre), literary arts, and culinary arts. It includes our history and heritage (both natural and cultural heritage). It includes everything that enriches our society and the individuals within it.

What does a “Creative City” mean to you?

A creative city is one that welcomes diversity and encourages tolerance at many levels. It is a place where one can enjoy a wide variety of live performances and arts/cultural experiences. It is a city that is dynamic and open to new ideas and change. It provides opportunity to engage with the arts and artists and provides opportunities for citizens to excel at creative endeavors or just enjoy cultural experiences.

KEY AREAS FOR CULTURE DEVELOPMENT

Quality of Life

In what way does arts and culture enrich your life?

Culture enriches our lives by providing enjoyment and appreciation of all creative endeavors. Through culture our lives are enriched by engaging with and learning from other people and cultures. Culture opens our minds to new perspectives through dialogue that is interesting, challenging, thought provoking and goes beyond the mundane. Culture brings joy, value and purpose to our lives.

Can you imagine a Nanaimo without culture?

Without culture people would not choose to live here. A Nanaimo without culture would be boring, empty, bland, sterile, sad, bleak and stressful. Our economic health would be adversely affected because we would not be able to attract and retain young, skilled creative professionals. Without culture there would be no history, personality or uniqueness.

How can arts, culture and heritage enhance the quality of life in Nanaimo?

Arts, culture and heritage increases connection and community. It creates synergy and reason for celebration. It reflects and honors all cultures. It supports and encourages all creative people from artists to creative professionals resulting in increased economic prosperity.

Integration and Sustainability

How can Nanaimo ensure culture sustainability for future generations?

- Integrating cultural planning into municipal planning and decision making (city planning and development through a cultural lens).
- Designed city cultural staff and a defined budget for arts and culture.
- Embracing cultural vitality as an essential fourth pillar of sustainability.
- Facilitating grass roots arts / cultural opportunities for all ages and based in neighbourhoods.
- Leadership workshops and networking opportunities for cultural organizations and creative businesses.
- Changing zoning regulations to make it possible for arts and small creative businesses to live and work in Nanaimo.
- Collaboration at all levels.
- Better accessibility (transportation).
- Increased education and awareness of the benefits of investing in cultural planning and development (culture as a foundation for livable city that attracts and retains a skilled work force).
- Recognize first nations contribution to arts and culture and include them in all community activities.
- Establishing / preserving cultural facilities to create a lasting legacy. Small venues that are accessible to emerging artists. Arts centres, residency programs, community centres, dedicated facilities and spaces for musical performances.

Spaces and Places

What are Nanaimo's most popular and interesting public spaces and / or places that we must preserve for future generations?

- Swy-a-Lana
- Theatres - Centre Stage, The Port Theatre, Bailey Studio, etc.
- Waterfront - the Harbourfront, Newcastle Island, Neck Point Park, etc.
- Diana Krall Plaza
- Petroglyph Park
- Buttertubs Marsh
- Ammonite Falls
- Morden Mine
- Commercial Street
- Parks and green spaces

What should Nanaimo do in the next five to seven years to enhance / improve our existing cultural spaces and places?

- Mining: interactive tours. History: make it come alive, engage and embrace the city's heritage.
- Upgrade and keep Nanaimo Centre Stage.
- Revitalize Diana Krall Place: places to sit, park-like, activities.
- Expand the Arts District banners. Make the Arts District visible, alive and get local performers out on the streets using the spaces turning them into vibrant and meaningful places. Not enough art in the Arts District. Embarrassing!
- Embrace the medieval street pattern; restore heritage houses.
- 200 seat theatre (convention centre); affordable rent for users.
- Addition of a 200 seat studio theatre at The Port Theatre.
- Include First Nations.
- Enhance and improve parks and public spaces.
- Pursue infrastructure grants and opportunities for improvement.
- Bird sanctuaries enhanced for people to interact.
- Public beaches improvement.
- Maintain quiet spaces; preserve natural heritage in natural state.
- More street art.

- Link heritage with arts.
- More interactive art.
- Intentional walking routes with signage, interactive maps, historical tours.
- Preserve Petroglyph Park.
- Make empty buildings more appealing.
- Get VIU to use downtown buildings instead of building new buildings=unity, vibrant.
- Fix buildings overlooking the water, improve and expand waterfront, seafood restaurants, performers, art, diversity not just ice cream and coffee! Interactive elements (picture frame). Get people to interact with their environment and create meaningful places. Aquatic petting zoo.
- Merge public and private spaces; make the public spaces more "private" - no cement or bricks. Warm it up.
- More opportunities for road closures for events. Car-free weekends.
- Upgrade band shell, clean, maintain, more performances, quality.
- Preserve heritage buildings; make them useful.
- Enhance collaboration between arts and culture organizations to get more use out of existing space=sustainability and a strong, united voice

What are the priorities for additions to our public places and spaces in the next five to seven years?

- Set aside more time than five to seven years.
- Set up funds for restoration of heritage houses.
- More parks, better facilities and more events.
- First Nations Culture Centre: working village or Maffeo Sutton Park.
- All future development should be viewed through a cultural lens.
- Easier access to Newcastle Island.
- Class A Gallery
- Rehearsal / performance / recital hall.
- The Port Theatre - 200 seat studio theatre.
- Sidewalk Cafés.
- New Nanaimo Conservatory building.
- Bigger performance venue.
- More public art.
- More small scale (performing arts) venues.
- More public spaces in the north end.
- Connect old city with downtown.

Appendix 1 (cont'd...)

Partnerships and Collaboration

How can we build stronger relationships between cultural organizations and increase opportunities for working together?

By developing more and better ways to engage with each other. The cultural portal is important an important initiative that will provide information and links to all cultural organizations. Develop an online forum where organizations can communicate and share ideas. Hold cultural forums and networking sessions for cultural organizations.

How can we build stronger relationships between cultural organizations and the city?

In order to build stronger relationships with cultural organizations the city needs to adopt a cultural lens and work with the cultural sector for city planning and development initiatives. By allocating a staff person for cultural planning and development the city will be able to plan more cultural forums, networking opportunities, workshops. Seminars etc. and facilitate increased collaboration and consultation with cultural organizations resulting in more opportunities for working together to further culture in Nanaimo.

How can we increase opportunities to partner with Nanaimo's business community for enhancing cultural vitality in Nanaimo?

This can happen through education and awareness of the importance of cultural vitality for economic prosperity. Opportunities to partner with business come through collaboration and fostering partnerships with entrepreneurs, local businesses and corporations.

How can Nanaimo make culture a core part of city building?

How can we build stronger relationships between cultural organizations and increase opportunities for working together?

- Use empty buildings as creative hubs: studios, music, food, pop-up stores, theatre, dance, etc.
- Communal coop artist space - a working space.
- Art museum. Something that is recognized elsewhere - something of quality.

- Build a year-round market with food, crafts.
- Not necessarily development as in buildings.
- Invest in buildings that are already designed for arts and culture.
- Fine arts school attached to the gallery.
- Gateway between Gabriola and Nanaimo.
- More public performance spaces.
- Create job opportunities in the creative field, urban development, experience, economy.
- Focus on main terminals for entry and exit.
- Invest in heritage.

How should Nanaimo be investing in cultural development in order to build wealth and prosperity in Nanaimo?

- Invest in new staff position - Cultural Development Officer.
- Remove barriers and provide incentives for creative professionals wanting to start creative industries and businesses.
- Invest in the preservation and presentation of local history and heritage assets (cultural and natural heritage).

How can the city invest in culture and be fiscally accountable to taxpayers?

Taxpayers are less likely to question expenditures on cultural development if they know it is a good sound investment with proven benefits and returns. It is important to educate residents about how important it is for cities to invest in culture for generating wealth.

What are the city's priorities for cultural investment in the next five to seven years?

- Hire a designated arts and cultural staff and / or create and arts and culture department.
- Track the benefits of arts and culture.
- Revitalize or designate empty buildings as creative hubs.
- Funding.
- Arts and culture education (kids, public, Council, businesses, etc.)
- Workshops, networking, seminars, conventions, etc.

Events and Festivals

Please tell us about a memorable experience that you've had at an event or festival in Nanaimo.

Nanaimo Blues Festival; North Island Zone Festival; Nanaimo Sings; BC Choirfest; Upper Island Music Festival; Dragon Boat Festival; Bathtub Festival; Multicultural Festival in Old City Quarter; Banner Festival; Fringe Festival; Art Walk.

What facilities or amenities would improve your experience?

- Add additional days to already existing events.
- More art in unexpected places.
- Bathroom in Maffeo Sutton.
- Affordable conference centre rentals.
- Affordable venues with air, light, technician.
- YouTube, visual materials from past successful events.
- Multi-locations (multiplex) and multiple events tied together to support business.
- Class A Gallery
- City to assist with coordination - calendar of events. United calendar where every festival and event gets promoted. Better promotion, tie with tourism. DNBIA to promote downtown events.
- Collaboration across sectors.
- Businesses to arrange a shuttle bus to events and festivals.
- Funding for individuals who are community facilitators for a cause that benefits community.
- More arts magazine like harbourliving.ca - great resource for getting the word out.
- Open stage / small venues.

What events or festivals would you like to see added to Nanaimo's cultural calendar?

- Fewer festivals but better quality. Spend the money wisely and attract more visitors. What is unique about Nanaimo's arts and culture scene? Use that and create an attractive and unique festival. Bagpipes, highland games.
- Too many of the same kind of events. It's a mess. Collaboration, spread-out events and festivals.
- One big event in multiple locations; close off streets.
- Long-term music festival: jazz club, blues festival. Close off streets.
- Writers festival in shoulder season.
- Seafood festival, marine festival.
- Monthly network events.
- Big names.
- Downtown family events like New Year's Eve.
- More free events.
- Coordinated and collaborated events. City to liaison the partnership with businesses for sponsorship.
- More focus on Fringe Festival, more artists, higher profile.
- Touring festival with performers from all over the island.
- Public art project expansion, maybe made into events for city. Too low key.
- Art for the everyday life.
- Collaboration between music and culinary arts.
- Visual art festival.
- Big event downtown - promote better image of downtown.
- Senior festival.
- VIU festival with local students.
- Youth festival - set them free in the city.

"Employment in the arts and culture sector in Nanaimo is higher than the provincial average, and arts-based employment in Nanaimo grew 41% between 2001 and 2006. Average incomes of over \$44,000 per year are earned by arts and culture professionals in Nanaimo, with roughly 2,500 individuals employed in this sector. Garnering revenues of \$56 million per year, the arts and culture sector in Nanaimo beats out transportation, manufacturing and construction sectors."

Nanaimo Economic Development Corporation (NEDC)

Cultural Assets and Resources

What are our strengths / key cultural assets?

- The Port Theatre
- Artists
- Waterfront
- Weather
- Maffeo Sutton Park
- Culture Plan
- Diana Krall Plaza
- Library
- Main Street
- VIU
- Marine environment
- History and heritage
- Celebration of arts and culture
- Festivals
- Culinary arts
- Cruise ship terminal
- Banner festival
- Museum
- Bastion
- Symphony
- Conservatory of Music
- Nanaimo Centre Stage
- Parks
- Diversity
- Outdoor concerts
- Skilled creative professionals
- Volunteers
- Heritage buildings

What are our weaknesses? What is missing?

- Public engagement.
- Information on usable spaces.
- More youth involvement in arts and cultural partnering with schools.
- Connection between north and south Nanaimo.
- Affordable cultural spaces, rehearsal space.
- Ability to use our natural resources.
- Public spaces in north Nanaimo.
- Plazas need to be animated / interesting.
- Visual art.
- Gateway to Gabriola.
- More education / awareness in heritage and history. We don't celebrate our history.
- Sports and entertainment centre.
- Connect VIU (youth) with downtown=vibrant.
- Professional marketing.
- Direction signs.
- Best artists leave.
- Live / work spaces.
- First Nations culture.
- Public engagement.
- Information on usable spaces.
- More youth involvement in arts and cultural partnering with schools.

- Connection between north and south Nanaimo
- Affordable cultural spaces, rehearsal space.
- Ability to use our natural resources.
- Public spaces in north Nanaimo.
- Plazas need to be animated / interesting.
- Visual art.
- Gateway to Gabriola.
- More education / awareness in heritage and history. We don't celebrate our history.
- Sports and entertainment centre.
- Connect VIU (youth) with downtown=vibrant
- Professional marketing.
- Direction signs.
- Best artists leave.
- Live / work spaces.
- First Nations culture.
- Funding.
- Media exposure.
- Integrate arts and culture into budgeting decisions.
- Collaboration in city.
- Acknowledgement of our volunteers.
- Train.
- Terminal Avenue visually uninteresting.
- Snunéymuxw village.
- Transit.
- More bike and walk friendly. Trail systems that connect.
- Disconnection between arts community.
- City cultural liaison.
- Downtown visual appeal.
- Acknowledgement of creative people and businesses.
- New art gallery.
- Education in arts and culture.
- Polarization.
- VIU music in jeopardy.
- Secure funding.
- Poet laureate.

Creative Economy / Cultural Industries

How can we as a city gain a competitive advantage in attracting and retaining skilled creative professionals in the creative industries?

The city must acknowledge creative professionals and the increasing role that the creative industries will play in the local economy. We should be bold in our approach to facilitating new creative businesses through the establishment of creative hubs, live/work spaces, lowering barriers for (e.g. lower rent for vacant spaces), first class facilities and quality of life and improved accessibility (e.g. transportation).

How can the creative economy and the cultural industries add to the economic prosperity of Nanaimo?

Recognize the role of tourism in economic development. The creative economy attracts the creative class which create a fun and vibrant, culturally interesting, surprising place to visit and invest. The creative economy will bring self-esteem (pride of place). The more diverse and creative a city is the more new business investments, more tourists, and more families resulting in more economic growth.

What can Nanaimo do to help make the creative economy flourish?

- Hire a city staff for arts and culture with a specific job description separate from Parks, Recreation and Culture
- Resource centre for arts and cultural organizations - connect people with services and learning. Partnership with VIU. Professionals could volunteer and network. Build capacity for organizations. Connect arts and culture with business.
- Gathering places (ex. Community arts centre). Synergy. Focal point. Place to create community.
- City seeing and valuing local talent. Hire local performers so they can afford to live here.
- High quality and diverse venues - gallery, performing space, 200 seat venue with proper set up.
- Advertising, high quality marketing united and centralized information, calendar of events. Better signage. Accessibility.
- Partner with business.
- Ensure professional and amateur arts are sustainable by advocating at higher levels of government.
- More collaboration between disciplines.

- Find and emphasize the uniqueness of Nanaimo and let that be the focal point for all four pillars.
- Create self-esteem and take chances.
- Use economic impact study to convince public and Council that creative economy will save Nanaimo.
- Celebrate volunteers, engage youth and young volunteers.
- Create rewards for businesses that have been around for a long time.
- Create incentives for businesses to recognize membership programs for local cultural organizations.
- Professional branding - unique selling point for insiders / outsiders.
- Honour First Nations heritage.
- Drop registration tax for home business. People don't register because they can't afford it. They will not be in the cultural inventory...be more inclusive.
- Encourage and maintain art programs in schools. Foster appreciation and professional opportunities. Hire cultural products to teach. Jobs.
- Take advantage of existing spaces (cruise ship terminal, ferries, airport for performances, etc.). City policy for city owned spaces.
- Small business incentive to hire local artists.
- More cooperative spaces. Multiplex. Work, show, network and eat. AB building.
- Big name artist to put Nanaimo on the map.
- Alternative use of public spaces, theatres, etc.
- Get the word out, education public.

What is the city's role in culture?

- Hire a full time person who monitors and communicates cultural lens application.
- Reflect creative profile of existing arts community.
- Acknowledge change of socio-economic situation.
- See arts and culture as an investment - not an expense.
- Cooperation within departments. More cultural lens. Holistic.
- Advocacy for venues of all sizes.
- Communication - hub for artists organizations.
- Create an environment that attracts the creative class.
- Make new art gallery possible.
- Encourage access to city resources.
- Accountability.
- Relate Cultural Plan to future actions.
- Listen to the arts and cultural groups and individuals to see what their needs are.

Appendix 1 (cont'd...)

- Identify first - marketing next.
- Promote, inform and education public, tourists and Council. Marketing and awareness.
- Invest in maintenance of existing venues.
- Don't imitate, embrace! Take risks!
- Bureaucrats need a cultural manager.
- Awareness.
- Education for leaders in training.
- Mobility and accessibility.
- Encourage private business investment.
- Better communication.
- Leadership.
- Facilitate neighbourhood events.
- Ensure equal funding and grants for arts and culture (business investments). Simplify and facilitate granting process. Ensure business level of funding to arts and culture.
- Ensure collaboration and facilitation, consensus.
- Create momentum, action, progress.
- Celebrate what we have (recognition).
- Reach out to greater community.
- Infrastructure: programming, website, transportation.
- Understand the value of arts and culture.
- Marketing and awareness.
- Advocacy to province and federal governments.
- Provide community forums.
- Involve more average Nanaimoites.
- Be flexible and accountable. Open minded. Non judgmental.
- Apply the cultural lens to all things.
- Creative planning.

“Arts and culture = involvement, participation, connections to neighbourhoods, people, history, and current events. It is an understanding of who we are and of the way the world works; it is a celebration of the things that are important to us.”

Nanaimo Resident

Appendix 2: “Your City, Your Culture” Forum at the Nanaimo Art Gallery (2013-JAN-17)

About 100 people attended this forum using a collaborative feedback process. Facilitated by The Nanaimo Design Nerds.

Overview

This document is a summary of the results from the community forum: Constructing the Culture Plan held 2013-JAN-17. The report is divided into four (4) sections: Background and Context; Methods and Process; Findings; and Recommendations and Conclusion.

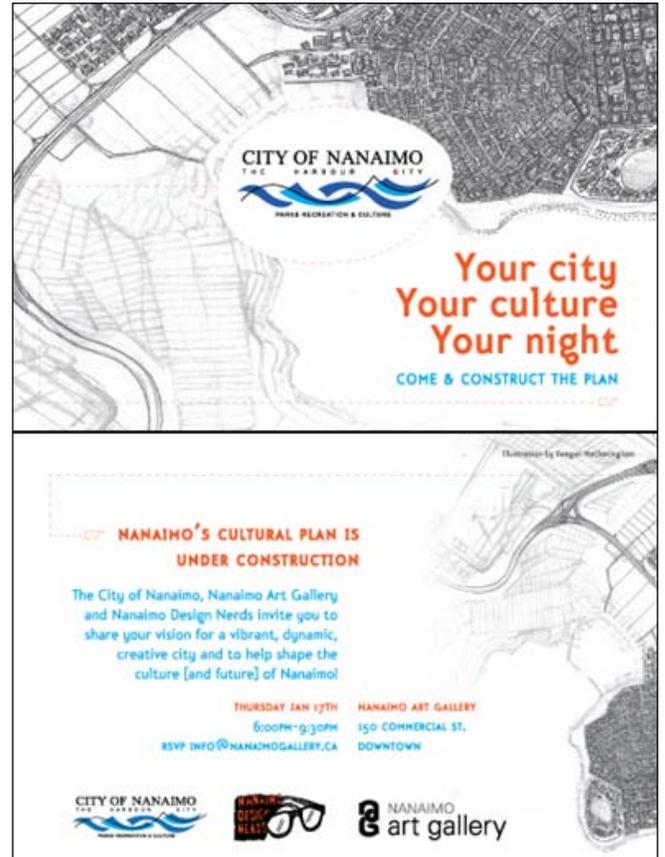
Highlights of the report and the forum include an intense focus on Downtown Nanaimo as the cultural hub for the city, utilizing existing and/or vacant space, and fostering a sense of community connection amongst residents to enhance Nanaimo’s welcoming nature.

The analysis of data and the creation of this report was completed by Erin Heeney, Monica Shore, and Jeremy Banks on behalf of the Nanaimo Design Nerds.

Background and Context

A community forum was hosted 2013-JAN-17 by the Nanaimo Design Nerds at the Nanaimo Art Gallery with the support of the City of Nanaimo. The event was an opportunity for citizens to share their ideas for the Cultural Plan and to help build a vision for Nanaimo as a vibrant and dynamic cultural centre. The Nanaimo Art Gallery was at full capacity with approximately 90 people in attendance representing various stakeholders in the Nanaimo arts and culture sectors. Representatives and stakeholders included The City of Nanaimo, Councillors, arts and cultural groups, Vancouver Island University, the Nanaimo Design Nerds, and concerned citizens.

The purpose of the community forum was to gain feedback from the community and stakeholders in order to develop a shared vision for culture in Nanaimo and to prioritize goals and strategies for the Cultural Plan.



Appendix 2 (cont'd...)

Method and Process

Using a collaborative jam model, the Nanaimo Design Nerds facilitated a four phase process to generate ideas for Nanaimo's Cultural Plan.

- **Phase 1: Meet, Mingle and Introductions:** Participants were given the opportunity to network and to informally share ideas prior to the jam's official start. Food and beverage were available and participants were able to enjoy the Art Gallery space and engage in discussion prior to any structured activity. This created an open, creative, and engaging atmosphere that set the tone for the evening. An introduction "icebreaker" activity also encouraged ideas and people to flow and connect.
- **Phase 2: Idea Avalanche:** After providing the audience with background information regarding the Cultural Plan, a large group brainstorming session was facilitated. All ideas were written on a large piece of paper and seven (7) major themes emerged: gateways, urban agriculture, downtown vitality, mixed space, outdoor venues, transportation, and community connections.
- **Phase 3: Breakout Jams:** Seven (7) groups were created to brainstorm further ideas surrounding the major themes identified. Participants self-selected the group and theme they wished to join. Groups discussed and generated ideas surrounding their specific theme then devised actions and plans for implementation.
- **Phase 4: Breakout Jams:** Each group presented their final ideas to the whole forum. Presentations were filmed and are available for viewing upon request.

Data Analysis

Jeremy Banks, Erin Heeney, and Monica Shore met with Bob Kuhn, Manager of Recreation and Culture, February 15, 2013 to revisit the data gathered during the cultural forum. Videos of the group presentations were reviewed and major themes and recommendations were extracted from the raw materials. Banks, Heeney, and Shore (who were all participants in the cultural forum) watched each video together and individually recorded the themes and topics that emerged. After each video, the group compiled all the themes and also discussed further recommendations according to each topic. An excel spreadsheet was created to record the data and is available for viewing upon request.

Findings aka Great Ideas

Several major and overarching themes emerged from each group. A desire for a greater sense of connection to community, establishing downtown as a hub of cultural activity, utilizing vacant space, and fostering what Nanaimo currently has to offer were themes ingrained throughout the forum.

Gateways

Gateways can help bring people into the hub of the city and create a sense of connection. The group identified 3 types of gateways: physical, online and between communities/ cultures. Physical gateways were suggested in the form of archways, interpretive centres, art work, signage, and maps that would help to connect people to the cultural amenities of Nanaimo. Access points to Nanaimo (i.e. by land, air, or sea) currently lack excitement but have the opportunity to showcase Nanaimo's culture. Animated gateways highlighting history, arts, and culture could provide educational information to help residents and visitors understand what makes Nanaimo unique and special. It was expressed that with the new highway, many people drive past Nanaimo because there is nothing that indicates points of interest for tourists driving past. Archways, signage, and art work along the Parkway could help create a sense of intrigue for visitors and encourage them to visit.

A smart phone map-based app was suggested in order to provide online gateways to Nanaimo. It was suggested that an app and website with quick links to information for visitors could complement the physical gateways. The app would have geographically based pop ups that would act as gateways to encourage users to explore the various amenities in their proximity.

Urban Agriculture

The ability to grow food year-round in Nanaimo and the need for locally sourced food was voiced during the forum. A vision for food growing throughout the city and the concept of an edible urban food forest was explored. A public food forest within city limits that is accessible and welcoming was proposed. The urban food forest would also include a facility for workshops and educational programs and events.

This group also highlighted concerns regarding the current by-law that stipulates only 25% of residential yard space may be used for food production, thus inhibiting the potential for residents to produce their own food.

Downtown Vitality

There was a strong desire throughout all groups to transform the downtown into a vibrant cultural hub of Nanaimo. Attracting people to live, work, and play downtown was expressed as the key to creating this hub and vitality. Maintaining the downtown as an affordable place to live, encouraging more live/work spaces, and utilizing the empty space in the downtown were presented as ways to encourage the densification of downtown Nanaimo.

Creating a sense of citizen ownership was discussed as a means to promote and create vitality. Community art projects and frequent special events would add to the beautification and would draw more people to the downtown hub. It was also suggested that turning Commercial Street into a pedestrian only street would also contribute to a greater sense of space and more opportunities for social interactions for residents and tourists alike.

Mixed Space for the Arts

An eclectic and diverse centre for the arts and culture in Nanaimo could create the opportunity for engagement and socializing for both producers and consumers of the various forms of arts and culture. An incubator, or shared work space “The Hatchery” was presented as a safe space for everyone to engage in art, dance, theatre, film, etc. Again, the concept of utilizing existing, vacant space such as the ground floor, Commercial Street frontage of the Vancouver Island Conference Centre or A&B Sound, was highly stressed.

Outdoor Venues

Nanaimo is a long and sprawled out city. Some feel that we must embrace its layout and utilize the area to encourage and facilitate greater movement of people. One idea was to utilize the downtown as a hub, creating a circuit that would connect the various areas of the city through trails and culturally-themed routes.

An outdoor amphitheater that could host artists also playing The Port Theatre, as well as dances throughout the summer was another topic of discussion.

Transportation

Transportation and movement is what connects people to arts and culture. There is a need for greater access to active and alternative transportation and related educational events and programs to support alternative transport. Continuing to develop trails and pathways for pedestrians and cyclists throughout the city will encourage and enable people to choose active transportation. Hosting workshops and events such as Critical Mass Bike Rides, bike to work week, and promoting the benefits of active and alternative transportation could encourage more users.

Alternative transportation options such as car shares and bike share were discussed in addition to the need for more frequent and accessible public transit. There was concern regarding the timing of connections (e.g. with the Departure Bay Ferry terminal) and the lack of night buses.

Safety, especially regarding lighting, is imperative to pedestrians and cyclists utilizing active transportation in Nanaimo and is an area that could be improved.

Community Connections

Participants expressed a desire for a greater connection to the local Nanaimo community. Fostering the downtown as a cultural hub and encouraging the daily use of public spaces such as Diana Krall Plaza and the waterfront walkway could help create vibrancy and opportunities for people to engage with others. Nanaimo has many great gathering places that are not being utilized to their full potential. There is a need to utilize the great spaces throughout the city and create a sense of pride and ownership in residents. Formal (e.g. The Hatchery—see Mixed Spaces p. 5) and informal gathering places (e.g. the Harbourfront Walkway) can facilitate connections between people and with the natural and built environment that characterizes Nanaimo.

A unified and all-inclusive online portal for events and activities could enable further participation in cultural events throughout Nanaimo. It is often difficult to find out where and when events are happening, as information is scattered and lacks cohesion. A single website with event listings and

Appendix 2 (cont'd...)

community calendar would provide patrons and artists with the information needed to engage in community cultural events. The online portal could become a social enterprise that generates money through ticket sales. The calendar could be updated and modified by anyone in the community through a log-in system and would be different from the cultural mapping portal currently being developed by the city.

Recommendations and Conclusion

Building support and an audience for the arts depends on a proven pattern of awareness, engagement, pride, and action. In the same way that a theatre or other enterprise needs to make their community aware of their product in order to produce sales, communities need to become aware of the benefits of the arts and culture. Engagement stems from awareness and creates a sense of ownership and pride within a community. Pride and engagement grow into action (e.g. more events) that creates a reciprocal cycle of growth. The cultural forum demonstrated that the Nanaimo arts community has all the necessary ideas to turn this town in to a vibrant city—we have all the components, but we are missing the links required to create action.

Awareness

Creating awareness surrounding the arts and culture in Nanaimo needs to be integrated into the various sectors so as to elevate Nanaimo's culture into the consciousness of residents.

There are several ways to raise awareness. Outdoor infrastructure such as gateways, urban agriculture, outdoor venues, a mixed space for the arts, and downtown vitality can provide physical structures that promote and engage people in culture. Transportation plays a major role in awareness as it facilitates the links between people and events, encouraging awareness of and participation in public and alternative transportation. One great initiative by the Regional District of Nanaimo is the addition of 5,000 service hours to public transportation in March, 2013. This includes a new route: 25 Ferry Shuttle between Country Club and downtown on weekdays. This new route will greatly contribute to the ease of local transportation links and is a good example of what is needed.

Awareness surrounding community connection is of concern to many local groups and organizations. In their newly launched strategic plan, Tourism Nanaimo announced a 'Pride of Place' campaign to address this issue (February 27, 2013). Participation will rely on creating awareness surrounding both the need for such a campaign and the benefits of creating greater pride amongst residents. The campaign presents the opportunity for collaboration across all sectors of the city and is an action through which the arts and culture community can make an impact.

The creation of an online all-inclusive forum and calendar of events for Nanaimo (Cultural Portal) was clearly indicated during the forum. Awareness needs to be integrated throughout the process. It is educational and informative in nature and can empower people to become engaged and to take action. If we are unaware of an activity taking place or an issue at hand, it is not possible to become engaged. Stakeholders in the arts and culture community can make contributions to creating greater awareness through various mediums to attract various audiences. Action can start now with the promotion of the Nanaimo Cultural Portal, the new bus route 25, and Tourism Nanaimo's Pride of Place campaign. Word of mouth, both traditional and online, continues to be the greatest promotional tool; if we can all rally behind unified campaigns such as those mentioned awareness will naturally turn into engagement and action.

Engagement

Engagement and participation offer people an opportunity to enjoy, collaborate, and experience the cultural environment around them. For example, this can be achieved by participating in urban agriculture, using existing bus routes, and attending cultural events. Participation in community events creates a shared experience amongst residents which then provides a greater opportunity for collaboration; working together is one way to foster engagement. Many of the ideas in this report are connected by a common need for greater community engagement. For example, education workshops require attendance, mass bike rides require cyclists, and theatre productions and concerts require an audience. This is the type of engagement that is needed to support Nanaimo in its cultural development. In essence, increasing engagement also increases pride, awareness and community in a way that encourages additional action.

Pride

When a community experiences pride of place, it is a sign that residents feel connected and hopeful. Tourists can sense a positive buzz, young people are more likely to make that place their home, and great ideas receive the support they need to become a reality.

All mentioned themes contribute to pride of place in different ways. Visible and interesting gateways tell tourists and passers-by that a community has a strong sense of identity and understands what makes it special. Urban food projects demonstrate innovative thinking and communicate to residents and visitors that this place respects and embraces sustainable values. Affordable/free public events boost community morale and lead to a sense of pride. A vibrant and inhabited downtown, that is alive both day and night, increases safety and the likelihood of interactions between people. This fuses a community, and cohesion is essential for pride of place.

Nanaimo has an incredibly diverse and talented arts community. Providing adequate spaces in the downtown core such as live-and-workspace contributes to urban vibrancy and communicates to residents and visitors that this city supports, and is proud of, its creative workforce. Every great city uses its outdoor space as often as possible for all types of events. Diana Krall Plaza and Swy-a-Lana Lagoon Park are examples of outdoor spaces that the arts community could use in numerous ways throughout the year.

Greater acceptance of Nanaimo's challenges can contribute to pride of place. Geography, web spaces, and transportation all create opportunities for connection. Viewing the geographical layout of Nanaimo as organized hubs that emanate out from the central downtown hub can turn the concept of sprawl into a play on themes. An effective transportation system connects all hubs at their most central points and at well-planned intervals both day and night. Strong urban community connections require organized planning and accessible options. An online cultural calendar that anyone can log into and contribute to solidifies cohesion and encourages participation in community events. By turning our challenges into opportunities, one key result is pride of place.

Our recommendations surrounding pride are to encourage the use of existing places and spaces and to provide more opportunities for community members to gather and engage. Increased collaboration with Nanaimo's arts community can lead to shared projects to improve the city's image, while providing opportunities for the arts and culture sector to thrive. Shared spaces for artistic entrepreneurship, such as an arts incubator, improve a sense of interconnectedness and belonging within a community.

Action

Increasing a sense of pride and ownership of a community requires a plan of action. Nanaimo's arts and culture sector is dynamic, motivated, and committed to making this city meet its greatest potential. Municipal leaders must go beyond recognizing this and decide how to engage the arts community further because participation in community development gives residents a sense of ownership and pride.

Participants in the cultural forum represented a strong and united voice for the arts and culture sector. There is a desire and need to focus on downtown and to recognize the best actions for the future. As displayed in the forums, these actions do not require a financial investment, but they do need community support and interest to manifest. Using this momentum to prioritize best actions is a key to the future vitality of Nanaimo.

Residents of Nanaimo need to believe that they live in a wonderful place. Cultural vitality must be a cross-sectoral goal, embraced and supported by all citizens. In order for Nanaimo to become a vibrant place to live, work, and play, community members must first be convinced that this is true. Awareness must be spread to all those who were not at the Design Nerds facilitation of the cultural forum – it is not enough to 'preach to the choir'. Finally, we ask of you, what actions will we adopt as a connected community to create greater awareness, engagement, and pride in Nanaimo?

Appendix 3: Full Summary of the “A Cultural Plan for a Vibrant and Creative City” held at the Coast Bastion Inn (2013-FEB-13)

About 70 people attended this forum that was held during two sessions facilitated by Gord Hume. The following notes outline the key messages gathered:

Session 1 - 1:30-3:30 pm

1. Connectivity needs to be integrated throughout the plan. The arts, culture, tourism and business are vital organs of the body of the city and need to be connected. There is a lack of connectivity between the city and VIU; they exist as completely different entities.
2. The need to look at overall planning for the city through a cultural lens inclusive of arts, culture, business, tourism and education. Culture is interconnected with all aspects of the community and needs to be considered in all aspects of planning.
3. Bridging the gap between the city and VIU. To create a stimulating, innovative connection between the aspiring energy of Vancouver Island University and the downtown core, business and the rest of the community. Create more student residences in the downtown core to bring more vibrant, youthful energy to the area.
4. Nanaimo has incredible cultural resources, including the Arts District, The Port Theatre, Vancouver Island Symphony and an incredible Arts and Humanities Department at VIU. In addition to these resources, there is a the new and underutilized Vancouver Island Conference Centre. Incorporating the activities of the many cultural assets of the city into the conference centre activities would create a cultural renaissance in the downtown core resulting in increased use and more culturally dynamic community.
5. There is an overall lack of awareness and appreciation of the value of arts and culture to a community. There is a lack of awareness by community members of the arts and cultural assets of the community and no collective voice for the arts. Nanaimo has a lack of confidence in the arts and culture in the community. Arts and culture has a dollar value attached to it and has an economic impact on the community. The plan needs to demonstrate this.
6. Create equal opportunities for all demographics to be involved in the arts. Currently, cuts to education have resulted in less and less cultural interest in our elementary schools. This feeds into less and less culturally motivated students entering the secondary school level. It is the community's responsibility to ensure that all demographics have access to arts and culture.
7. When creating a plan for the city, we need to think in terms of beautification, overall aesthetic and attractiveness of the community. Esthetics and beauty are a key priority when creating a culturally vibrant community. The city needs an overarching beautification plan that encompasses all areas of the city.
8. A cultural strategy for the city needs to ensure that it addresses the challenge of the geographic area of the city. There needs to be a connection between the north and south to create a cohesive plan that encompasses the entire city and all of its assets. The plan needs to encourage community members to be aware of the cultural assets and opportunities in all areas and to experience them. It needs to stimulate a sense of pride in the cultural assets of Nanaimo.
9. A hierarchy / inventory of outdoor and indoor venues is needed outlining what is available and what is needed for facilities over the next ten years.
10. The city needs a distinctive Nanaimo brand and marketing strategy for Nanaimo established to be used by arts, tourism and business. The current brand “The Harbour City” currently does not cover the pillars of tourism, business and arts and culture.
11. The plan needs to ensure that it embraces the energy of the youth (CRINKS coming out of VIU interested in engaging with the city). This is a city where a young person who is motivated to do something can do something. The plan should encourage the capable demographic to engage the city; make it their own through organizations, such as Nanaimo Design Nerds and Nanaimo Young Professionals.
12. Nanaimo spends funding on civic infrastructure which is banal and uninteresting then spends funding purchasing public art to apologize for it. The plan needs to consider incorporating arts and culture into all aspects of planning design and infrastructure. For example, Calgary brought in a team of artists into the City Engineering Department to engage the arts in city planning. This is a clear example of looking at things through a cultural lens. How do you make a new structure interesting and appealing? Currently, staff has no direction on what to do with the current funding contributions directed to arts and culture.

13. Leadership in valuing the arts. Council could demonstrate commitment by allocating a percentage of municipal funding to go to a fund to attribute art and culture - the 1% solution. This could be expanded to include the private sector to contribute to the Public Art Reserve Fund. (The City of Nanaimo currently has a structure in place where every permit that is granted has commitment to community planning and has been happening for a few years).
14. Whole city commitment of a communication plan by the Council of the Cultural Plan beyond the current term. A commitment of more than a 4 year term to create a sustainable plan. This could be expanded upon to think on a regional basis outside of the City of Nanaimo.
15. Budget is a constraint when considering urban design to improve places and spaces. A substantial amount of funds are required to renovate and make it attractive. The plan needs to consider that public investment needs to come first before the private sector will invest. The community needs to support Council's investment into the downtown core. Currently, the downtown core is all closed. We need the younger population downtown to create a vibrant downtown and to double the population of the City of Nanaimo – increased population would increase the vibrancy of the community.
16. Commitment by the people has created more cultural activity than many established arts and cultural organizations. Small actions can make large impacts, small community organizations, such as YPN responsible for the community gardens lends itself to cultural development that are all small grass roots movements. Encouraging and allowing small grass root movement's needs to be part of the strategy to revitalize the downtown core.
17. The plan needs to address way-finding and signage from the Parkway and at the gateways to the city to inform travellers on the parkway of the city's cultural assets, such as the waterfront walkway, parks and green spaces and downtown core. Currently, there is no indicated way off the Parkway to get to downtown, no signage enticing people downtown.
18. Part of the Cultural Plan must include the green economy. Nanaimo has many green spaces, such as Newcastle Island, the Parkway Trail and the Waterfront Walkway. This brings with it all sorts of opportunity to encourage youth to join the community. Nanaimo needs to get on board with Vancouver and become one of the greenest communities – marketing green spaces, parks and trails. Find a way to open and celebrate all of the successes we have. Amazing parks, sporting facilities.
19. The importance of our First Nations communities is not currently recognized. Our First Nations groups need to be united with other community groups, including the university.
20. There is a gap between what is necessary and what we have. Conference centre with empty retail spaces. City of Nanaimo has already invested substantial money in downtown which is not being recognized or utilized. Where is the corporate citizenship? What do we do to attract the business sector to come here and attract people?
21. There is numerous tourism, business and economic development plans in process. Duplication of efforts can be avoided by collaborating and working together as a community to develop a “common message”. Planning needs to be similar to a business planning process. Develop a common process for all sectors to commit to and decide what the community is planning on investing in. This will address the negativity that people have when they see Cultural Plans that come and go with no action.
22. Concern with the economic model resulting in Council basing decisions on investing out of expectations of making money. Arts are far more important to a community. Arts and culture need to be a part of our children's education to create a value of arts and culture in our youth. People of Nanaimo want a change.
23. There is a lot of work to be done that will not be solved in five years. This is going to take time to make a change.

Cultural Facilities Discussion

1. The Downtown Art Gallery and the University Art Gallery need to have stronger links - opportunities. Both for the art galleries and the theatres. The Nanaimo Art Gallery could be consolidated in the downtown core from Vancouver Island University.
2. The plan needs to explore the expansion of The Port Theatre and its impact on the rest of the cultural community.

Appendix 3 (cont'd...)

3. Diana Krall Plaza needs to be revisited for its function and aesthetics.
4. The plan needs to address the community's need for venues of all sizes for performing arts. Successful communities have a range of facilities from smaller venues to large scale professional facilities. Theatre One has been performing at VIU. The space is not as available since the space has become a university. Now performing "up on the hill" and not downtown. Not as much of an economic driver without the restaurants, cafés, etc. Nanaimo has a lack of smaller scale theatre facilities for not-for-profit use.
5. The new Vancouver Island Conference Centre is not necessarily available and affordable due to limitations caused by higher wages for labour to support the venue. Nanaimo Centre Stage is affordable, but is not necessarily the best equipped. Nanaimo Centre Stage is an inadequate but necessary space. The plan needs to involve improving Nanaimo Centre Stage or providing purpose built space that is affordable.
6. The plan needs to be able to include presenting top rate Canadian artists and needs to include providing a proper small scale 200 to 300 seat venue. The space needs to consider affordability factors, such as ticket prices, rental and technicians to attract artists of a higher calibre.
7. Facilities need to range from 50 seats to 200 seats to 1000 seats. What is the inventory? Before we talk about facilities, we need to discover the artists behind it and what they need.
8. Spaces are needed for the creative process compared to the performance space. For example, The City of Vancouver has recognized this problem. They have an initiative asking the city to reduce the issues regarding the approvals of use of small spaces to support the underground artists without applying controls and permission constraining access.

Are There Any Impediments to Moving This Cultural Strategy forward?

1. Residential zoning - currently, artists cannot sell retail from a home-based business in a residential area.
2. Real estate development with art purposes. A large indoor space available for vendors would be an asset to the community and create a cultural vibrancy in the

downtown core. For example, the old A&B Sound building to be considered to be re-purposed for an indoor marketplace.

3. The consideration of a tax break for small businesses that create arts and cultural opportunities within their businesses or to provide a space for business to have cultural events.
4. The need to facilitate a First Nations attraction or venue. A big long house for cultural events.
5. The incompleteness of the waterfront boardwalk to Departure Bay.

Final Thoughts

1. Nanaimo needs to pat ourselves on the back for efforts to date.
2. Consider re-purposing some facilities that are currently available.
3. Encouraging the city to invest in leveraging Provincial and Federal funding.
4. A vibrant arts and cultural scene requires artists. We need sustainability for artists as much as we need sustainability for fisheries, agriculture, etc.
5. Making artists and art highly visible in the city. The south end has been transformed by art being displayed but is overshadowed by industry and the large north end retail sector.
6. Recognition of Nanaimo Art Gallery by the City of Nanaimo and recognition that the gallery is an important component of the cultural scene in Nanaimo.

Session 2 - 6:30-8:30 pm

1. University needs greater access to downtown. It is fundamental to create a bridge for bright young minds to connect with the downtown core. The university is isolated from the downtown physically (up the hill). Transportation is an issue with long waits for busses and limited parking on campus. VIU has a great international student program.
2. Downtown problems are based on population. In the past, most businesses and services were downtown which supported a downtown population. Now the businesses are not there. The city has done very well to encourage business to thrive downtown.
3. University is not always conducive to connecting with the community. There is a very low population of university students that reside downtown. Most appear to live on campus or spread around town - not downtown.
4. Centralization of Nanaimo Art Gallery and the Arts Department at VIU to the downtown core would stimulate a larger cultural environment. Consider moving the Arts Department of VIU to the new conference centre.
5. The night club atmosphere of the 1970s has declined. Smaller venues are appearing to resurrect the night entertainment; however, it is a long way off.
6. Nanaimo has made many attempts to be a "Cultural Capital of Canada" and was successful in 2008. This made Nanaimo attractive to new residents.
7. The conference centre was created without ensuring that access was in place to service the conference centre (airport not able to handle volume due to flight cancellations which has since been rectified).
8. Vancouver Island University offers one the best international programs in Canada with a very large ESL population. The community is not currently embracing the international communities of the student populations. In addition, the university needs to understand their commitment to the community.
9. The Nanaimo Conservatory of Music is a great cultural asset to the city being the only conservatory of music on Vancouver Island outside of Victoria. Recognition and support of this organization should be part of the Cultural Plan.
10. Public and community space need development and / or revitalizing. For example, the Departure Bay Sealand complex is deteriorating. This is an opportunity for a great gathering place with bookstores, coffee shops welcoming services as a BC Ferries gateway. Another example of an opportunity for a community space is the A&B Sound building which could be converted to a mixed use community space. North / south end split challenges; the need to connect communities.
11. Connectivity - encourage a vision to connect senior professionals with aspiring young artists who are leaving Nanaimo to pursue a career in the arts. The city is currently working on a Universal Arts Portal where all the organizations in Nanaimo can work under one umbrella.
12. Encourage opportunities to incorporate culture in all aspects of development by incorporating a mandatory cultural component in the approval of mixed use development permits.
13. Action is important; however, planning is equally important to ensure the vision is a common vision and all communities are connected and speaking the same language.
14. Professional standard artists with disabilities from around Vancouver Island who can create a musical theatre production that can tie the communities together based in Nanaimo.
15. Bio-regional art and environment are linked and need to be recognized as such. Geography and art connecting people with their environment and cultural history.
16. There is so much happening in Nanaimo from an arts perspective which is not compiled and promoted as a group; therefore, so many people do not know about. Pride of place needs to be emphasized. Nanaimo has an inferiority complex and does not seem aware of the wonderful assets that are in place.
17. Community engagement with entrepreneurs. Nanaimo is trying to retain young professionals yet there are no jobs available in Nanaimo and no resources to support young professionals who are trying to start out. Create a "hive" or an incubator space focused on keeping and attracting young professionals.

Appendix 3 (cont'd...)

Cultural Facilities Discussion

1. Consider the opportunity of Nanaimo Art Gallery joining with the Arts Department at VIU to expand art venues downtown.
2. The Port Theatre to expand to create more performing arts space.
3. Explore how to assist Nanaimo Centre Stage facility with challenges to address the need for smaller performing arts venues. Currently the Nanaimo Arts Council is looking at a proposal for a working, supportive venue.
4. The plan needs to consider that the lifespan of cultural institutions. Venues, heritage sites run their course and disappear with no pro-active plan or strategy to save them because we have not identified the value of them.
5. Consider the development of a major multipurpose event facility to attract the missing low brow events (monster trucks, rock shows, fights). It is important to evaluate what would happen to the existing arts and culture community if a large multicultural facility was developed.
6. Need for caution to be exercised with the “if you build it they will come” strategy. Lack of vibrancy to attract people to live downtown. There are a few businesses present but lack of people supporting. The plan needs to address supporting the businesses that are currently in place before building more.
7. There is not one specific facility that can make Nanaimo a vibrant cultural community. Diversity and variety is key. Mixed use neighbourhoods and grassroots communities need to be supported where people can live, work and play all within their community.
8. The gateways to Nanaimo need to be developed to create an enhancing.
9. Lack of studio space for displaying visual art. Currently, Nanaimo is very expensive to find studio space without obtaining permits.
10. The Art Walk in Nanaimo has been a growing opportunity for Nanaimo artists.
11. There are a lot of great ideas but lacking structural ideas. There is a need for the city to provide regular networking opportunities for the artistic professionals to gather in a forum to share ideas and share a cultural voice.
12. Affordable rent is needed for artists to support sustainable arts communities.
13. Nanaimo is splintered from an events perspective. Start with investing in a small venue to build a vibrant arts centre supported by the people of the community.
14. Support grass roots development in the arts. The Port Theatre was a grassroots initiative and is supported by the community, such as the Vancouver Island Symphony.
15. There is an existing arts council which has become lost in the art gallery’s function. There is an opportunity to enhance this structure and create action.
16. Explore opportunities to engage the arts community to improve public spaces.

Final Thoughts

1. Food Strategy has been started and needs to be incorporated in a cultural strategy.
2. When thinking about the budget for the Cultural Plan, incorporate public and private sector investment into the plan.
3. The plan needs to go beyond being a living document to be more engaged with the various sectors to review the strategy and present regular reviews.
4. There needs to be an understanding of the difference between amateur and professional arts and their needs and how funding can assist both.
5. Need to know what is going on in other communities before establishing new events so we are not competing with other similar events.
6. Parksville / Qualicum, Ladysmith, Cowichan, Port Alberni all have vibrant cultural communities. Can Nanaimo be “Cultural Centre” for a regional cultural gateway?
7. The community needs to understand that it is important to support the Cultural Strategy as a community even if the plan does not address all individual needs, concerns and passions.

Appendix 4: Stakeholder Meetings Summary

Stakeholder Meeting - Parks, Recreation and Culture Staff (2013-JAN-08)

What do you value most about Nanaimo's culture (arts, culture, heritage and the creative economy)? How Does / can culture enrich the quality of life in Nanaimo and make it a more desirable place to live?

- Diversity
- Easy access - affordable (events)
- Good access for those with mobility issues
- Natural setting / clean air
- Public art
- Strong grasp of local history
- Strong sporting history
- Connection to education (VIU)

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- Amenities - The Port Theatre, Nanaimo Museum, Nanaimo Art Gallery, etc.
- Multicultural - festivals and events
- Access from Mainland
- Information - need a one-stop portal
- Stigma - malls
- Parkway - they miss Nanaimo (signage)
- Festival and events - need new life
- Accessible art - Art in the Park
- Parks and trails
- People go to Vancouver for events
- Money
- Branding
- Gateway beautification

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Business licensing
- Insurance
- Challenges for artists to live here
- Developers - public art
- Parks, Recreation and Culture - 1% to public
- Apply cultural lens
- Marine basin issue - protect history and culture
- Linkages between hotels and restaurants - events and tournaments

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- Waterfront Walkway
- Promote ourselves
- Multiplex - sports and entertainment
- Better access to Newcastle Island
- Beautification - public art
- More waterfront dining
- Culinary food trucks
- Keep our resources - Vancouver Island Symphony, Crimson Coast, etc.
- Collaborations / partnerships
- Link with NEDC
- Energy and food sustainability
- Preserve what we have
- Community gardens
- Gathering places - make them more interesting
- Farmers Markets - make them permanent
- Council to make culture a priority
- Better link to VIU
- Tomorrow's leaders (schools)

What area of cultural planning is most important to you or Parks, Recreation and Culture? How can you and / or PRC contribute to cultural planning and development in Nanaimo?

- Quality of life is in mission statement
- Communication(s) - internal and external
- Existing programs - linkages and connection and directing traffic
- Cultural grants - easier and more
- Cultural lens - every day

**Stakeholder Meeting - Cultural Managers
(2013-JAN-08)**

What do you value most about Nanaimo's culture (arts, culture, heritage and the creative economy)? How Does / can culture enrich the quality of life in Nanaimo and make it a more desirable place to live?

- The Bastion
- Sense of growth and momentum (fourth pillar)
- Nanaimo Museum, Library, Nanaimo Art Gallery, The Port Theatre - places to gather downtown
- Easy to work here - quality leaders, volunteers, workers, good reputation outside, creative professionals (%) +

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- Arts District - promote this
- Collaboration - marketing
- Beautification - parks and trails
- The Port Theatre
- Brag about what we have
- Link better with NEDC

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Policy to mandate investment in the arts (matching?)
- Artists not allowed in CAN
- Money
- Commitment and engagement by Council
- Communications - education to the economic / employment value of the arts
- DCC - arts
- Overcoming remaining negative attitude

What can Nanaimo do to stimulate the creative economy and the cultural industries?

- Collaboration
- Communication
- Tools to help people understand and talk about benefits
- Evaluate / engage regularly to validate plan
- City to take a more active role in events and festivals
- Revitalize our present festivals
- Be clear about what we have to offer
- Council to understand that "culture" builds wealth
- Creative incubators
- Innovative and creative ways to engage the public / businesses, etc.
- Re-distribute resources - Cultural Division

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- NEDC - economic impact study
- More joint marketing
- Studio theatre
- Fund organizations better - artists / administrators
- Multiplex
- Cultural Coordinator / Cultural Division
- Nanaimo Art Gallery
- Maintain CVI and Nanaimo Centre Stage
- Follow a plan
- 1 percent tax increase

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- Sustainability
- Collaboration
- All are important - inter-related
- Investment
- Spaces and places

Appendix 4 (cont'd...)

Stakeholder Meeting - Artists / Creative Professionals (2013-JAN-08)

What do you value most about Nanaimo's culture (arts, culture, heritage and the creative economy)? How Does / can culture enrich the quality of life in Nanaimo and make it a more desirable place to live?

- Music and theatre community
- Small theatre facilities that serve companies
- Percentage of working artists in the community
- Affordability - quality of life
- Cultural venues - downtown
- First Nations culture
- Cultural energy
- VIU programming - arts

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- Small performance spaces - Nanaimo Centre Stage
- Museum
- Public art
- Communication from city
- Collaboration - arts groups
- The Port Theatre
- Funding to organizations
- Symphony
- Arts District

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Conference centre used as satellite campus for VIU Arts and Humanities Department
- Transportation
- Future engagement with Provincial Government
- Division of north / south Nanaimo
- Long-term planning and commitment from city
- Expand LEAP program to cultural events
- Stability is ensured by funding
- Community Arts Centre (resource centre, working studios, meeting spaces)
- Consistency in support from city essential for building audience
- Engagement and education with youth
- Increase in municipal funding for arts and culture

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- Dedicated space for visual arts - community art
- Integration with First Nations community
- Dedicated funding for trained professionals

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- No recorded responses

Stakeholder Meeting - Business (2013-JAN-10)

What do you value most about Nanaimo's culture (arts, culture, heritage and the creative economy)? How Does / can culture enrich the quality of life in Nanaimo and make it a more desirable place to live?

- Lots of cultural opportunities for all
- Positive sense of change - momentum behind culture
- Waterfront parks and trails
- Need to celebrate diversity, tolerance
- Links well with successful cities
- Downtown - cultural activities
- Some good discussions happening
- Culture has power to transform, inspire
- Spirit of collaboration
- Leverage cultural tourism

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- Opportunity to engage - volunteers, services, programs, activities
- Preserve what we have
- Cultural sustainability
- Arts make you feel good
- City website
- Education and awareness - promote culture in schools
- Money increase for cultural investment
- People need to understand the value of culture
- Activity Guide and Parks, Recreation and Culture communication

- Parks and trails guide
- Collaboration - need more coordination in marketing
- Nanaimo is the envy of many communities - celebrate what we have (The Port Theatre, Vancouver Island Symphony, professional dance and theatre)

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Too many silos
- Better collaboration / partnerships
- Too much bureaucracy
- Work together for creative solutions
- We don't know what we stand for - use culture as a stepping point
- Educate the public - value of culture
- Support organizations we already have
- Increase networking opportunities
- City needs to walk the talk - buy into the plan
- Creative clusters
- Can the city help with collaboration - workshops, incentives
- Get public to actively participate

What can Nanaimo do to stimulate the creative economy and the cultural industries?

- Volunteer burn out
- City Council to embrace culture
- DCCs to go to culture
- Sharing resources
- Creative ways to fund
- Funding to sustain organizations - increase city investment in organizations
- Collaboration efforts to plan
- Need to engage in business actively
- Culture exports - brings money in from outside
- Sponsored meeting space
- Separate Cultural Division of Parks, Recreation and Culture
- Arts incubators
- Central clearing house for grant funding

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- Supporting what we have
- Funding efficiencies
- The Port Theatre studio theatre
- Support synergy of groups
- Culture attracts business and creative workers
- Public - what is culture and the economic impact
- Cultural Plan implementation
- Increase collaboration / sharing of resources
- Need media to talk about culture
- Partner with business for economic growth
- Education - business and cultural community

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- Places and spaces - quality places where people can come together
- Encourage business to support culture
- Recognize the value of supporting culture
- Sponsorship can be good for business
- Invest in cultural experiences
- Collaboration with business community
- Leaders need to promote the value of culture
- Education globally
- Push collaboration / community relevance
- Build relationships / make friends

Appendix 4 (cont'd...)

Stakeholder Meeting - Cultural Committee (2013-JAN-09)

What do you value most about Nanaimo's culture (arts, culture, heritage and the creative economy)? How Does / can culture enrich the quality of life in Nanaimo and make it a more desirable place to live?

- Vancouver Island Symphony
- Public art - permanent and temporary
- First Nations culture, arts and heritage
- Cultural awards
- Nanaimo Art Gallery
- Natural areas - beauty
- Nanaimo Conservatory of Music
- Need larger performance space
- Trails
- History and heritage
- Need zoning regulations that support culture
- Waterfront
- Opportunities for visual and performing art
- Need integrated approach to cultural planning

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- Need more financial support for culture
- Facilities
- Natural resources
- Variety - lots available
- Strengthen organizations that we already have
- Our volunteer base
- First class offerings - Port Theater, Vancouver Island Symphony, etc.
- Need pride in what we have
- Economic Impact Study - culture
- How do we find new revenues for culture?
- Festivals and events
- Programming is accessible
- Danger of diluting
- More collaboration and partnerships - a criteria for funding
- Cultural development office - Cultural Division of Parks, Recreation and Culture
- Need confidence - we are recognized in other places
- Enrich understanding of value of culture

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Money - need increased funding for grants and new ways to get funding
- Strict planning rules
- Zoning regulations that support cultural development
- Better organization governance
- Building regulations - obstacle
- Need better awareness / understanding of value and benefits
- Planning Department needs to use cultural lens
- Education and awareness
- Cultural vitality as an important pillar

What can Nanaimo do to stimulate the creative economy and the cultural industries?

- Long-term planning and visioning
- Carry through plans from one Council to the next
- The Port Theatre studio theatre - make it a capital project and integrate culture into this
- People will invest in success
- Attract creative people
- Education - VIU, Nanaimo Conservatory of Music
- Funding
- Tourism planning / partnering with cultural tourism, Tourism Nanaimo
- Creative economy is not-for-profit and for profit
- Pave the way for creative business through zoning, policy, etc.
- Educate about creative economy (business)

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- Artists in schools
- Nanaimo Art Gallery is in adequate - need new gallery downtown as part of cultural asset management (city capital planning)
- Vacant space downtown - incentives to use space for cultural purposes
- Cultural Plan adopted

- Out-of-box thinking
- Remove obstacles
- Unique selling point for tourism
- First Nations culture and heritage
- Coal mining history
- Signage
- Celebrate our history
- Our gateways are not very interesting or inviting (Terminal Avenue)

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- Places and spaces - groups need a secure home
- Passing torch to younger generation - access for youth succession planning
- Long-term planning
- Imagination, wisdom, energy, commitment
- Sustainability and investment
- Need more cooperation
- Streamlined / accessible
- Arts experiences - cultural consumer
- Events and festivals
- Taking an active part - be a part of change
- Leadership
- Nurturing organizations
- Different mind set among cultural stakeholders - too much overlap
- Affordability is important
- Education our youth

Stakeholder Meeting - Commissions (2013-JAN-10)

What do you value most about Nanaimo's culture (arts, culture, heritage and the creative economy)? How Does / can culture enrich the quality of life in Nanaimo and make it a more desirable place to live?

- Diversity
- First Nations culture - living culture (artists)
- Watercourses and streams
- Outdoor recreation / culture / activities
- Cultural activity
- Amenities that people want

- Walking trails
- Ocean / waterfront
- Arts education
- Cultural activities / programs
- VIU international students - their culture
- Place where people can see their culture in the arts
- Natural heritage and history - First Nations connection
- Natural beauty / resources
- Business culture (young)
- Diversity of programs
- Health / quality of life
- Banner
- Heritage - coal mining history
- All cultural attributes
- Culture drives our economy

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- Parks, trails, waterfront, facilities
- Sense of growth and excitement
- Range or ways to engage in culture
- Interesting public art
- Built heritage - decades of work (Heritage Policy, stories, history)
- Heritage preservation
- Environment that attracts artists
- Accessibility / affordability
- Landscape art
- The Port Theatre, Vancouver Island Symphony
- Cultural entertainment

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Education awareness - value of culture
- Money
- Culture needs to be embraced as a pillar
- People need to see themselves in what is being presented
- Public owns public space
- Graffiti art - can this be encouraged for youth?
- Educate young generation - participation in the arts
- The process - cultural sustainability and engagement
- Get people excited about culture
- Arts should speak to diverse populations - engage the whole community
- Accessibility

Appendix 4 (cont'd...)

What can Nanaimo do to stimulate the creative economy and the cultural industries?

- Integrated planning - all four pillars
- Nanaimo has a rich diverse culture
- Beautiful place - creative people will come
- Celebrate our successes - great things we have
- Marketing and education
- Residents should know how special this place is
- Use the energy of our youth
- Collaboration - share resources
- Newcomers appreciate what we have

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- Waterfront walking - extension and enhancement
- Cultural inclusion - First Nations
- A&B Sound building - downtown market
- Leverage our artists - capitalize on what they have accomplished
- Awareness that culture is an economic driver
- Collaboration
- Promote experiences (coal mining history)
- Connection to cruise ship terminal
- Celebrate - city of artists
- Increase cultural funding in line with cities of similar size
- Investment - not necessarily money (education, schools, kids)
- Private patrons - need to celebrate this
- Spin-offs
- Think success - make the city look successful (vacant lots / buildings)
- Open up more - not just middle of the road

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- We have come a long way in 20 years
- Promote our cultural resources
- Acknowledge supporters more
- Mentorship opportunities
- Find creative, innovative ways to enhance our culture
- Community arts
- Culture is a pillar

- Success breeds success
- Higher skill set
- Professionals - give more engaged in community
- We have tremendous assets - market these
- People from outside appreciate what we have and we should, too
- Culture is fluid and organic
- Pride in your community
- Support our small venues (Nanaimo Centre Stage)
- Quality of life - place, partnerships, collaboration
- Broaden our vision
- Sense of pride in our neighbourhoods
- Lots of positive stuff - promote it
- Rotary Club project
- Live here because you love it - know why
- Clean up grunge
- VIU - wealth of young minds - use them (practicums)
- One city - not north / south divide
- City needs to foster an environment of support / value, etc.

Stakeholder Meeting - Multicultural Society (2013-JAN-08)

- Warm, welcoming
- VIU attracts all different demographics
- Quality of life - safer and more peaceful
- They leave - no jobs - highly skilled entrepreneurs
- Chamber of Commerce - resistance
- No industries to support large numbers
- Potential is here
- Outdoors - natural resources
- People close to retire - they are new - no family ties
- Natural environment
- Looking for Canadian work
- Slow, steady influence of newcomers
- Economy is in a slump
- What is reason to come here - some like the isolation
- Need multi-generational and cultural
- Education and awareness / cross participation
- Find commonality among cultural groups
- There is improvement, but it is slow
- Nanaimo has lots to offer - this attracts residents and business
- Youth - need to be trained - there will be jobs
- Trades - not enough skilled tradespeople
- Need to encourage / support youth

- People think there is something missing in your life
- Youth engaged - not face to face
- Have to change
- Immigrants want to be part of the community - they want to be Canadian
- First Nations cultural village - Maffeo Sutton Park
- Make the harbour more interesting - nothing cultural there
- Recession - some feel threatened by other cultures
- People need to feel welcome and included
- Engage people through art, music and education / integration
- International students - VIU is bringing them together
- Immigration is necessary - we need skilled people in Canada
- There are wonderful opportunities for youth
- Consumerism and debt is a big issue - detracts from quality of life
- What is it that enriches your life?
- There are more choices - you can see the performance on screen
- Become a diverse community - integrate diversity into all that we do - do not separate
- Extend walkway
- Celebrate our history and heritage better - especially downtown
- Proper amphitheatre

Stakeholder Meeting - Downtown Nanaimo Business Improvement Area - DNBIA (2013-JAN-22)

What do you value most about Nanaimo's culture (arts, culture, heritage and the creative economy)? How Does / can culture enrich the quality of life in Nanaimo and make it a more desirable place to live?

- Accessible to all
- Provide a unique downtown experience
- Heritage - work better together (DNBIA, city and SFN)
- Celebrate diversity - socio-economic and multicultural
- Connectivity to nature and our natural resources
- Need to improve walkability
- There is a need for more cultural events more often

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- First Nations culture
- Multi-cultural
- Cultural infrastructure (city / private)
- Harbourfront Walkway
- More interpretive opportunities for cruise ship visitors, etc. (along the Harbourfront Walkway)
- Nanaimo is the third oldest city in BC - we need to sell (tell) our story
- We are one of the most livable cities in BC
- We have many creative youth / young adults who are looking for cultural activities downtown; can we provide more to do downtown for this age group
- Commercial Street - pedestrian only?

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Cost of events (ticket price) and of infrastructure
- How to make culture viable without the municipality having to pay
- Vancouver Island Conference Centre is restrictive (for example, you have to use their caterer)
- Sponsorships
- Liquor regulations - make it hard to hold adult events; providing alcohol will enhance the experience at some cultural events
- Cultivating First Nations culture
- Dealing with expectations
- Regulations - street crossing / volunteers doing events
- There is no standard for businesses opening and closing times in the downtown
- Need to have a draw for downtown (restaurants like Original Joes are not locating in the downtown)
- Late night restaurants
- Need to promote the benefits of businesses locating downtown
- Too expensive to do business downtown (high rent)
- Need to get better (positive) press about downtown
- Need to increase the number of cultural events in the downtown
- Make access to downtown easier (push people downtown)
- DNBIA needs to build relationships with event organizers and encourage them to hold their event downtown
- Vancouver Island Conference Centre business model

Appendix 4 (cont'd...)

- Some festivals and event organizers (long-time organizers) may not be open to suggestions, feedback or help
- Encourage collaboration / partnerships
- Free parking during events; metered / paid parking Monday to Friday, 9 am to 5 pm only

What can Nanaimo do to stimulate the creative economy and the cultural industries?

- Add value to culture experiences
- Large draw to downtown (activity / experience)
- A reason to discover downtown (the place to be whenever you are looking for something to do)
- Need to create a “critical mass” downtown; more people living downtown and more things to do / experience
- We have a great start - award-winning Commercial Street, beautiful waterfront, etc.
- Activities for kids
- City planning - need to draw / direct people into downtown
- Routing into downtown to waterfront to Commercial Street
- Signage - how to direct people to events; too many restrictions for signage
- Terminal Avenue is the route people take through town; it is not very interesting and it belongs to and is maintained by Highways
- Provide kiosks
- Increase public art
- The Port Theatre to find ways to decrease cost for small events

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- Increase public art
- More presentation of coal mining history and SFN history and culture
- Animating our places and spaces
- Make downtown more pedestrian friendly
- Have a media strategy for events
- Collaborative marketing / investment
- Celebrate our history / heritage

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- Investment - value for investment
- Sponsorship is a business relationship - need to educate about sponsorship
- Promote events downtown better
- Business needs to be open

Stakeholder Meeting - Nanaimo Economic Development Corporation - NEDC (2013-JAN-23)

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- Economic impact of arts and culture - Economic impact study for Nanaimo
- When people recognize the importance of this sector they will support it
- High skilled creative workers value arts and culture
- Tourism and culture are closely linked
- Performances and public art
- SFN cultural heritage
- Arts and culture attracts creative people
- Quality of life is important
- Visitors like what residents like
- Coal mining history
- Night life - need this downtown

What does Nanaimo already do well in supporting creativity and culture? What strengths can it build on?

- Public art
- Festivals and events - shoulder seasons / winter
- Agritourism
- Local food / local restaurants
- First Nations culture - support this and provide the West Coast First Nations experience
- First Nations cultural centre
- Sports

What is the most significant challenge to enriching our culture? Are there any civic policies or regulations that limit or prohibit cultural development?

- Need to give incentives to organizers to provide more activity outside July and August
- Support our existing events
- Provide multi-year funding for events and festivals
- Collaborative scheduling of events
- Funding for artists and creative people
- Volunteer fatigue

What can Nanaimo do to stimulate the creative economy and the cultural industries?

- Cultural Portal
- Partner with NEDC regarding the Cultural Portal
- Communicate / use economic impact (post 2013 document)
- Improve follow-up and feedback loops with groups and organizations
- Need better linkages (access, transportation) to other (VIU) to bring people downtown
- Add value
- Define linkages and communications
- Strategies - working together differently (Gord Hume)
- Working group for economic impact strategy
- Cultural precinct - Arts District (DNBIA); how to expand this and how to market?
- Urban myths about culture - need more advertising, grants, protection
- Competitive advantage
- Weave arts and culture throughout marketing
- Change perceptions about Nanaimo using arts and culture as a vehicle
- Articulate current identity of Nanaimo - Pride of Place campaign
- Residents believe others have negative view of Nanaimo yet this is not the case - the negativity comes more from Nanaimo
- Niche out Nanaimo's marketability
- New experience and economic landscape
- Align new / old generations / residents

In your opinion, what are the priorities for investing in cultural development towards a more culturally vibrant city in the next five to 10 years?

- Allow community to identify priorities
- Asset management plan for publicly owned venues
- Allow for growth and fluidity in developing physical assets
- Bi-annual arts / culture board training and networking opportunities / partnering opportunities
- Leverage city access points
- Continue to improve collaboration (for example, "The Hatchery")

What area of cultural planning is most important to you or the group you represent? How can you contribute to cultural planning and development in Nanaimo?

- Quality of life
- Get more people living and visiting downtown
- More and better festivals and events
- Heritage preservation and presentation
- Sports
- Array of experiential opportunities
- All of it!

Stakeholder Meeting - Design Advisory Panel (2013-JAN-24)

- Quality of place - this is what they talk about a lot
- History of practical - mining, etc.
- Where are you getting your inspiration from?
- We need champions - this raises the bar in neighbourhoods
- Cultural planning is the basis on which the city can grow
- There is always something going on - festivals, events, programs, activities, etc.
- Happy place to live
- Celebrate the future and goals that we have
- Cultural precinct (arts / cultural district)
- Need to increase density downtown
- Neighbourhood planning
- Waterfront - this is an important civic asset
- Boating / yacht clubs
- Excellent cultural programs and activities for children
- Important to preserve and protect our heritage
- Nanaimo utility - pragmatic
- Take the practical and make it inspirational

Appendix 4 (cont'd...)

- Take inspiration from the building around you
- People take pride in what they are doing
- Nanaimo is a great place because of what and who we are - the people
- Diversity
- Need more ethnic (multicultural) celebrations downtown - not in their building
- Programming - planning for history
- Plazas, etc. - Nanaimo has come a long way with its cultural places and spaces
- Mixed development (demographics)
- Museums - cultural facilities
- Walking trails
- Outdoor public parks and spaces are great
- The city needs to involve artistic and creative people in decision making (cultural lens)

Stakeholder Meeting - Snunéymuxw First Nation (2013-MAR-08)

- Desire to celebrate and showcase First Nations art, history and culture to Nanaimo residents and visitors
- First Nations Cultural Centre - a place that is welcoming and showcasing their history and culture
- The footprints on their landscape need to overlap ours (the community of Nanaimo)
- We need to respect and embrace each other's culture
- Educate people about the First Nations culture - tell their stories
- Educate people about the SFN "Portals to Our Heritage" (portals at Departure Bay, Jack Point and Newcastle Island)
- Nanaimo's vision for culture should align with Snunéymuxw First Nation's vision for culture
- Additional thoughts will be given about our vision for culture in Nanaimo and how we can ensure that our visions align. Further engagement with SFN will take place as the Cultural Plan draft is being finalized for recommendation and adoption

Summary of Forums and Stakeholder Meetings:

October 16, 2012 - Community Visioning Forum with consultant Sandra Thomson.

Stakeholder Feedback Sessions Held in 2013

January 8 - Parks, Recreation and Culture staff
January 8 - Multicultural Society
January 8 - Culture Plan Technical Team
January 8 - Nanaimo Artists
January 8 - Cultural Committee
January 10 - Business
January 10 - City Commission
January 22 - DNBIA
January 23 - NEDC
January 24 - Design Advisory Panel
February 12 - Council / Senior Managers
March 8 - Snunéymuxw First Nation
March 20 - City Community Planning Department
April 24 - Vancouver Island University

Forums

January 17 - Community Visioning Forum with the Nanaimo Design Nerds facilitating

February 13 - Gord Hume Cultural Planning Community Forums (2)

April 24 - Culture Plan Technical Team Culture Plan Draft Feedback Session with Gord Hume

Appendix 5: Community “Vision for Culture” Survey (2012-OCT-16)

637 residents responded to our online survey, and 2,088 comments were received. Hard copies of the survey were also available at community engagement events.

Vision for Culture Survey - A Culture Plan for Nanaimo

Survey Questions

1. What are our strengths and key cultural assets or resources that currently make our city culturally vibrant?
2. We want to continue to provide quality cultural spaces and places that are accessible, interesting, memorable, and welcoming.
 - a) In your opinion, what are Nanaimo’s most valued public cultural spaces/places that we must support and enhance for the future?
 - b) In your opinion, what should the city’s priorities be for investing in additional cultural spaces and places?
3. Events and Festivals
 - a) What event(s) or festival(s) would you like to see added to Nanaimo’s cultural event calendar? And why?
 - b) What facilities, amenities or improvements to existing facilities would improve people’s experiences at Nanaimo events and festivals?
4. What are the priorities for investing in additions or improvements to existing cultural spaces and spaces?
5. What events or festivals would you like to see added to Nanaimo’s cultural event calendar? And why?
6. What facilities, amenities or improvements to existing facilities would improve people’s experiences at Nanaimo events and festivals?
7. What other specific cultural assets/resources (besides spaces and places) do we need to add or build upon for a more culturally vibrant city?
8. What does culture mean to you?
9. “Our goal is to make Nanaimo a distinctive, healthy, inclusive place to live, work, play or visit – endless arts, culture, recreation, sports, outdoor and tourism opportunities for all.”-Nanaimo Corporate Strategic Plan. In relationship to this statement, in what way does arts and culture enrich your quality of life in Nanaimo?
10. Do you have any other comments and suggestions on how Nanaimo can become a more culturally vibrant city?

Appendix 6: Public Open Houses

Purpose of the open houses:

1. To present the draft Nanaimo Cultural Plan to the public
2. To allow Nanaimo residents an opportunity to provide feedback and suggestions on the draft Culture Plan, its vision, priorities, goals, and strategies etc.

Port Place Mall Open House (2014-JAN-22)

- Complete the E&N Trail.
- Patrons should be able to buy theatre tickets (NCS, Sdcmooze, Theatre One, NTG, etc.) AT THE DOOR!! Bylaws prevent theatres from making money through word of mouth and spontaneous patronage. Support local theatres!
- Nanaimo Centre Stage is a great venue (albiet old and musty) but we need more venues such as this. Port Theatre annex is a wonderful idea.
- Labryinth in Maffeo Sutton, artists, special events.
- Yay for more public art, connecting and expanding bike trails!
- Sponsor affordable housing for trained musicians classical and jazz. This will create an environment for a more musical Nanaimo.

Port Theatre Lobby Open House (2014-JAN-25)

- No responses recorded.

Appendix 7: Economic Impact Study for the Arts and Culture Sector (completed
by Nanaimo Economic Development Corporation in 2013)

Available online at www.investnanaimo.com.

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