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Executive Summary

The Sooke Region extends along the Southwest coast of Vancouver Island and includes the District of Sooke and the unincorporated municipalities of East Sooke, Shirley, Jordan River and Port Renfrew as well as three First Nations Bands. The region is well known for its natural beauty, rural ambience and proud community engagement and has named itself, the "Volunteer Capital of Canada."

The Cultural Plan provides a framework



that identifies five key strategies that can be implemented over the next five years in order to create a healthy and vibrant arts, cultural, and heritage sector in the Sooke Region that will encourage everyone to participate, support and appreciate.

Moving forward from an economy that was recently based on resource extraction, particularly logging and fishing, the community is rapidly changing with a focus shifted towards tourism, community expansion and creative arts. The Cultural Plan provides clear direction on the actions and tasks to be undertaken in order to sustain the region's rich history and passion for arts, culture and heritage that have been fundamental in guiding the community over the years.



The Plan's short-term vision focuses on strengthening the cultural sector by creating clear leadership roles, building capacity, increasing collaborations and creating awareness. It seeks to encourage community expression and pride through promoting celebrations and festivals, and broadening the education and engagement for citizens of all ages in the arts.

Long-term direction in the Plan recommends supporting creative occupations, and designing and developing public art and infrastructure that reflects and celebrates the traditions of the community including the First Nation's culture.

The Cultural Plan calls upon all partners – government, community and the private-sector to work together to enhance the quality of life for all citizens, establish a sense of pride, and create a shared identity as a region with a powerful draw to live, work, play, visit and create.

Defining Culture

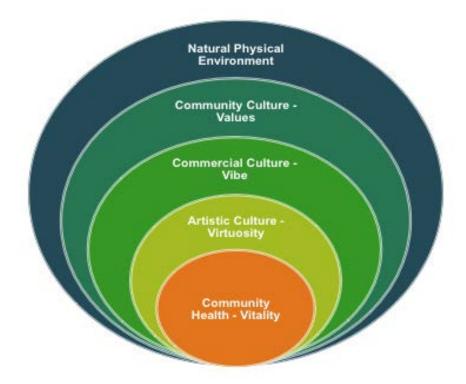
The natural physical environment of the region is a major driver to the culture of a community. Within the physical environment the culture of a community can be explained as Values, Vibe, Virtuosity and Vitality.²

Values include the identity, customs, memories, stories and beliefs that are experienced in celebrations, festivals, museums and heritage collections.

Vibe is the buzz that pours out into the street from the commercial aspects of the shops, restaurants, and historic and contemporary design.

Virtuosity refers to the expression of artistic excellence and appreciation of artistic merit as shared in music, drama, dance, visual arts, craft, sculpture, design, etc.

Vitality is an essential component to community health. Cultural Vitality is recognized as part of the four pillars of sustainability alongside of environmental responsibility, social equity and economic prosperity.



² City of Mississauga. <u>Mississauga Culture Master Plan.</u> Mississauga Culture Division. 2009

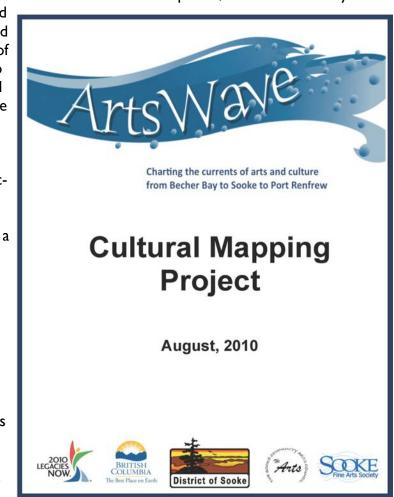
The Planning Process

Cultural Planning is used to identify how cultural resources and activities in a community can be used to achieve a broad set of municipal and regional strategic objectives. A Cultural Plan guides local government to integrate culture into policies and planning across all sectors of development; works to support and strengthen partnerships and collaboration with business and community partners; and builds capacity and cooperation across a wide range of activities and cultural organizations.

The Sooke Region Cultural Plan was initiated to serve as the starting point for discussions around developing a healthy arts community for the Sooke Region. A funding collaboration between the District of Sooke, Juan de Fuca Economic Development, Sooke Community Arts

Council, Sooke Region Tourism and the Sooke Fine Arts Society enabled the Sooke Region to become one of a number of municipalities in BC to undertake a Cultural Plan as guided by 2010 Legacies Now and Creative City Network of Canada.

Cultural Mapping was the first important step in the planning process. Completed in August 2010, The ArtsWave Project undertook a systematic approach to conducting a series of surveys, interviews, and public consultations with residents, youth, businesses and arts and cultural organizations in the region. The Cultural Mapping project provided a community perspective on the strengths and challenges for the arts of the Region. The project also outlined a series of priorities that respondents expressed an interest in having addressed by local levels of government and arts organizations.

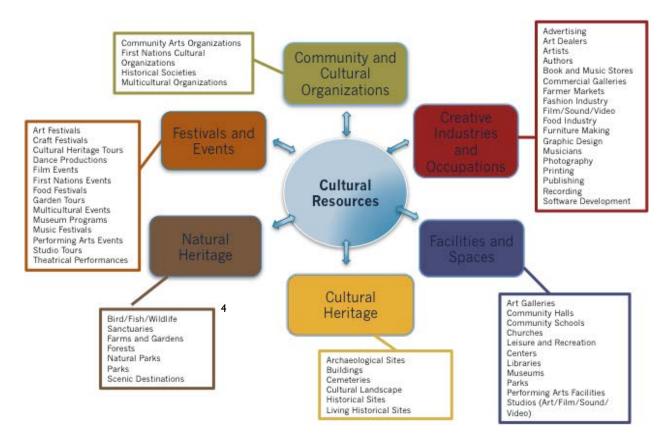


Sooke Region Cultural Plan

Cultural Planning is the second step in a process of inclusive community consultation and decision-making. The intention of the plan is to help identify cultural resources and to think strategically about how these resources can help the community to achieve its civic goals regarding arts and culture.

Community Engagement is the third step in the process designed to implement the Cultural Plan. The Plan will only succeed through effective collaboration, generating ideas and building a shared vision among staff and elected officials in local government, business and community groups, residents and youth of the region.

A Cultural Resource Framework consists of categories as illustrated below: ³



³ Schimpf, Michael and Sereda, Paul. <u>Canadian Framework of Cultural Statistics</u> "Toward a Geography of Culture: Cultural Occupations Across the Canadian Urban-Rural Divide". Ottawa, ON: Statistics Canada, 2001

⁴ Sooke, District of Sooke. <u>Parks and Trails Master Plan</u>, Sooke, BC. District of Sooke, 2009.

Vision and Guiding Principles

Cultural Plan Vision

The Sooke Region is a small coastal community that lies on the southern tip of Vancouver Island in British Columbia and has a population of approximately 13,500. To adapt successfully in its transformation from a resource-based economy, the community is faced with developing new strategies for social equity, economic stability, environmental responsibility, and cultural vitality. The Sooke Region's plans and actions in support of cultural vitality will be guided by the following vision:

Creating a healthy and vibrant arts, cultural, and heritage sector in the Sooke Region that will encourage everyone to participate, support and appreciate.

Guiding Principles

In advancing this vision, the Sooke Region Cultural Plan will be steered by the following principles:

- Communication support respectful, open, and honest communication amongst all community partners;
- 2. Diversity respect equitably all elements of artistic, cultural and heritage initiatives in our community which are valuable sources of ideas, perspectives and talents;
- 3. Collaboration work together in building partnerships and broadening dialogue with all community partners to advance mutual interests;
- 4. Community Ownership ensure community input is sought, valued and recognized throughout the planning and implementation of the Cultural Plan;
- 5. Inclusiveness and Accessibility where possible make cultural opportunities accessible to citizens and visitors across all part of the Sooke Region and relevant through all stages of life.

Strategic Directions and Actions

Through public surveys and consultation in the *ArtsWave* Project, the respondents overwhelmingly agreed that the natural beauty of the area attracts and inspires both residents and visitors alike. There was a strong sense of pride in the well-established volunteer organizations that provide both diversity in the number and high caliber of the quality of cultural opportunities. Nearly all participants (93%) stressed the value and importance of the arts to the social and economic health of the community. As well, the strong artistic presence of the local First Nations is felt by many to be an important characteristic of the local culture.

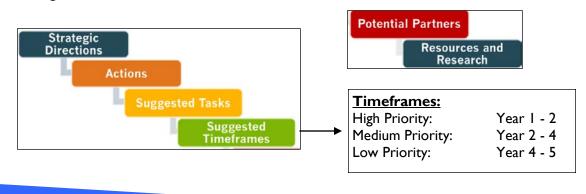
While there are clearly challenges facing the sustainability of local arts and heritage organization in the Sooke Region, the overall picture that emerges from the finding of the *ArtsWave* Project was that of an energetic, ambitious arts community that is eager to identify opportunities and foster collaboration in order to put itself on a sustainable footing for the benefit of all community members.

Participants in the ArtsWave Project identified specific priorities they believed should be addressed in order to bring about positive change and contribute to realizing a sense of cultural vibrancy for the Sooke Region.

From the priorities identified in *ArtsWave*, the Cultural Plan focused on five Strategic Directions:

- I. Strengthen arts, cultural and heritage organizations;
- 2. Encourage community celebrations and festivals;
- 3. Expand youth opportunities in the arts;
- 4. Strengthen cultural infrastructure;
- 5. Secure greater connection with and visibility for First Nations artists and local regional artists.

The Strategic Directions are divided into a series of Actions and Tasks as explained using the following chart:



Strategic Direction #I Strengthen Arts, Cultural and Heritage Organizations

Background

The Official Community Plan for the District of Sooke indicates arts and culture are intrinsic to the community identity. It educates, entertains, generates revenue and employment, and enhances the quality of life for all residents. Community cohesiveness can be strengthened through support for heritage, arts and culture, programs and services, facilities, activities and events that bring people together to create citizen involvement and community partnerships.

To improve the strength of arts organizations, stable funding is required to retain the staff and volunteers necessary to build capacity and create the foundation for growth. Without the stability to retain professional staff it is unlikely that organizations will be able to attract committed long term volunteers and undertake the process of strengthening programs, management and governance capacity. Creating organizational capacity will allow arts groups to realize creative and artistic opportunities and invigorate their organizations and leadership.

Action I.I

Create clear leadership roles and responsibilities to increase the effectiveness of collaboration and partnerships in the cultural sector for the Sooke Region.

Task	Timeline
Task I.I.I Create a Regional Cultural Planning Advisory Committee. Amalgamate with the existing Sooke Program of the Arts Committee and explore additional partnerships.	High Priority
Task 1.1.2 Appoint membership and establish funding for the Cultural Planning Advisory Committee as a joint responsibility of the District of Sooke and Juan de Fuca Region. The Committee will be responsible for the support of effective and efficient implementation of the Cultural Plan.	High Priority
Task 1.1.3 Create a staff position within the civic administration to provide leadership, coordination and collaborative working relationships for the arts sector. The position could be shared with the Sooke Regional Tourism Association and the Sooke Economic Development Committee.	Medium Priority

Action 1.2

Revamp the current District of Sooke Community Grant Program to allow organizations to strengthen programs, management and governance capacity.

Task	
lask	

Timeline

Medium Priority

Task I.2.I

Strive to amalgamate funding from Juan de Fuca Economic Development Commission with the District of Sooke Community Grant Program.

Task I.2.2

Expand the Community Grant Review Panel to include members of Medium Priority Juan de Fuca Economic Development Commission.

Task I.2.3

Review policies and establish criteria for the District of Sooke Medium Priority Community Grant Program to allow for organizations to apply for funding of staffing positions.



Action 1.3 Build capacity by working to increase community collaboration will and heritage sector as well as other sectors of the F	
Task	Timeline
Task I.3.1	High Priority
Host an annual Cultural Summit to foster community partnerships, increase depth of understanding, and facilitate the completion of actions outlined in the Sooke Region Cultural Plan.	
Task 1.3.2	
Review possibility of shared administrative space for arts and heritage organizations and festival groups.	Medium Priority
Task 1.3.3	Madium Duianita
Continue with current efforts to establish The Sooke Foundation to assess the value of a coordinated sponsorship program in the community.	Medium Priority
Task I.3.4	
Seek out grant opportunities that would provide funding for the administration of building a collaborative regional approach to developing a vibrant arts and cultural sector.	High Priority
Task 1.3.5	
Develop and submit an application to the Cultural Capital of Canada program for a desired 2015 designation.	Medium Priority
Task 1.3.6	
Continue with current efforts to establish a Sooke Region Volunteer Centre to build volunteer capacity for the Region.	High Priority

Task 1.3.7

Host a session convened jointly with Regional Economic Development Commissions, Chambers of Commerce and Regional Tourism Associations to discuss the benefits of the arts and cultural sector and the gains in the community that could be achieved by working cooperatively.

Task

Task 1.3.8

Work in conjunction with the Sooke Regional Tourism Association to develop a Cultural Tourism Plan and coordinate Cultural **Tourism Promotion.**

Medium Priority

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Timeline

Medium Priority

Action 1.4

Create increased knowledge and interest in arts, cultural and heritage resources and organizations by developing a collaborative marketing strategy.

Task	Timeline
Task I.4.1 Develop an electronic newsletter that will serve as a central hub for cultural news and events.	High Priority
Task 1.4.2 Partner with existing websites to develop an online presence as a means of communication.	High Priority
Task 1.4.3 Coordinate pro-active marketing and promotion campaigns for the arts, cultural and heritage sector, including regular interaction with local print, radio, TV and online media.	High Priority
Task 1.4.4 Produce cooperative advertising materials suitable for hotels, bed and breakfast lodging and vacation rentals.	High Priority
Task 1.4.5 Advocate for the construction of a medium to facilitate advertising "on the street" visible in the downtown core.	Medium Priority
Task 1.4.6 Collaborate to improve upon existing calendars of arts, cultural and heritage activities and events.	High Priority

Strategic Direction #2 Encourage Community Celebrations and Festivals

Background

Celebrations and festivals are an important expression of culture and community. Where successful they are built on partnerships between government, community and the private sector. They enhance the quality of life for citizens and establish a sense of pride for communities. As they grow and develop, celebrations and festivals have an important contribution to make to the creation of a shared identity, a powerful tourism draw, and significant economic impact.

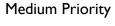
Action 2.1

Develop a celebrations and festivals initiative that looks at outcomes based on year- round community programming.

Task	Timeline
Task 2.1.1 Assign the Cultural Planning Advisory Committee the task of identifying and assessing the ways that celebrations and festivals can contribute to the broad cultural development and economic goals of the Region.	Medium Priority
Task 2.1.2 Include celebrations and festivals as a regular agenda item at annual Cultural Summit Planning Sessions.	High Priority
Task 2.1.3 Develop new events to address the needs of youth and opportunities for programming in traditionally "slow" periods of the year.	Medium Priority
Task 2.1.4 Assess ways in which the District of Sooke and Juan de Fuca Economic Development Commission can provide non-funding support to festivals and celebrations.	Medium Priority
Task 2.1.5 Review measures to improve access and to share assets owned or managed by various arts organizations, the Community Association or the District of Sooke.	Medium Priority

Action 2.2 Improve collaboration and communication among event org organizations.	anizers and cultural
Task	Timeline
Task 2.2.1	
Encourage event organizers to partner with community arts, cultural and heritage organizations in the planning process.	High Priority
Task 2.2.2	
Look for opportunities to expand on existing events by bundling with new concepts and ideas.	Medium Priority
Task 2.2.3	
	Madium Priority

Seek opportunities for collaboration in events with outlying communities in the Juan de Fuca Region.





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<u>Action 2.3</u> Find new and creative ways to promote celebrations and festive participation.	als and expand visitor
Task	Timeline
Task 2.3.1 Coordinate a "JUST TRY IT" campaign with locals that would include incentives for participation in all-year events.	Medium Priority
Task 2.3.2 Seek joint marketing opportunities for celebrations and festivals to be promoted and champion celebrations and festivals regionally, provincially and nationally.	High Priority
Task 2.3.3	

Continue to build the Sooke Region's brand as a cultural hub on Vancouver Island through hosting high caliber and unique cultural events.



High Priority

Strategic Direction #3 Expand Youth Opportunities in the Arts

Background

The importance of arts, cultural and creative education as a central and growing dimension is currently highlighted in the established policies and programs in cities such as Vancouver. The potential role of arts and cultural education in economic and social inclusion highlights the need for education, business and arts organizations to partner to support learning agendas. ⁵

⁵ Mississauga, City of Mississauga. <u>Mississauga Culture Master Plan.</u> Mississauga Culture Division. 2009

Action 3.1

Strengthen education and leadership opportunities for youth in the arts.

Task	Timeline
Task 3.1.1	
Assign the Cultural Planning Advisory Committee the task to review existing cultural partnerships that have been created and determine how effective they have been in working with the Board of Education.	Medium Priority
Task 3.1.2	
Use existing successful community models look to extend the reach in further developing a network of cultural educational partnerships.	Medium Priority
Task 3.1.3	
Promote arts career training opportunities at the middle school and high school level.	Medium Priority
Task 3.1.4	
Develop mentorship opportunities with artists within school programs.	High Priority

Action 3.2	
Increase opportunities for youth to participate in art, cultural and	l heritage activities in
the region.	
Task	Timeline
Task 3.2.1	
Encourage arts organizations to provide financial and mentorship support to youth-led cultural activities.	High Priority
Task 3.2.2	
Create opportunities for youth to exhibit and perform at events within the Region.	High Priority
Task 3.2.3	
Urge arts organizations to create opportunities for youth to assist them in fulfilling volunteer requirements for graduation.	High Priority
Task 3.2.4	
Utilize youth-friendly electronic media sources to communicate about arts and cultural events.	High Priority
Task 3.2.5	

Advocate for youth-friendly spaces to be incorporated in to Medium Priority cultural infrastructure planning.



Strategic Direction #4 Strengthen Cultural Infrastructure

Background

Response from the surveys, interviews and public meetings of the *ArtsWave* Project indicated the Sooke Region is underserved by current cultural infrastructure and there is a growing a need for spaces that are designed or renovated specifically to meet the requirements of this sector. Analysis by the Cultural Planning Task Force concluded that the multi party ownership of cultural facilities utilized by the various arts, cultural and heritage organizations makes it difficult to provide a coordinated approach to seek short-term solutions and improvements.

Local cultural identity can be reinforced and enhanced through the development of cultural infrastructure. Often times community facilities are built by bringing together municipal, regional, provincial, federal, philanthropic and private sectors for a "one-off" project. This approach reduces the financial burden to taxpayers and requires long-term leadership and expertise.

Action 4.1

Advocate and negotiate specific infrastructure upgrades to current arts, cultural, and heritage venues, as well as community and business facilities used for cultural activities, with facility landlords.

Task	Timeline
Task 4.1.1	
Individual arts, cultural and heritage organizations should review measures with the ownership of various venues for repairs and upgrades to current assets such as improvements to sound systems, acoustics, electrical, parking, washrooms.	Medium Priority
Task 4.1.2	
Assign the Cultural Planning Advisory Committee the task of meeting with the Edward Milne Community School (EMCS) Board of Directors and Sooke School District #62 to determine funding for upgrades to enhance the theatre facility at the local high school and community school.	Medium Priority
Task 4.1.3	
Review the possibility of working with local businesses for creating a shared storage facility.	Medium Priority

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Action 4.2	
Advocate for a Community Arts Centre	
Task	Timeline
Task 4.2.1	
Seek expertise and leadership to identify a well-defined process for cultural facility development in the Sooke Region.	Medium Priority
Task 4.2.2	
Create and maintain tracking tools (Cultural Resource Database) to integrate all cultural data to ensure current and reliable information is available for future infrastructure development.	Low Priority
Task 4.2.3	
Pursue multi-party ventures and investment in the development of cultural infrastructure.	Low Priority
Task 4.2.4	
Encourage budget allocations in five year financial plan and 3 year	Low Priority

Encourage budget allocations in five year financial plan and 3 year strategic plan for investment by the District of Sooke and Juan de Fuca Electoral Area to create capacity for cultural facility development in the Sooke Region.



Strategic Direction #5 Secure Greater Connection with and Visibility for both First Nations Artists and Local Regional Artists

Background

Cultural resources and creative enterprises contribute to the development of engaging and lively places where people want to live and visit. Accessible and affordable cultural activities play a central role in creating vibrant, inclusive and livable communities, contribute directly and indirectly to supporting creative occupations, reflect and celebrate the culture and traditions of the community and create social environments which support community building. Building on the history and culture of the region's First Nations people and the many talents of local artists, this strategic direction strives to bring local culture into focus.

Action 5.1

Incorporate arts and culture into municipal infrastructure and private development projects.

Task	Timeline
Task 5.1.1	
Advocate for incentive grants to build or convert spaces for commercial/cultural use.	Medium Priority
Task 5.1.2	
Strive to achieve an active, vibrant and viable core area that draws its energy from artistic and cultural venues within a core cultural precinct.	Low Priority
Task 5.1.3	
Develop opportunities for artists from a wide range of disciplines to contribute in the design teams from the earliest stage in major public and private development.	Medium Priority
Task 5.1.4	
Building on the work of the Sooke Program of the Arts Committee (SPA), support the integration of public art on or within public buildings and property.	Medium Priority

Action 5.2

Increase and strengthen partnerships with First Nations Bands.

Task

Task 5.2.1

Offer support to funding and grant applications submitted by First Nations Bands that encourage education, growth, and development in First Nation's cultural activities.

Task 5.2.2

Develop mutually beneficial and inclusive relationships with First Nations Bands in the coordination of arts, cultural and heritage festivals and events.

Task 5.2.3

Engage First Nations artists to implement public art features as part of public and/or private development projects.

Timeline

Medium Priority

High Priority

Medium Priority



Action 5.3	
Build support for individual artists and community cultural training and development	•
Task	Timeline
Task 5.3.1	
Ensure the Cultural Planning Advisory Committee works with the Sooke Regional Arts Council to clarify roles and responsibilities with an emphasis on providing services for individual artists.	High Priority
Task 5.3.2	
Encourage hiring of local artists and musicians to offer adults and youth traditional and non-traditional arts instruction through Edward Milne Community School Programs.	Medium Priority
Task 5.3.3	
Work with the Chambers of Commerce to establish a series of business development skills workshops to match the needs of artists and creative entrepreneurs.	Medium Priority
Task 5.3.4	
Explore opportunities to develop and facilitate a year round Artist Studio Tour.	Medium Priority
Task 5.3.5	
Develop an award recognition program to acknowledge artists, cultural organizations and creative industries which provide vitality to the evolving character of the Sooke Region.	Medium Priority

Potential Partners:

- Sooke Region Cultural Committee
- Individual Arts, Cultural and Heritage Organizations
- District of Sooke
- Sooke Program of the Arts Committee
- Sooke Community Grant Review Panel
- Capital Regional District and Juan de Fuca Electoral Area Administration
- <u>www.sookeregionresources.com</u> website (CHI), <u>www.discoversooke.ca</u>, <u>www.sookeregionmuseum.com</u> (calendar of events)
- Sooke Region Museum
- Pacific Marine Route and Tourism Cowichan
- Hotels and B & B's
- Sooke Region Tourism Association (SRTA)
- Sooke and Juan de Fuca Economic Development Commissions
- Sooke Region and Westshore Chambers of Commerce
- Local Business
- Local Media outlets (Sooke News Mirror, Sooke Voice News) including Victoria-based
 media
- Sooke Region Community Health Initiative (CHI)
- The Sooke Foundation Committee
- Sooke Region Volunteer Centre Steering Committee
- Sooke Welcome Wagon
- Local Realtors
- Board of Education, School District 62
- Journey Middle School
- Edward Milne Community and High School
- Sooke Youth Council
- Sooke Community Association
- Transition Town Sooke
- Various Sporting Organizations ie) Sooke International Triathlon, Juan de Fuca Cycling Coalition etc.
- Scia'new, Pacheedaht and T'Sou-ke First Nations

Related Research and Resources:

- Westshore Chamber of Commerce "GO LOCAL" news releases <u>http://www.westshore.bc.ca/</u>
- Westshore Chamber of Commerce, "Westshore Magazine" http://www.westshore.bc.ca/
- City of Victoria Arts, Heritage and Culture Guide
- <u>http://www.canadacouncil.ca/grants</u>
- <u>www.civicinfo.ca</u>.
- District of Sooke Community Grant program (deadline April 30 each year)
- Provincial Gaming Grants
- District of Sooke Plans
 - District of Sooke Bylaw No. 400. Official Community Plan, 2010
 - District of Sooke, Sooke Sustainable Development Strategy
 - District of Sooke, Parks and Trails Master Plan
 - District of Sooke, 2009-2011, Strategic Plan
 - District of Sooke, Town Centre Plan
- Juan de Fuca Electoral Area Plans



Implementation and Accountability

The ArtsWave Project documented a very high level of interest in and appreciation for a wide range of artistic and heritage activities in the Sooke Region. Community satisfaction with the quality and quantity of cultural opportunities is high, as is the level of understanding of the importance of arts in maintaining the health of the community and community members. ArtsWave also revealed a strong desire to see more visible government recognition of the contributions of the arts to the social and economic health of the Region and more support for the cultural life of its communities. The energy and visionary actions of the people of the Region have helped establish an abundant cultural life; the ArtsWave participants suggest there is more the Region can, will and needs to accomplish by working collaboratively.

The Sooke Region Cultural Plan establishes a framework to guide the Sooke Region's support for the development of a dynamic cultural sector. The strategic directions and actions represent a multi-year agenda for the Region and its partners that will need to be integrated into budgets and work planning. Steps required for implementation will involve:

- 1. Communicating the Cultural Plan vision and recommended actions widely throughout the Region.
- 2. Approval by local government to confirm the Region's commitment to implementation of the plan over time through embracing it as a planning and policy priority.
- 3. Refining a leadership group to guide and support implementation of the Plan.

The Cultural Plan proposes the creation of a Cultural Planning Advisory Committee to guide the Plan into the future. This committee could amalgamate with the existing Sooke Program of the Arts Committee and be expanded to include representation from a wide range of partners and constituents of the District of Sooke and Juan de Fuca Electoral Area.

The Cultural Planning Advisory Committee would provide an appropriate mechanism to support effective and efficient implementation of the Plan and ongoing cultural development in the Region. The Committee would make recommendations to staff, Council and elected representatives on a wide range of areas including creation of public art, creative cultural industries and education, cultural tourism, and impact of arts and culture on public health, social and environmental planning.

Cultural Plan implementation costs for each upcoming year would be evaluated during the annual plan review and be brought forward as part of the District of Sooke and JdF Economic Development annual budget deliberations in the form of a new budget item for the coming year.

Sooke Region Cultural Plan

November 2011