

Making Culture Count!

Town of Qualicum Beach
Cultural Plan

2012–2017



artisans
friendly
volunteers
theatre
music
COMMUNITY
unique
collaborate
Market
quaint
BEACH
painting
YOUTH
DOWNTOWN
walking
Family
Celebrate
CULTURE
golf
SEASIDE
gardens
Inclusive
Crafts



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Executive Summary

MAKING CULTURE COUNT!, the Town of Qualicum Beach cultural plan, is a community-wide based plan with integrated cultural development goals compiled through extensive community participation and consultation, as detailed in the Community Engagement section of the plan.

This initiative is consistent with the Town's 2012-14 Corporate Strategic Plan and May 2011 Official Community Plan. The planning process was led by a cultural management consultant supported by Town staff and an initial resource group of volunteers representing key community stakeholder groups.

The present document is arranged to be a five year work plan for cultural development, based on the key community findings and directions of the Fall 2011 cultural assessment report which provides the supporting documentation to the cultural plan.

The goals, strategies and actions included in the cultural plan represent the outcomes of community consultation activities of Phase 2 (cultural plan development) wherein key findings were discussed. A summary chart of goals, strategies and actions, including timeframes, is found in Appendix A of this report. The six goals of the cultural plan are:



Goal 1: TO BUILD COMMUNITY THROUGH CULTURE.

Goal 2: TO FURTHER DEVELOP CAPACITY AND ENSURE SUSTAINABILITY OF ARTS AND CULTURE SECTOR.

Goal 3: TO BE A RECOGNIZED ALL SEASON CULTURAL TOURISM DESTINATION AND GROW A THRIVING CULTURE-BASED ECONOMY.

Goal 4: TO IMPROVE PROMOTION AND COORDINATION OF ARTS AND CULTURE SCENE.

Goal 5: TO PROVIDE SUSTAINABLE AND ACTIVE ARTS AND CULTURAL SPACES FOR CREATION AND PRESENTATION OF ARTS AND CULTURE.

Goal 6: TO INCREASE OPPORTUNITIES FOR YOUTH TO LEAD AND PARTICIPATE IN ARTS AND CULTURE.

Many of the strategies and actions of the cultural plan include identified community partners whose expertise and functions can best serve in the achievement of those strategies. The 'keeper' or coordinator of the cultural plan will be the responsibility of the Town of Qualicum Beach, in order to integrate cultural planning items into local government planning.

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The following five actions were identified by focus group participants as immediate priorities to carry-out in adopting the cultural plan:

1. Establish a Cultural Roundtable.
2. Further develop and maintain the cultural resources database through promotion of 'Get on the Map' web-based cultural map initiative.
3. Create and maintain a cultural portal.
4. Establish a 'Cultural Scorecard'.
5. Convene and facilitate an Annual Fall Cultural Fair to expand arts administration skills in the areas of board training, succession-planning, fundraising, grant writing, and strategic planning.

Performance measures and cultural indicators to ensure ongoing monitoring and evaluation of actions and strategies are provided at the end of the cultural plan. Continuing to promote and widely share the elements of the cultural plan is essential to successfully achieving the goals and strategies. The cultural plan denotes specific actions to further foster communication and coordination among arts groups and with the private sector. Communication activities to share *Making Culture Count!* are listed at the conclusion of the plan.



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Glassford Square and Town Hall

What is a Cultural Plan?

CULTURE EMBRACES WHAT DEFINES us as a community and begins with our unique sense of place and identity.

Communities that are thriving places to live have long recognized that building pride of place, through community consultation and participation, is vital to economic development. The more developed and defined identity of place among residents, the more likely it is to attract tourists and businesses.¹

Too often, however, communities embark on a cultural plan without having a firm understanding and broad acceptance amongst stakeholders of their own local culture. The main part of developing a cultural plan is collectively defining one's own community's culture: *what counts in your community?*

How a community expresses itself culturally is central to its identity now, and in the future. Three key dimensions of culture in this context are:

1. The community's values and sense of identity, and how the community wants to experience culture;
2. The physical products of creative work, cultural assets, resources and infrastructure within the community;
3. The way the community is currently interacting with these assets, resources and infrastructure, and the goals for future usage.

Arts and cultural resources and assets refer to cultural facilities, organizations, events, and workers, as they apply to any age group or experience level, in addition to activities that contribute to the development of the identity and culture of the community, as illustrated by the figure below.²



Figure 1- Canadian Framework of Cultural Statistics – Statistics Canada

The title “Making Culture Count!” was specifically selected for the cultural planning process to underscore the importance of collectively leveraging the Town’s cultural identity, and in turn, foster community planning, economic development, social/health programming and tourism planning. This initiative is consistent with the Town’s 2012-14 Corporate Strategic Plan and May 2011 Official Community Plan.

Making Culture Count!, the Town of Qualicum Beach cultural plan, is a community-wide based plan with integrated cultural development goals compiled through extensive community par-

¹ Grogen and Mercer, Arts Queensland (1995).

² Source: Canadian Framework of Cultural Statistics—Statistics Canada.

ticipation. The cultural plan articulates a detailed framework of strategies and actions to support the plan's cultural development goals which will serve to achieve the cultural vision.

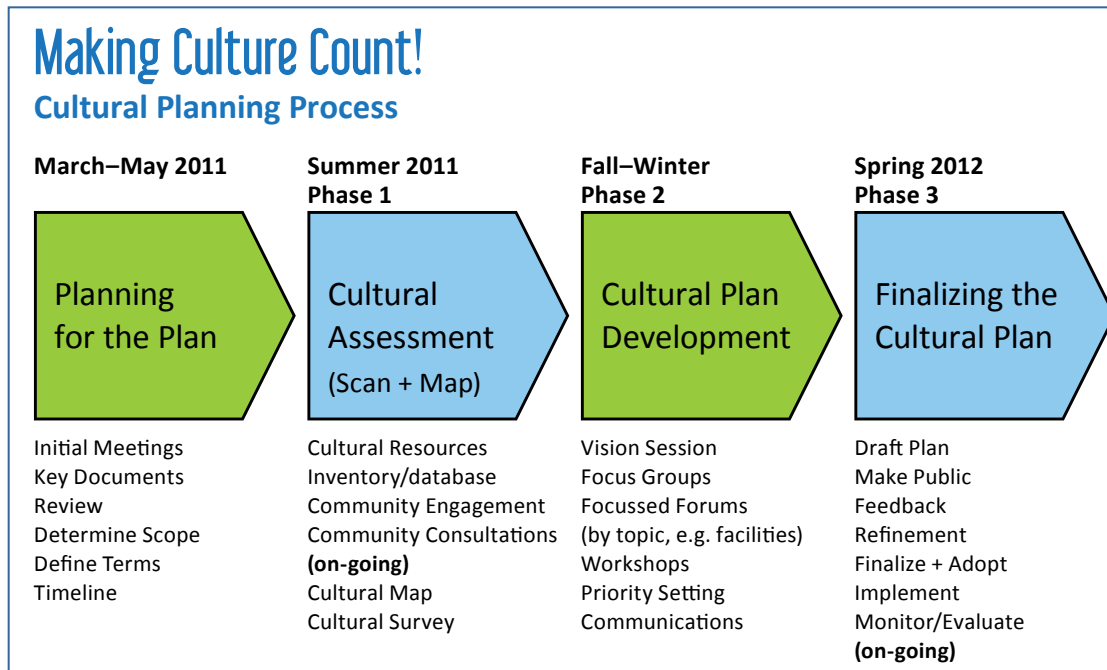


Figure 2- Cultural Planning Process and Timeline

The planning process was led by a cultural management consultant supported by Town staff and an initial resource group of volunteers representing key community stakeholder groups. A broad-based community consultation framework was carried out throughout the entire planning process which began in March 2011, as detailed in the Community Engagement section of the plan.



Cultural Map and Scan Scope

Developing a cultural plan begins with a cultural mapping and scanning process that identifies the Town's cultural resources and assets (facilities, activities, events, organizations, individuals, etc.) and assessing those resources. Mapping is a systematic approach to identifying, recording and classifying a community's cultural resources.

The cultural scan and map focused primarily on publicly and charitably-funded organizations, facilities and events open and accessible to the public. Private businesses, cultural workers and supporters were also included, in order to encourage partnerships and community collaborations.

Initial meetings with the resource group concluded that cultural resources extend beyond Qualicum Beach's boundaries yet influence the cultural life of the Town. Therefore, for the purposes of the cultural map, the boundary of the area was primarily defined as the Oceanside region (Parksville to Bowser). Individuals from Nanoose Bay and Errington areas were also welcomed to self-identify on the cultural map as artists and volunteers if they are active in the cultural life of the Town.

The first phase (cultural assessment: scan and map) of the cultural planning process resulted in:

- a cultural resources database (based on an initial inventory) to serve as the basis for a future cultural web or GIS-based map;
- a cultural scan: the assessment of cultural resources and

assets as identified by the community;

- a collection of community perspectives towards developing a cultural vision for culture; and
- a set of strategic directions set out by the community and recommendations to assist in informing the next phase, the development of the cultural plan.

The cultural assessment report (the cultural scan and map) can be accessed on the *Making Culture Count!* cultural plan area of the Town's website, www.qualicumbeach.com and in print at the Qualicum Beach Library and provides the reader with detailed information on the key findings which serve as the basis for the cultural plan. As such, the present document is arranged to be a 5 year work plan for cultural development, while the cultural assessment provides the supporting documentation. The outcomes of community consultations activities of Phase 2 (cultural plan development) wherein the key findings were discussed further articulate the goals, strategies and actions included herein the cultural plan. A summary chart of goals, strategies and actions including timeframes is found in Appendix A of this report.



Community Engagement

TO ENCOURAGE WIDESPREAD PARTICIPATION, the community engagement process for *Making Culture Count!* reached out to a large cross-section of the community including arts and cultural workers and volunteers, community and business leaders, educators, local area residents and tourists. The community engagement and consultation process included the following elements:

1. **CULTURAL SURVEY** As part of the first phase (cultural assessment), a community cultural survey was designed in June 2011 and circulated at the beginning of July 2011 across the community. The survey was made available to complete online and could be accessed directly from the homepage and cultural planning section of the Town's website. The link to the survey was emailed to residents' associations, arts and cultural groups, interested participants, and promoted through various media and community newsletter channels. Hard copies were made available at the community table at the Farmers' Market

on Saturday mornings throughout July, as well as the Primrose Street Faire on Friday nights and through the Town Hall office. A total of 278 surveys were completed.

2. **"GET ON THE MAP" FORM** Arts, culture and heritage workers, volunteers and organizations were asked to fill out the online form to be included in the database and map which was promoted on the *Making Culture Count!* cultural planning area of the Town's website. The map form was also promoted through the media and newsletter channels.
3. **IN-DEPTH, ONE-TO-ONE INTERVIEWS** The consultant interviewed 45 arts and culture individuals, organizations, and private-sector supporters. Interviews took place primarily in person, with two interviews by phone. A list is included in the cultural assessment report on the cultural planning section of the Town's website.





4. **MAKING CULTURE COUNT! PROJECT BRANDING & WEBSITE**

The Making Culture Count! project branding helped to engage participants in planning and was a distinct area of the Town's website that served to keep the community informed on the planning process. The community was also encouraged to stay updated and provide comment through the Town's Facebook page. The project consultant widely distributed business cards listing the project's website and email address to welcome any feedback, comments or questions from the community.

5. **COMMUNITY PARTICIPATION** In order to facilitate awareness and understanding about the cultural planning process, build relationships with the community and to encourage participation, the consultant attended relevant community meetings and carried out community engagement activities throughout the month of July 2011 which included:

- a. Hosting a community table at the Farmers' Market on Saturdays to raise awareness of the cultural planning process with the public, distribute the cultural survey and to answer any questions the public may have;
- b. Participating in the Friday night Primrose Street Faire which included circulating amongst the crowd to make introductions, promote the cultural planning process and distribute the survey;
- c. Attending the artisan market at TOSH on Friday afternoons to raise awareness about the cultural planning process, encourage artisans to fill out the cultural mapping form and build relationships with the arts and cultural community;
- d. Visiting cultural facilities (spaces and venues) in the study area over the summer months to determine how they operate, the facility and user needs and locations;
- e. "View Your Downtown Through A Cultural Lens" activity was set up in the lobby of the Town Hall in the

last month of the cultural development phase (May 2012) to raise awareness about the draft cultural plan and the importance of integrating cultural planning into local community planning initiatives. The activity offered community members the chance to draw their ideas for cultural facilities, place-making, space-making, cultural clusters and hubs as part of downtown development.

6. **COMMUNITY CULTURAL FORUMS** Fall 2011 and Spring 2012 cultural forums book-ended Phase 2 of *Making Culture Count!* the cultural plan development. There were approximately 100 attendees at the October 24th forum which reported on the findings of the first phase (cultural assessment) and included a round table discussion format to form the vision for the cultural plan. The Spring cultural forum held on May 3, 2012 had nearly 50 attendees and presented a draft of the cultural plan goals, strategies and actions. Participants were asked to review and



provide comment and feedback on the goals, strategies and actions of the cultural plan.

7. **FOCUS GROUPS** During the cultural plan development phase, a series of six focus groups were held in March and April 2012 to discuss the key findings of the cultural assessment which served as the basis for developing the cultural plan. These sessions were attended largely by community leaders. Strategies and actions were identified by participants at these sessions which were grouped by topic as follows: Cultural Infrastructure; Capacity and Sustainability; Collaboration and Cultural Promotion; Cultural Programming/Youth and Senior Needs; and Goal-Setting.
8. **CULTURAL CAFÉS** As part of ongoing community engagement for *Making Culture Count!* cultural cafés were held every Thursday from mid-February to the end of May 2012. These informal, drop-in sessions were hosted in the library at the Town Hall and provided an opportunity to:
- Raise awareness and share information on Qualicum Beach's arts and cultural activities and organizations;
 - Learn more about the cultural planning process;
 - Ask questions and provide input in a small group setting;
 - Discuss opportunities for cultural development; and
 - Help shape the direction of the cultural plan.

Roles and Partnerships

THE LONGER-TERM ACHIEVEMENT of the cultural vision of *Making Culture Count!* depends upon continuing the collective community momentum generated through the cultural planning process. Ultimately, however, the responsibility for carrying out the cultural plan's strategies and actions requires various roles and partnerships. The 'keeper' or coordinator of the cultural plan will be the responsibility of the Town of Qualicum Beach, in order to integrate cultural planning items into local government planning.

Many of the strategies and actions of the cultural plan include identified community partners whose expertise and functions can best serve in the achievement of those strategies. It will be important for these identified partners to integrate the relevant cultural planning strategies and actions into their own organizations' mandate and planning to ensure effective implementation. These partnerships include:

The Qualicum Beach Chamber of Commerce
Oceanside Tourism Association
Oceanside Volunteers Association
Qualicum Beach Downtown Business Association

It is hoped that established arts organizations such as The Old School House Art Centre (TOSH), ECHO Village Players, Friday Artisans' Market, the Qualicum Beach Historical and Museum Society, and annual event organizers will show commitment to

the cultural plan either through their participation in the Cultural Roundtable, and/or by identifying specific actions to incorporate into their own planning.

It is recommended that the following steps be taken to successfully launch the cultural plan and integrate cultural development into Town planning:

1. Council's adoption of the cultural plan in principle, as an indication of the Town's endorsement of cultural planning to integrate and support objectives of the 2012-14 Corporate Strategic Plan.
2. Promote the plan to the community through a series of creative-based community activities over the calendar year that are linked to cultural events and activities.
3. Encourage the establishment of the Cultural Roundtable to serve as an arts and culture resource group to support ongoing cultural development.
4. Inclusion of cultural plan actions in mandates and plans of identified partners.
5. Council's adoption and direction to Staff to provide resources towards the Top Five Priorities of the Cultural Plan (p. 9).
6. Biannual updates to Council on the advancement of priority actions of the Cultural Plan presented jointly by Town staff or identified resource and representatives of the Cultural Roundtable.

Towards A Cultural Vision

CELEBRATING ITS UNIQUE CULTURAL IDENTITY, the Town of Qualicum Beach will be

A masterpiece of artistic vibrancy and inclusive cultural activity.

Set in its seaside scene of gardens, greens and mountains, it will be known as

An all-season cultural destination and creative marketplace built upon sustainable cultural capital.

Guiding Values and Principles

MAKING CULTURE COUNT! Town of Qualicum Beach Cultural Plan:

- Builds upon the Town's cultural identity of natural heritage and placemaking;
- Reflects the core values expressed by the community;
- Views local planning and quality of life through a cultural lens;
- Facilitates continuing community engagement in cultural development;
- Supports culture-led economic development and Corporate Strategic Plan;
- Strengthens the long term sustainability of the arts and culture community;
- Encourages youth-led initiatives in arts and cultural engagement;
- Promotes a cooperative and collaborative approach to cultural planning, development and promotion;
- Leverages the strengths, talents and opportunities of members of the arts and culture community, and the broader community;
- Delineates the role of Town Hall and community partners in cultural planning, development and promotion;
- Represents the diversity of artistic practice and scope of artistic development in the community;
- Identifies achievable, sustainable and measurable strategies.



Top Five Priorities

THE FOLLOWING FIVE ACTIONS were identified by focus group participants as immediate priorities to carry out in adopting the cultural plan:

1. **Establish a Cultural Roundtable** that is inviting, open, and multi-representational in its make-up. The Cultural Roundtable will be a resource group that: a/ assists in representing arts and cultural interests in community and cultural development initiatives, and b/ fosters collaboration and communication among arts groups and with businesses and other relevant organizations to strengthen the community as a whole.
2. **Further develop and maintain the cultural resources database through promotion of 'Get on the Map' web-based cultural map initiative.** Maintaining an up-to-date database is ongoing action that is essential for the achievement of cultural tourism and economic development goals and strategies, and to link to future Island-wide cultural maps.
3. **Create and maintain a cultural portal** — a 'one-stop' online resource site that will provide residents and visitors comprehensive information about arts and cultural activities and resources (arts and cultural organizations, arts venues/facilities, events, etc.) in the area.

Who is responsible?

Members of the arts and cultural community with Town, Chamber of Commerce, Downtown Business Association, and Tourism appointees, as required.

Town staff, in partnership with arts and cultural community

Town staff, in partnership with Oceanside Tourism Association, Chamber of Commerce and arts and culture community.

4. **Establish a 'Cultural Scorecard'** for integrating culture into planning based on cultural identity and values (e.g. Golden's "Triple E": Engage, Energize, Enrich). The cultural scorecard would be used to evaluate cultural development projects and initiatives in the community.



Town staff, in partnership with Oceanside Tourism Association, Chamber of Commerce and arts and culture community.

5. **Convene and facilitate an Annual Fall Cultural Fair** and Spring Social for arts and culture organizations to showcase and coordinate/collaborate in promoting their activities in fun ways such as volunteer match-up/speed dating. Workshops will also be offered to **expand arts administration skills in the areas of board training, succession planning, fundraising, grant writing, and strategic planning.**



Town staff, in partnership with Oceanside Volunteers Association, Oceanside Tourism Association, Chamber of Commerce and arts and culture community.



Goal 1: TO BUILD COMMUNITY THROUGH CULTURE

Establishing a commitment from Town Council and staff to consider and integrate cultural development factors into local planning, decision making and activities is an important step towards achieving the Cultural Vision.

Key related initiatives and projects identified in the Town's 2012-2014 Corporate Strategic Plan include:

- Improve and protect waterfront
- TOSH maintenance and upgrades
- Maintain village atmosphere and small town character
- Outdoor facility for community gathering
- Memorial Avenue upgrade
- Reduce carbon footprint
- Engage public in planning and use of former school bus site (interim and longer term use)
- Support museum addition/expansion
- Work with the Chamber of Commerce, merchants and tourism through relevant agreements to strengthen local economy
- Review train station use
- Review bus service

Responsibility: Town Council, Staff and Community

Strategy 1: View local planning projects through a cultural lens, based on community's cultural identity and values.



Actions:

- 1.1.a. Convene per-project working group comprised of Town Hall, arts, and business community representatives (Collaboration of CoC, DBA and Town representatives).
- 1.1.b. Identify key shorter term priority projects to involve arts and culture community (e.g. Infill downtown; Interim Use of Old Bus Garage Site; Memorial Avenue Entrance; Linking Beach to Downtown).
- 1.1.c. Establish 'Cultural Scorecard' for integrating culture into planning based on cultural identity and values (e.g. Golden's "Triple E": Engage, Enrich, Energize).
- 1.1.d. Examine linking Beach, Downtown, Milner Gardens and Golf greens via electric shuttle in summer season. (Sponsored by business and/or service club, operated by trained volunteers--- Responsibility: Town/Business Community Partnership).
- 1.1.e. Continue to identify creative-based community engagement opportunities for culture and community development initiatives e.g. Monthly Cultural Cafés hosted by different groups in Library.

Strategy 2: To increase and encourage accessibility, diversity and inclusiveness in arts and cultural experiences for the whole community.

Actions:

- 1.2.a. Encourage and support new ideas and participation in arts and cultural events and festivals.
- 1.2.b. Expand existing events, in collaboration with tourism partners, to develop and implement cultural tourism initiatives that attract new creative talent and activities to the area.
- 1.2.c. Recognize diverse artistic practice by developing strategies to better serve under- represented disciplines.
- 1.2.d. Foster introductions of new artists and welcome diverse abilities in the community through Cultural Cafés and/or Cultural Roundtable.
- 1.2.e. Explore opportunities for arts and cultural programming in health promotion and healthcare.

Responsibility: Town Staff, Cultural Roundtable and Identified Partners.



Goal 2: TO FURTHER DEVELOP CAPACITY AND ENSURE SUSTAINABILITY OF ARTS AND CULTURE SECTOR

A fundamental aspect of ensuring a healthy arts and cultural community over the long term requires:

- Skills development (e.g. board functions, fundraising and strategic planning)
- Cultural worker attraction/retention
- Volunteer succession planning
- Leadership

Cultivating these aspects in cultural planning does not mean that the spirit and character of the arts and cultural community will be lost. Rather, it simply ensures its place for the next generation of volunteers, audiences and artistic talent.

Strategy 1: Expand arts administration skills in the areas of:

- **Board Training**
- **Fundraising**
- **Grant Writing**
- **Strategic Planning**

Actions:

- 2.1.a. Offer Annual Spring and Fall Workshops in these areas to:
- link professional arts administration talent in the area to

growing organizations

- identify cultural leaders
- increase networking opportunities
- include possible mentoring activities

Strategy 2: Provide increased knowledge access and sharing within the arts and culture community through cultural portal.

Actions:

2.2.a. Further develop cultural resources database and cultural map to share information resources, knowledge management, and identify resource needs.

2.2.b. Link with regional cultural mapping projects and programming on Vancouver Island.

Responsibility: Town Staff, Cultural Roundtable, Identified Partners.

Strategy 3: Address volunteer recruitment needs, succession planning and provide volunteer education opportunities in partnership with Oceanside Volunteers Association.

Actions:

2.3.a. Convene an annual Fall Cultural Match- Making/Speed Dating Night in late September to link volunteer interests and skills with arts and cultural organizations and events.

Goal No. 2

2.3.b. Link arts and culture organizations to Oceanside Volunteer Association to access job boards, post requests and volunteer education information.

Strategy 4: Develop and promote cultural worker attraction/retention strategy in partnership with Chamber of Commerce and regional partners.

Actions:

2.4.a. Establish cultural portal.

2.4.b. Expand broader community's understanding of creative industry as an economic generator.

Responsibility: Town Staff, Chamber of Commerce, Cultural Roundtable and Oceanside Volunteers Association.



Goal 3: TO BE A RECOGNIZED ALL-SEASON CULTURAL TOURISM DESTINATION AND GROW A THRIVING CULTURE-BASED ECONOMY

In comparison to other communities in the region, the Town has a distinct cultural identity shaped by its cultural assets mostly surrounding its small, pedestrian-friendly downtown that boasts galleries, cafés and interesting shops, local theatre, cultural festivals and events. The feedback from cultural assessment phase, focus groups and cultural cafés revealed that these attributes need to be better promoted.

The fastest growing segment of the tourism industry is cultural tourism. With a differentiation market strategy that leverages its unique cultural resources and further development of its cultural identity as an arts and cultural community, Qualicum Beach is ideally positioned to benefit from its proximity to key destinations and capture its share of the growing tourism market. Recent downward trends of BC Ferries' passengers will have to be taken into consideration in any cultural tourism development initiatives.

According to Lord Cultural Resources, one of the largest cultural planning firms in the world: "transforming tourism destinations to cultural and creative tourism destinations via cultural resources yields a sustainable approach to tourism planning. The cultural tourist has evolved and expects a high-quality, highly distinctive, highly creative experience as well as more choice and

participation."³ As such, public programming becomes more important (conferences, courses, studio work etc.).

Leveraging the expertise of Oceanside Tourism Association in their knowledge of leading tourism practices, in particular, the Canadian Tourism Associations' Explorer Quotient—a market segment tool, will be an essential element towards achieving this important goal for the Town.

Strategy 1: Leverage local cultural resources to distinguish Qualicum Beach as an all season cultural destination.

Priority Actions:

3.1.a. Further develop cultural resources database through promotion of 'Get on the Map' cultural map initiative. Responsibility: Town Staff.

3.1.b. Identify and promote qualities that make the Town and area unique.

3.1.c. Develop and maintain a cultural portal—an online resources site that will provide residents and visitors comprehensive information about arts and cultural resources including arts and cultural organizations, arts venues/facilities, events, etc. in the area.

Responsibility: Staff, in partnership with Chamber of Commerce and arts and culture community.

³ "Creative Tourism and Cultural Development: Some Trends and Observations" - Dr. Brad King presented at the Cultural Tourism Conference, Bonavista Institute in Newfoundland on November 19, 2009.

- 3.1.d. In partnerships with Chamber of Commerce and Oceanside Tourism Association, establish entry-point surveys and baseline data to assess visitor interest /participation in cultural offerings.
- 3.1.e. In partnership with Oceanside Tourism Association, link cultural organizations and events to OTA's smartphone app.
- 3.1.f. In partnership with Town, Chamber of Commerce and Visitor Information Centre, identify multi format channels, such as QR codes, for promoting cultural offerings (eg. prior to visit, what is on today etc.) to enhance individualized experience.
- 3.1.g. Work towards developing a longer-term cultural tourism plan that looks to attract touring presentations and identifies package opportunities in partnership with Oceanside Tourism Association.
- 3.1.h. Encourage film industry activity in Town to attract spending, create employment and raise profile of Town.

Strategy 2: Promote arts and business partnerships to spawn 'spin-off' cultural economic activity and raise profile of arts and culture as economic generator.

Priority Actions:

- 3.2.a. Chamber of Commerce or other partner to profile cultural entrepreneur success stories.
- 3.2.b. Prepare an annual report to Council on arts and culture economic activity, growth of cultural economy and resulting benefits to community.

- 3.2.c. Encourage involvement of cultural businesses and arts groups in Chamber of Commerce networking activities to stimulate collaboration and partnerships.
- 3.2.d. Recommend appointment of a cultural representative on Chamber of Commerce and Oceanside Tourism Association board of directors.

Strategy 3: Promote and provide greater access to First Nations Culture through Qualicum Beach Museum expansion.

Priority Action: Assist Museum to determine feasibility and planning steps involved for expansion. (Responsibility: Town staff and identified resources)

Strategy 4: Identify pairings of cultural tourism and niche culinary tourism initiatives (e.g. Farmers' Market, Friday Artisans' Market, Little Qualicum Cheese Works, etc.)

Priority Action: Liaise with Qualicum Beach Farmers' Market and link with local projects.

Strategy 5: Link cultural tourism to Train Station and railway re-opening to encourage day trips to Qualicum Beach.

Priority Actions: Foster and maintain relationship with Island Corridor Foundation.

Goal 4: TO IMPROVE PROMOTION AND COORDINATION OF ARTS AND CULTURE SCENE

Participants frequently raised the concern over the lack of collaboration and coordination within the arts and cultural community. The arts and culture community was often described as “fragmented” in interviews and with each group concentrating on their own activities.

In small communities, the need for collaboration and communication between community groups is heightened and peer support for events by groups working together will increase the community’s profile significantly and help share the load amongst volunteers.

Strategy 1: Form a Cultural Roundtable or Partners in Art (pARTners) group to facilitate a coordinating, information-sharing and advocacy role for arts and culture in the area.

The Cultural Roundtable will be a resource group that:

- a. assists in representing arts and cultural interests in community and cultural development initiatives, and
- b. fosters collaboration and communication among arts groups and with businesses and other relevant organizations to strengthen the community as a whole.

Priority Action: begin with an informal working group in July 2012.

Strategy 2: Encourage cooperative, cross- promotional marketing efforts amongst arts organizations.

Priority Actions:

4.2.a. Create a dedicated arts and cultural portal (online cultural resource site) that links to:

- a coordinated cultural community calendar (Chamber of Commerce);
- a cultural resources database;
- a cultural map
- One-stop view of what’s happening in QB and area.

4.2.b. Support and actively promote Chamber of Commerce’s Community Calendar and Oceanside Tourism Association’s regional calendar (for visitors).

4.2.c. Convene and facilitate an Annual Fall Cultural Fair (aka Cultural Speed Dating/Hot Date Night) and Spring Social for arts and culture organizations to showcase and coordinate/collaborate in promoting their activities.

Responsibility: Staff, Cultural Roundtable, Oceanside Volunteers Association, Chamber of Commerce and Oceanside Tourism Association.

4.2.d. Reserve an arts community table at Farmers’ Market to promote arts and cultural activities throughout late Spring and

Summer and profile arts and culture organizations in new Farmers' Market Newsletter.

Responsibility: Cultural Roundtable participating arts organizations and Farmers' Market.

Strategy 3: Review Signage Bylaws to identify means of better promoting arts and culture businesses, organizations and events.

Priority Actions:

4.3.a. Review present bylaws, including special events sign permissions and sandwich boards to identify improvements to visibility around arts and culture events and organizations.

4.3.b. Identify new/creative display methods.

4.3.c. Build centralized signage area for non-profit arts and culture activities and organizations.

Responsibility: Town Council, Staff, in consultation with community.

Strategy 4: Participate in branding of Town reflecting core values of the community with a component to include arts and culture.

Responsibility: Town Council, Staff, Cultural Roundtable, Identified Partners and community.



Goal 5: TO PROVIDE SUSTAINABLE AND ACTIVE ARTS AND CULTURAL SPACES FOR CREATION AND PRESENTATION OF ARTS AND CULTURE

Considering the importance of cultural facilities and spaces being operationally sustainable over the long term, it is essential to proceed with careful planning and further assessment of optimal arts and cultural facility usage of both existing and proposed facilities. Considerable input through community consultation around development should also examine cultural amenity funding options (private and/or public), revenue-generation models and long term operational sustainability.

Strategy 1: To develop a detailed cultural facilities priorities plan that:

- conforms to a clearly stated vision of the Cultural Plan;
- responds to audience/public cultural programming demand;
- outlines each facility's purpose, usage, financial management (capital cost projections and operating revenues/expenses), flexibility (what other uses can it adapt to?, for example, conferencing) and environmental sustainability.

Priority Actions:

- 5.1.a. Maintain a cultural facilities resources inventory.
- 5.1.b. Identify and prioritize cultural facilities maintenance as part of Town planning.
- 5.1.c. Conduct a cultural facilities needs assessment every five years.
- 5.1.d. Maximize use of existing cultural spaces (traditional and non-traditional venues) in consultation with arts and culture community.
- 5.1.e. Facilitate and encourage open community engagement on cultural space planning.

Responsibility: Town Staff, in consultation with arts and cultural community.

Strategy 2: To establish a public art policy and program for the Town of Qualicum Beach to support the production of excellent artwork based on best practices in public art policy development.

Priority Actions:

- 5.2. Begin by creating a program focus for public art and identifying potential art spaces in the public sphere and potential funding and partnerships options.

Goal 6: TO INCREASE OPPORTUNITIES FOR YOUTH TO LEAD AND PARTICIPATE IN ARTS AND CULTURE

Offering more opportunities for youth to participate in and plan arts and cultural activities was noted throughout the community consultations. The majority of arts and cultural activities are perceived to be targeted towards baby boomer audiences. “Spaces for youth to congregate in” was also identified as a need at the Youth Forum earlier in the year.

An idea frequently identified by participants was the opportunity of tapping into the wealth of talent among retirees in the area to facilitate youth retention through the arts. According to outcomes of the recent Youth Forum, youth “want to see more collaboration between younger and older demographics.”⁴

Strategy 1: Ensure youth (10–18yrs old) are engaged in community and cultural development.

Priority Actions:

- 6.1.a. Identify culture-based engagement opportunities through Youth Retention and Family Attraction Strategy.
- 6.1.b. Support youth-led video project of story-gathering (builds communication skills and community participation); using oral history to redefine cultural identity and create own cultural experience;

try to capture average youth who may “hang back”.

- 6.1.c. Explore development of a youth film festival.

Strategy 2: Increase Youth Visibility and celebrate what they bring to the community through larger initiatives such as Youth Week.

Priority Actions:

- 6.2.a. Facilitate youth-led promotion and hosting of their own culture/creative-based activities. Participation is voluntary.
- 6.2.b. Collaborate with Youth Link to foster a creative collective youth network.

Strategy 3: Identify opportunities for collaboration with recreation and sport-based initiatives.

Priority Actions:

- 6.3. Link with Beach Day and other youth community organizations, including the Regional District of Nanaimo.



Strategy 4: Create more connections between artists and youth.**Priority Actions:**

6.4.a. Include youth space in arts and culture communication items.

6.4.b. Create a list of artist studios, career preparation, apprenticeship and job shadow opportunities with artists in the area.

Strategy 5: Develop advocacy strategies with educators and community leaders to promote KSS music program.

Priority Actions: Liase with KSS representatives to explore identified opportunities for promotion.



Outcomes and Measurement

TO ENSURE EFFECTIVE IMPLEMENTATION of the cultural plan, assessing progress on actions denoted in the cultural plan relies upon continual monitoring and reviewing of performance measures. Most of the prioritized action items are process-oriented such as convening the Cultural Roundtable and developing the cultural portal, and can be more easily measured against the timeframe denoted in the Summary Actions Chart in Appendix A.

Over the longer term, identifying outcome measures should include statistical and other data related to the following cultural indicators⁵:

- Economic Development (e.g. spending on arts by tourists, contribution of cultural tourism to economy, number of cultural workers, improved business performance due to engagement with arts and culture, etc.)
- Cultural Vibrancy (e.g. increase in number of arts and cultural facilities, festival and event attendance, percentage of arts organizations creating new works, etc.)
- Sustainability (e.g. growth/decline of arts organizations, young people seeking careers in culture, number of new cultural businesses, etc.)
- Facilities (e.g. heritage assets in planning consideration, number of cultural sites, number of new buildings with cultural amenities, etc.)



Communications

CONTINUING TO PROMOTE and widely share the elements of the cultural plan is essential to successfully achieving the goals and strategies. The cultural plan denotes specific actions to further foster communication and coordination among arts groups and with the private sector. Communication activities to share the cultural plan should include:

- Promoting the *Making Culture Count!* cultural planning project website
- Providing updates, announcements and articles to local media
- Leveraging social media sources to link to Town's Facebook page
- Releasing quarterly update emails to the arts and culture distribution list
- Linking with community events throughout the calendar year to carry out creative engagement activities
- Hosting the First Annual Fall Cultural Fair





Appendix A — Summary Chart of Strategies and Actions with Timeframes

Goal 1: TO BUILD COMMUNITY THROUGH CULTURE

Timeframe: Short Term= year one; Mid Term= years two and three and Long Term= years four and five.		On-going	Short Term	Mid Term	Long Term
Strategy 1: View local planning projects through a cultural lens, based on community's cultural identity and values.		X			
Actions:			X		
1.1.a. Convene per-project working group comprised of Town Hall, arts, and business community representatives (Collaboration of CoC, DBA and Town representatives).					
1.1.b. Identify key shorter term priority projects to involve arts and culture community (e.g. Infill downtown; Interim Use of Old Bus Garage Site; Memorial Avenue Entrance; Linking Beach to Downtown).			X		
1.1.c Establish 'Cultural Scorecard' for integrating culture into planning based on cultural identity and values (e.g. Golden's "Triple E": Engage, Enrich, Energize).			X		
1.1.d. Examine linking Beach, Downtown, Milner Gardens and Golf greens via electric shuttle in summer season. (Sponsored by business and/or service club, operated by trained volunteers--- Responsibility: Town/Business Community Partnership).			X		
1.1.e. Continue to identify creative-based community engagement opportunities for culture and community development initiatives e.g. Monthly Cultural Cafés hosted by different groups in Library.		X			
Strategy 2: To increase and encourage accessibility, diversity and inclusiveness in arts and cultural experiences for the whole community.		X			
Actions:		X			
1.2.a. Encourage and support new ideas and participation in arts and cultural events and festivals.					
1.2.b. Expand existing events, in collaboration with tourism partners, to develop and implement cultural tourism initiatives that attract new creative talent and activities to the area.				X	
1.2.c. Recognize diverse artistic practice by developing strategies to better serve under- represented disciplines.			X		
1.2.d. Foster introductions of new artists and welcome diverse abilities in the community through Cultural Cafés and/or Cultural Roundtable.		X			
1.2.e. Explore opportunities for arts and cultural programming in health promotion and healthcare.				X	
Responsibility: Town Staff, Cultural Roundtable and Identified Partners.					

Goal 2: TO FURTHER DEVELOP CAPACITY AND ENSURE SUSTAINABILITY OF ARTS AND CULTURE SECTOR

	On-going	Short Term	Mid Term	Long Term
Strategy 1: Expand arts administration skills in the areas of: • Board Training • Fundraising • Grant Writing • Strategic Planning	X	Begin Year 1		
Actions: 2.1.a. Offer Annual Spring and Fall Workshops in these areas to: • link professional arts administration talent in the area to growing organizations identify cultural leaders • increase networking opportunities • include possible mentoring activities	X	Begin Year 1		
Strategy 2: Provide increased knowledge access and sharing within the arts and culture community through cultural portal.	X			
Actions: 2.2.a. Further develop cultural resources database and cultural map to share information resources, knowledge management, and identify resource needs. 2.2.b. Link with regional cultural mapping projects and programming on Vancouver Island. Responsibility: Town Staff, Cultural Roundtable, Identified Partners.	X		X	
Strategy 3: Address volunteer recruitment needs, succession planning and provide volunteer education opportunities in partnership with Oceanside Volunteers Association.	X			
Actions: 2.3.a. Convene an Annual Fall Cultural Match-Making/Speed Dating Night in late September to link volunteer interests and skills with arts and cultural organizations and events.	X	Begin Year 1		
2.3.b. Link arts and culture organizations to Oceanside Volunteer Association to access job boards, post requests and volunteer education information.	X			
Strategy 4: Develop and promote cultural worker attraction/retention strategy in partnership with Chamber of Commerce and regional partners.		X		
Actions: 2.4.a. Establish cultural portal .		X		
2.4.b. Expand broader community's understanding of creative industry as an economic generator.		X		
Responsibility: Town Staff, Chamber of Commerce, Cultural Roundtable and Oceanside Volunteers Association.				

Goal 3: TO BE A RECOGNIZED ALL-SEASON CULTURAL TOURISM DESTINATION AND GROW A THRIVING CULTURE-BASED ECONOMY

	On-going	Short Term	Mid Term	Long Term
Strategy 1: Leverage local cultural resources to distinguish Qualicum Beach as an all season cultural destination.			X	
Actions: 3.1.a. Further develop cultural resources database through promotion of ‘Get on the Map’ cultural map initiative. Responsibility: Town Staff.		X		
3.1.b. Identify and promote qualities that make the Town and area unique.	X			
3.1.c. Develop and maintain a cultural portal—an online resources site that will provide residents and visitors comprehensive information about arts and cultural resources including arts and cultural organizations, arts venues/facilities, events, etc. in the area. Responsibility: Staff, in partnership with Chamber of Commerce and arts and culture community.	X	Begin Year 1		
3.1.d. In partnerships with Chamber of Commerce and Oceanside Tourism Association, establish entry-point surveys and baseline data to assess visitor interest /participation in cultural offerings.			X	
3.1.e. In partnership with Oceanside Tourism Association, link cultural organizations and events to OTA’s smartphone app.		X		
3.1.f. In partnership with Town, Chamber of Commerce and Visitor Information Centre, identify multi format channels, such as QR codes, for promoting cultural offerings (eg. prior to visit, what is on today etc.) to enhance individualized experience.		X		
3.1.g. Work towards developing a longer-term cultural tourism plan that looks to attract touring presentations and identifies package opportunities in partnership with Oceanside Tourism Association.				X
3.1.h. Encourage film industry activity in Town to attract spending, create employment and raise profile of Town.		X		
Strategy 2: Promote arts and business partnerships to spawn ‘spin-off’ cultural economic activity and raise profile of arts and culture as economic generator.	X			
Actions: 3.2.a. Chamber of Commerce or other partner to profile cultural entrepreneur success stories.		X		
3.2.b. Prepare bi-annual report to Council on arts and culture economic activity, growth of cultural economy and resulting benefits to community.			X	
3.2.c. Encourage involvement of cultural businesses and arts groups in Chamber of Commerce networking activities to stimulate collaboration and partnerships.	X			

3.2.d. Recommend appointment of a cultural representative/resource on Chamber of Commerce and Oceanside Tourism Association board of directors.	X
Strategy 3: Promote and provide greater access to First Nations Culture through Qualicum Beach Museum expansion.	X
Priority Action: Assist Museum to determine feasibility and planning steps involved for expansion. (Responsibility: Town staff and identified resources)	X
Strategy 4: Identify pairings of cultural tourism and niche culinary tourism initiatives (e.g. Farmers' Market, Friday Artisans' Market, Little Qualicum Cheese Works, etc.)	X
Priority Action: Liaise with Qualicum Beach Farmers' Market and link with local projects.	X
Strategy 5: Link cultural tourism to Train Station and railway re-opening to encourage day trips to Qualicum Beach.	X
Actions: Foster and maintain relationship with Island Corridor Foundation.	X

Goal 4: TO IMPROVE PROMOTION AND COORDINATION OF ARTS AND CULTURE SCENE

	Ongoing	Short Term	Mid Term	Long Term
Strategy 1: Form a Cultural Roundtable or Partners in Art (pARTners) group to facilitate a coordinating, information-sharing and advocacy role for arts and culture in the area.		X		
Priority Action: begin with an informal working group in July 2012.		X		
Strategy 2: Encourage cooperative, cross- promotional marketing efforts amongst arts organizations.	X			
Actions: 4.2.a. Create a dedicated arts and cultural portal (online cultural resource site) that links to: - a coordinated cultural community calendar (Chamber of Commerce); - a cultural resources database; - a cultural map and provides a one-stop view of what's happening in Qualicum Beach and area. 4.2.b. Support and actively promote Chamber of Commerce's Community Calendar and Oceanside Tourism Association's regional calendar (for visitors). 4.2.c. Convene and facilitate an Annual Fall Cultural Fair (aka Cultural Speed Dating/Hot Date Night) and Spring Social for arts and culture organizations to showcase and coordinate/collaborate in promoting their activities. Responsibility: Staff, Cultural Roundtable, Oceanside Volunteers Association, Chamber of Commerce and Oceanside Tourism Association. 4.2.d. Reserve an arts community table at Farmers' Market to promote arts and cultural activities throughout late Spring and Summer and profile arts and culture organizations in new Farmers' Market Newsletter.		X		
	X			
		X		
		X		

Responsibility: Cultural Roundtable participating arts organizations and Farmers' Market.	
Strategy 3: Review Signage Bylaws to identify means of better promoting arts and culture businesses, organizations and events.	X
Actions:	X
4.3.a. Review present bylaws, including special events sign permissions and sandwich boards to identify improvements to visibility around arts and culture events and organizations.	
4.3.b. Identify new/creative display methods.	X
4.3.c. Build centralized signage area for non-profit arts and culture activities and organizations.	X
Responsibility: Town Council, Staff, in consultation with community.	
Strategy 4: Participate in branding of Town reflecting core values of the community with a component to include arts and culture.	X
Responsibility: Town Council, Staff, Cultural Roundtable, Identified Partners and community.	

Goal 5: TO PROVIDE SUSTAINABLE AND ACTIVE ARTS AND CULTURAL SPACES FOR CREATION AND PRESENTATION OF ARTS AND CULTURE

	On-going	Short Term	Mid Term	Long Term
Strategy 1: To develop a detailed cultural facilities priorities plan that: - conforms to a clearly stated vision of the Cultural Plan; - responds to audience/public cultural programming demand; - outlines each facility's purpose, usage, financial management (capital cost projections and operating revenues/expenses), flexibility (what other uses can it adapt to?, for example, conferencing) and environmental sustainability.			X	
Actions: 5.1.a. Maintain a cultural facilities resources inventory.	X			
5.1.b. Identify and prioritize cultural facilities maintenance as part of Town planning.		X		
5.1.c. Conduct a cultural facilities needs assessment every five years.			X	
5.1.d. Maximize use of existing cultural spaces (traditional and non-traditional venues) in consultation with arts and culture community.		X		
5.1.e. Facilitate and encourage open community engagement on cultural space planning.	X			
Responsibility: Town Staff, in consultation with arts and cultural community.				
Strategy 2: To establish a public art policy and program for the Town of Qualicum Beach to support the production of excellent artwork based on best practices in public art policy development.		X		
Actions: 5.2. Begin by creating a program focus for public art and identifying potential art spaces in the public sphere and potential funding and partnerships options.		X		

Goal 6: TO INCREASE OPPORTUNITIES FOR YOUTH TO LEAD AND PARTICIPATE IN ARTS AND CULTURE

	On-going	Short Term	Mid Term	Long Term
Strategy 1: Ensure youth (10–18yrs old) are engaged in community and cultural development	X			
Actions: 6.1.a. Identify culture-based engagement opportunities through Youth Retention and Family Attraction Strategy. 6.1.b. Support youth-led video project of story-gathering (builds communication skills and community participation); using oral history to redefine cultural identity and create own cultural experience; try to capture average youth who may “hang back”. 6.1.c. Explore development of a youth film festival.		X		
		X		
			X	
Strategy 2: Increase Youth Visibility and celebrate what they bring to the community through larger initiatives such as Youth Week.	X			
Actions: 6.2.a. Facilitate youth-led promotion and hosting of their own culture/creative-based activities. Participation is voluntary. 6.2.b. Collaborate with Youth Link to foster a creative collective youth network.	X			
		X		
Strategy 3: Identify opportunities for collaboration with recreation and sport-based initiatives.	X			
Actions: 6.3. Link with Beach Day and other youth community organizations, including the Regional District of Nanaimo.		X		
Strategy 4: Create more connections between artists and youth.	X			
Actions: 6.4.a. Include youth space in arts and culture communication items. 6.4.b. Create a list of artist studios, career preparation, apprenticeship and job shadow opportunities with artists in the area.			X	
			X	
Strategy 5: Develop advocacy strategies with educators and community leaders to promote KSS music program.		X		
Actions: Liase with KSS representatives to explore identified opportunities for promotion.		X		

About the Author

Patricia Huntsman, MBA, BA

AS A GROWING FIELD OF PROFESSIONAL PRACTICE in North America, Patricia Huntsman is committed to being at the forefront of arts management and cultural planning. Her British Columbia-based consultancy offers a full roster of management, communication and planning services tailored specifically to the creative sector.

Patricia is a sought-after voice by regional media and municipalities on cultural policy and planning. Prior to establishing her independent consultancy in 2010, she worked internationally and nationally in senior management roles in the creative field.

She holds a special interest in museum planning and is a member of the Canadian Museums Association, the British Columbia Museums Association, and European-based Arts Management Network.

She has served on notable arts and academic boards and holds a BA and MBA from the University of New Brunswick and a Diploma of French Studies in Literature and Art History from University of Paris, Sorbonne.