

**AGENDA**  
**HEALTHY SAANICH ADVISORY COMMITTEE**  
Saanich Municipal Hall, Committee Room #1  
Wednesday, January 30, 2019 at 6:00PM

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1. **ADOPTION OF MINUTES** (attachment)
  - October 24, 2018
2. **CHAIR'S REMARKS**
3. **VICTORIA SEXUAL ASSAULT CENTRE**
  - Presentation by Grace Lore
4. **REVIEW OF TERMS OF REFERENCE, COMMITTEE PROCEDURES & DATES** (attachment)
  - Presentation by the Committee Clerk
5. **DIVISION UPDATE – RECREATION**
  - Presentation from Senior Manager of Recreation
6. **WORKING GROUP UPDATE – DRAFT REPORT** (attachment)
  - Presentation by the Cultural Planner
7. **NEW BUSINESS**

\* Adjournment \*  
Next Meeting: February 27, 2019

Please advise Jeff Keays the committee secretary at [jeff.keays@saanich.ca](mailto:jeff.keays@saanich.ca)  
or 250-475-1775 local 3430 if you are unable to attend.

**Go Green!**  
**Members are encouraged to bring their own mug to the meeting.**

**MINUTES**  
**HEALTHY SAANICH ADVISORY COMMITTEE**  
Held at Saanich Municipal Hall, Committee Room #2  
**October 24, 2018 at 5:10PM**

Present: Chair: Ryan Clayton

Members: Merie Beauchamp, Jasindra Jawanda, Jean Hodgson (SCAN), Dorthy Rosenberg

Staff: Kelli-Ann Armstrong, Senior Manager, Recreation Services and Jeff Keays, Committee Clerk

Absent: Councillor Colin Plant, Zhongwen He, Nadia Rajan, Wayne Hunter (SD63), Victoria Martin (SD63); Peg Orcherton (SD61),

Guests: None

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**MOTION**

**MOVED by M. Beauchamp and seconded by J. Hodgson “That Ryan Clayton serve as Chair for the October 24, 2018 Meeting of Healthy Saanich Advisory Committee.”**

**CARRIED**

**MOVED by M. Beauchamp and seconded by J. Jawandra “That the minutes of the Healthy Saanich Advisory Committee meeting held June 27, 2018 be adopted as circulated.”**

**CARRIED**

**WORKING GROUP UPDATE – EMBRACE SAANICH MONTHLY UPDATE**

J. Jawandra provided the committee with an update on Embrace Saanich! project. The following highlights are noted:

- The Youth Theatre Play was successful; thank you to the committee and Saanich Recreation staff for their support of the performances.
- Performances were well received.
- Significant feedback was received through the pamphlets and postcards.
- A DVD of the performance was provided to Mayor Elect Haynes.
- Researcher has spent approximately 45 hours to date on the project. Significant work still to come.
- In addition to the research of programs and initiatives a number of interviews were conducted over the summer months with various Planners, Cultural Planners, Social Planners, Cultural Services staff and Recreation Services staff from municipalities throughout the Lower Mainland and the Island.
- Municipalities interviewed included:
  - New Westminster
  - North Vancouver

- Port Coquitlam
  - Coquitlam
  - Burnaby
  - Vancouver
- The information and data collected during these interviews will be synthesized and collated for inclusion in the final report.
- Interviews scheduled with VIRCS, the Inter-Cultural Association of Greater Victoria and The University of Victoria's Geography Department.
- Would like to extend the project into 2019 in order to undertake a broad survey.

Committee discussion followed the researcher's update. The following highlights are noted:

- Issues with respect to the previously approved timeline.
- The report was scheduled to be delivered in December.
- The researcher will need to scale back the scope of the project and focus exclusively on items A-F of the Working Group's January update as previously approved.
- The Manager of Recreation Services will meet with the researcher in mid-November to review the work.
- The committee will hold a special December meeting if required.

#### **FUNDING REQUEST – NACHO NIGHT**

The Clerk provided an overview of the funding request as highlighted in the August 8, 2018 letter from the Chair in Transgendered Studies. Committee discussion ensued, the following comments are noted:

- The Healthy Saanich Advisory Committee is not considered a funding body.
- Although the initiative will promote positive community building and connection opportunities for the Trans, non-binary and Two Spirited persons, the ongoing funding is outside our mandate.
- The request for annual funding is beyond the scope of the committee's mandate.
- This request would be eligible for the Saanich Community Grant Program.

#### **MOTION**

**Moved by D. Rosenberg and seconded by J. Hodgson:**

**WHEREAS providing ongoing or annual sponsorship does not fall within the mandate of the Healthy Saanich Advisory Committee;**

**AND WHEREAS the District of Saanich includes a Community Grant Program as part of the annual Financial Plan process;**

**THEREFORE BE IT RESOLVED "That the Healthy Saanich Advisory Committee recommend that the funding request from the Chair in Transgender Studies for their Nachos Night community social events be referred to the District of Saanich's Community Grant Program – Community or Social Service Operating Grant, for consideration as part of the 2019 Financial Plan Process."**

**CARRIED**

**ADJOURNMENT**

The meeting adjourned at 6:15PM

**NEXT MEETING**

The next meeting is scheduled for November 28, 2018.

\_\_\_\_\_  
Chair

I hereby certify these minutes are accurate.

\_\_\_\_\_  
Committee Secretary

DRAFT

# Terms of Reference Healthy Saanich Advisory Committee

The purpose of the Healthy Saanich Advisory Committee is to promote effective communication, engagement and collaboration between the Municipality and its citizens and advise Council and recommend policies to support a healthier and more livable community.

## Mandate

The Healthy Saanich Advisory Committee will, consistent with the purpose described above, undertake the following:

- Develop and recommend policies to Council and respond to Council requests for advice and information.
- Review and provide feedback on the Strategic Plan.
- Provide a community perspective on promoting personal safety and security, a high quality physical and social environment, an atmosphere of inclusion and engagement, a unique character and quality of life in Saanich neighbourhoods, and sound growth management and community sustainability.
- Foster public awareness, recognition and support for multi-culturalism and special events.
- Facilitate the growth and development of community associations and promote effective communication between the Municipality, neighbourhoods, residents and businesses.

## Meetings

A Healthy Saanich Community Workshop was held on November 16, 2013 at the Garth Homer Centre. Over 100 participants, representing a broad cross-section of Saanich citizens, spent the day engaged in discussion on the issues that affect the Saanich community. The group also explored potential opportunities and solutions to make Saanich a healthier municipality. The summary document was received by the Healthy Saanich Advisory Committee at its June 2014 meeting.

The Committee will meet a minimum of four times per year in accordance with its regular schedule of meetings established annually at the first meeting of the year. No meetings are held during the summer and winter breaks (July, August and December). Special meetings may be held at the call of the Chair. The meeting rules and procedures will be in accordance with the Council Procedure Bylaw.

## Membership

The Committee will consist of nine (9) members including:

- One member of Council to serve as Chair, appointed by the Mayor;
- One member from the Saanich Community Association Network; and
- Seven community representatives appointed by the Council.

School District Nos. 61 and 63 may each assign a trustee to the Committee as a non-voting liaison.

The Saanich Youth Council may assign a member to the Committee as a non-voting liaison.

## Staff Support

The Parks and Recreation Department is the primary contact and together with the Planning Department will provide the required professional support. The Legislative Division will provide secretarial and administrative support.

# Memo

File: 1420-30

**To:** Healthy Saanich Advisory Committee  
**From:** Jeff Keays, Committee Clerk  
**Date:** January 16, 2019  
**Subject:** 2019 Meeting Dates for HSAC

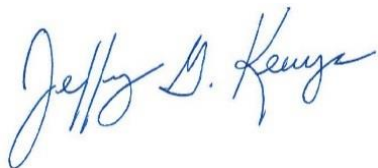
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As per Section 85(a) of Council Procedure Bylaw 2015, No.9321, each committee shall establish a regular schedule of meetings including the date, time and place of the committee meetings.

As per the existing schedule, the meeting rooms have been booked for the fourth Wednesday of the month from 6:00 – 8:00pm for the year, excluding July, August and December. Dates for your calendars are as follows:

HSAC Meeting Date
January 23
February 27
March 27
April 24
May 22
June 26
September 25
October 23
November 27

No formal motion is required to approve the meeting schedule, committee consensus will suffice.



Jeff Keays  
Committee Clerk

# ***Embrace Saanich!***

## **Draft Municipal Cultural Planning Report**

Prepared For: Healthy Saanich Advisory Committee – Municipality of Saanich

Prepared By: Jasmindra Jawanda – Urban/Cultural Planning Consultant



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## 1.0 INTRODUCTION

The purpose of the Municipal Cultural Planning Report is to create a roadmap for the Municipality of Saanich to identify where the signposts of cultural planning are housed and located in the Municipality and to recommend how the municipality can further engage and embrace cultural planning as an important municipal planning tool to build inclusive, diverse and respectful communities in Saanich. The Municipality of Saanich prides itself on its Latin motto of "Populo Serviendo" which translates to "Serving the People" and this Municipal Cultural Planning Report highlights the vital role that the Municipality can play in enhancing the quality of life for all of its residents and ensuring that everyone living in Saanich feels welcomed, safe, included and supported and where all can live in harmony with each other and in their communities.

The original proposal for this Report was presented to the Municipality of Saanich "Healthy Saanich Advisory Committee" (HSAC) as a result of its Intercultural Sub-Committee's (ISC) research and discussions on multiculturalism, cultural diversity, community engagement and municipal governance, and its desire and determination to promote cultural planning at community and municipal levels in Saanich. The ISC made a recommendation to HSAC to hire a Consultant who would create a report on Municipal Cultural Planning that highlights how cultural planning and development, specifically around "multiculturalism" and not "arts", is embedded in municipal governance structures and how it can serve the culturally diverse peoples and communities in Saanich.

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO), culture should be seen as *"the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs"*. World renown cultural catalyst Jon Hawkes at the Australia Cultural Development Network further states that "culture is not a pile of artefacts - it is us; the living, breathing sum of us".

A pivotal question pertaining to this report is: *What is Cultural Planning?* Cultural planning has been defined as a process of inclusive community consultation and decision-making that helps local government identify cultural resources and think strategically about how these resources can help a community to achieve its civic goals. This type of planning is a strategic approach that directly and indirectly integrates the community's cultural resources into a wide range of local government planning activities. The term *cultural planning* is a relatively new planning concept that originated out of Europe in the 1960s and 1970s in response to changing economies and demographics in cities and communities. Cultural planning is viewed as a holistic way of looking at all aspects of a community's cultural life as community assets and community resources. These assets and resources entail multicultural organizations, cultural festivals, literary arts, performing arts, film and video, broadcasting, museums and libraries. Cultural planning is an important municipal process as it considers the increased and diversified benefits that cultural assets and resources can bring to the community in the future, if planned for strategically in municipal policies and measures. By understanding culture and cultural activity as assets and resources for municipal, economic and community development, rather than merely as cultural "products", this allows local governments to realize and understand the immense value of cultural planning and development in their communities.

In many municipalities, MCP is guided by five core assumptions:

- Cultural Resources – Embraces a broad definition of cultural resources that includes creative industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations.
- Cultural Mapping – Begins with cultural mapping, a systemic approach to identifying and recording a community's tangible and intangible cultural resources.
- Adopting a “cultural lens” – Involves establishing processes to integrate culture as a consideration across all facets of municipal planning and decision-making.
- Cross-Sectoral Strategies – Requires new partnerships or shared governance mechanisms to support ongoing collaboration between the municipality and its community and business partners.
- Networks and Engagement – Involves strengthening networks, across the cultural sector and comprehensive and ongoing strategies to support community engagement.

Another important question to address is: *Why is Municipal Cultural Planning important?* Municipal Cultural Planning (MCP) is a municipally led process, approved by Council, in order to identify and leverage a community's cultural resources, strengthen the management of those resources and to integrate those cultural resources across all facets of local government planning and decision-making. MCP can be of great benefit to local governments as it harnesses their cultural resources and creative potential to achieve economic and social benefits through job creation, and makes them more inclusive and livable places to residents, newcomers and investment. However, in order to implement municipal cultural planning it is important to understand that cultural planning in local governments does not often receive the same level of attention and budgetary resources as other municipal areas such as Land Use Planning, and Parks and Recreation. As a result, this makes it difficult for cultural services and resources to be coordinated and to effectively compete for the investment of municipal resources relative to other planning and development priorities. It is important for Municipal Planners, Staff and Council to consider and understand that municipal cultural planning has an economic development component in which:

- Cultural investment plays a central role in urban revitalization and community renewal strategies.
- Cultural investment attracts businesses, visitors and new residents, contributing to increased tax revenues.
- Cultural investment enhances the market appeal of an area – as business success can depend on an ability to recruit skilled knowledge workers and in addition, the cultural offerings of a region are considered by companies and workers when deciding where to relocate.

- Cultural investment attracts tourism dollars. Public support of cultural tourism plays a critical role in community revitalization as well as the expansion of tourism – one of the fastest-growing economic markets in the country today.

Municipalities have the valuable opportunity of undertaking the following different types of cultural planning projects:

- Comprehensive detailed cultural plan – Community-wide plan based on broadly defined understanding of culture with integrated goals compiled through community consultation.
- Framework cultural plan- Community-wide plan based on a broadly defined understanding of culture, compiled through a process of community involvement to produce a framework of long range goals to guide more specific planning work in the future.
- Cultural plan with predominantly single discipline focus – Community-wide plan with a specific focus, for example on the arts sector alone.
- Community cultural assessment or cultural mapping – A comprehensive identification and analysis of a community's cultural resources and needs gathered through a broadly based consultative/collaborative process. It is a critical early phase of any cultural planning process.
- Specialized arts or cultural assessment – Assessment with a specific focus, e.g., economic impact, feasibility study for fundraising campaign or facility development, cultural tourism potential.
- Specific issue plan – Community-wide plan focused on a single issue, e.g., access and diversity.
- Specific district cultural plan – Plan with integrated goals for only one geographic portion of a community (e.g. inner city or neighborhood).
- Cultural component of municipal or regional general plan (vertical) – Arts and/or heritage and/or culture are integrated vertically as one part of a city or master plan, e.g., a section or chapter of the plan is dedicated to arts, culture, heritage, etc.
- Cultural component of municipal or regional general plan (horizontal) - Arts and/or heritage and/or culture are integrated horizontally across a city or master plan, e.g., each division of local government considers arts, culture, heritage, etc. as a resource to help achieve their goals.

As Cultural Mapping is often the first step in developing a Municipal Cultural Plan, it becomes an important planning tool in guiding the community cultural consultation process. Cultural mapping is a systematic approach to identifying, recording and classifying a community's cultural resources and assets. There are two kind of cultural mapping:

- Mapping Tangible Cultural Resources – identifying and recording physical or tangible cultural resources including cultural community organizations, cultural enterprises, festivals and events, cultural facilities and spaces and, natural and cultural heritage.
- Mapping Intangible Cultural Resources – exploring and recording intangible cultural assets – the stories and traditions that contribute to defining a community's unique identity and sense of place.

Cultural mapping serves three broad purposes:

- Cultural Mapping as a Policy and Planning Tool
- Raising Awareness and Increasing Access to Cultural Resources and Assets
- Connecting to the Cultural Sector

Research indicates that many municipalities have developed Cultural Maps and Municipal Cultural Plans in order to influence and strengthen their cultural sectors which as result, brings in investment and contributions to the local, regional, provincial and national economies. At a national level, federal statistics state that culture contributes 3% to Canada's Gross Domestic Product (GDP) equating to a contribution of \$ 47.8 billion to the economy (Statistics Canada, 2014). The culture industry's contribution to Canadian GDP is larger than that of the Utilities or Accommodation industries which amounted to \$35 billion and \$32 billion respectively (Ibid). From a provincial perspective, total Culture GDP in British Columbia was \$6.7 billion in 2014, representing 3.0% of the province's economy (Ibid). Notably there was a 16.3% increase in culture's contribution to British Columbia's GDP from 2010-2014 (Ibid). Specifically, the provincial government provided \$60 million in provincial funding for artists and, arts and culture organizations in 2017-18 (Ministry of Tourism, Arts and Culture). Regionally speaking, "according to the 2012 Greater Victoria Arts And Culture Sector Economic Activity Study, 'the total economic activity generated by the Greater Victoria arts and culture sector in 2012 was \$177 million in net income (GDP) activity, supporting the equivalent of more than 4,347 person years of employment, and almost \$17 million in property tax revenue ... \$68 million is attributable to the pre- and post-event spending of performing arts patrons'. (Ibid)"

At the local municipal level, the Municipality of Saanich invests in the arts and cultural sector in the Greater Victoria region by contributing monetarily to the Capital Regional District Arts Development Office. This arts and culture funding relationship between the Municipality of Saanich and the Capital Regional District will be further discussed in Section 3.2.2 of this Report. The Sustainable Saanich Official Community Plan (OCP) lays out three pillars of sustainability for Saanich relating to economic health, environmental responsibility and social equity and the Plan also outlines various policy directives for arts and culture development. In addition, the OCP supports a fourth

pillar of sustainability for “cultural vitality” by referencing the importance of arts and culture in creating more vibrant, diverse, and engaging cultural spaces, facilities, events and resources in Saanich. It is evident, that locally, regionally, provincially, nationally and internationally, the rise of culture as a sustainability pillar is influencing how local governments are embarking on cultural policy, strategy and planning initiatives and as a result, how they are creating cultural change within their own communities. Jon Hawkes emphasizes that “the four-pillar model of sustainability recognizes that a community’s vitality is closely linked to its cultural engagement, expression, dialogue and celebration’. (Saanich Arts and Culture Strategy)”

## **2.0 REPORT OUTLINE**

In the beginning of 2018, the Healthy Saanich Advisory Committee and its Intercultural Sub-Committee determined the need to hire a Consultant to conduct a research project on how the Municipality of Saanich is undertaking cultural planning, embracing cultural diversity and encouraging cultural engagement through its municipal governance structures and in the Saanich community. The main deliverable of this project is the creation of a Municipal Cultural Planning Report to be presented to HSAC in late 2018 and to the Municipality of Saanich Staff and Council in early 2019. The Consultant would like to highlight and emphasize that this Report is simply a starting point for the Municipality of Saanich to take a closer look at how the Municipality is engaging in cultural planning in the present and how it can further incorporate cultural planning in the future. Information on the cultural roadmap of where the District of Saanich can go in the future is located in the Best Practices and Recommendation sections of this Report.

With direction from the Healthy Saanich Advisory Committee and the Intercultural Sub-Committee, the Consultant was responsible for researching and analyzing the following scope questions for this project:

- 1) Where is the Municipality incorporating multicultural planning in its policies, plans, strategies and resources?
- 2) How does the Municipality serve and support the needs of its culturally diverse residents and communities?
- 3) What are some of the cultural barriers for culturally diverse peoples, immigrants, refugees and newcomers in accessing and participating in municipal services?
- 4) What are the best practices of cultural planning in other local municipalities?
- 5) What are some key recommendations that the Municipality can undertake and implement in cultural planning?

The answers to these questions are interspersed throughout this Report, with Sections 3.2.1, 3.2.2, 4.0, 5.0 highlighting key information, feedback to scope questions, and outcomes for cultural planning in the Saanich Municipality and community.

The methodology utilized for the Municipal Cultural Planning Report involved information gathering, quantitative and qualitative data collection, research analysis, and stakeholder interviews. The Consultant reviewed and researched many documents as part of the

information gathering and data collection (see Appendix D – Bibliography). In terms of stakeholder interviews, the Consultant conducted formal interviews with staff at municipalities in the Lower Mainland, multicultural organizations in Greater Victoria, and staff at the Municipality of Saanich. Appendix C provides a list of these stakeholder contacts.

### **3.0 CULTURAL PLANNING IN SAANICH**

Over the years, the Municipality of Saanich has embarked on various aspects of cultural planning with the creation of a plethora of plans, policies, strategies and reports housed in its different Municipal Departments and Advisory Committees. The main Municipal Departments and Advisory Committees working in the arena of cultural planning are the: Planning Department; Parks, Recreation and Culture Department; Arts, Culture and Heritage Advisory Committee; Healthy Saanich Advisory Committee; and Parks, Trails and Recreation Advisory Committee. The following two sub-sections will provide general information on the demographic characteristics of the Saanich community and will also highlight where cultural planning is predominantly located in key Municipal plans, policies and strategies.

#### **3.1. Saanich Community**

The 2016 census lists the population of the District of Saanich at 114,148, making it the most populous municipality in the Capital Regional District and Vancouver Island, and the eighth-most populous in the province (<https://en.wikipedia.org/wiki/Saanich>). Saanich covers an area of 103.44 square kilometres (39.94 sq mi), making it the largest municipality in Greater Victoria (Ibid). The community is characterized by a wide variety of both rural and urban landscapes thereby lending to its clustering of unique neighborhoods accompanied by an abundance of agricultural, farming and natural green spaces. Saanich residents enjoy and engage in a spectrum of civic, environmental, educational, recreational, social, and arts and culture services. The Saanich Arts and Culture Strategy states that”

*“Saanich residents care about their municipality and believe that arts and culture are important to their quality of life. They value a vibrant community where cultural development is an integral part of its identity, its broader social and economic development, and its long-term sustainability. Saanich facilitates arts and cultural experiences for its citizens and provides encouragement and support for its artists”.*

In 2012, over 17 percent of the Saanich population was considered to belong to an ethnically or culturally distinct background (Saanich Police Strategic Plan). According to Census 2016 data, Saanich has the highest concentration of ethno-culturally diverse peoples amongst all of the 13 CRD municipalities. There are 24, 755 immigrants (by selected place of birth) who are living in Saanich, with the majority originating from Asia with 11, 565, then Europe with 8,945, the Americas with 2,845 and Africa with 1,005 immigrants (<https://www12.statcan.gc.ca/census-recensement/2016>). Within the Asian group of immigrants, the highest concentrations of immigrants are from China with 3,520, then India with 2,375, and the Philippines with 1,170 immigrants; thereby making Mandarin,

Cantonese, Punjabi and Filipino the predominant languages from the Asian immigrants living in Saanich (Ibid). Within the second largest group of immigrants from Europe, the majority are from the United Kingdom, Germany and the Netherlands. (Ibid). Census 2016 also states that for the Visible Minority population living in Saanich, the top five categories of those Saanich residents identifying as being a Visible Minority are: Chinese with 9,675; South Asia with 5,640, Filipino with 2,440; Black with 1,155; and Korean with 1,080 residents.

The faces of Saanich residents are changing with the past and current waves of immigration and the recent arrivals of newcomers, thereby creating cultural enclaves and communities throughout its neighborhoods. For example, the Gordon Head neighborhood has a very strong Chinese community and this is exemplified through the celebration of the cultural event of the “Moon Lantern Festival” which is held annually to celebrate not only Chinese culture, but also Korean and Filipino cultures. In essence, Saanich has become a “mosaic community” with many ethno-culturally diverse residents living within the dominant society where they celebrate, honor and preserve their unique cultural backgrounds with also sharing their cultures with all Saaanich residents. Cultural planning plays a vital role in Saanich by ensuring and embracing the needs, concerns and aspirations of our culturally diverse populations in order to truly create inclusive, respectful and resilient communities in Saanich.

## **3.2 Municipality of Saanich**

### **3.2.1 Municipality of Saanich Cultural Planning Context Research Matrix**

One of the main scope questions for this report is “where is the Municipality of Saanich now” when it comes to its municipal cultural planning roadmap. In other words, where are the signposts and directions of cultural planning when navigating the Municipality and its many Departments? These signposts are related to important documents that locate cultural planning and development in the Municipality within its Departments and Advisory Committees. The Consultant has spent a vast majority of project time researching and synthesizing this information by creating a Municipality of Saanich Cultural Planning Context Research Matrix (Appendix A). This Matrix collates key points on cultural planning directly from a myriad of municipal documents. The Consultant conducted in-depth research and critically analyzed the following Municipal documents for the development of this Matrix:

- 1) Sustainable Saanich Official Community Plan
- 2) District of Saanich Strategic Plan
- 3) Financial Plan
- 4) District of Saanich Strategic Facilities Master Plan
- 5) Heritage Action Plan
- 6) Population Projections Trend and Capacity Build-Out Analysis
- 7) Public Process Handbook



- 8) Saanich Police Strategic Plan
- 9) Older Adults Strategy
- 10) Youth Development Strategy and Implementation Plan

The Consultant has also created this Matrix so that Municipal Staff and Advisory Committees can easily locate policies, objectives, strategies and measures related to cultural planning in one synthesized document and to better understand how “culture” plays a vital role in the Municipality and the Saanich community. Through this research, the Consultant searched for the key words of “culture”, “cultural”, “multicultural”, “intercultural”, “diversity” and “inclusivity” and these words are underlined throughout the Matrix to highlight their important relevance to cultural planning in these documents.

### **3.2.2 Key Cultural Planning Documents**

The Municipality of Saanich has valuable information pertaining to cultural planning in its policies, reports and strategies and in order to highlight this information, the Consultant will discuss three main documents that currently guide the specific development of “culture” in the Municipality. These Municipal documents consist of the 1) Comprehensive Arts Policy, 2) Saanich Arts and Culture Strategy, and 3) Parks, Recreation and Culture Master Plan. This Section will also discuss the Capital Regional District (CRD) Arts Service: 2015–2018 Strategic Plan where the Municipality of Saanich is a key contributor to funding arts and culture development at the regional level.

Only the salient points of each of these documents mentioning “culture” will be discussed and illuminated in this Section to provide a comprehensive blueprint on how cultural planning is mapped out in these key Municipal policies, strategies and plans.

#### ***Comprehensive Arts Policy***

In 2000 the Saanich Council decided to create a Comprehensive Arts Policy for the Municipality in order to provide more specific art policy direction and to house all arts related policies together in one document. As a Council directive, the Comprehensive Arts Policy was developed in-house by the Planning Department in 2002 and it consists of three separate policy documents: Part 1 - Goal, Objective and Policies; Part 2 - Implementation/Initiatives; and Part 3 - Private Sector Public Art. At that time the OCP goal in the arena of arts was to “encourage, promote, and support the arts and artists, municipally and regionally for the benefit and opportunity of all Saanich residents” (Comprehensive Arts Policy).

The objectives of the Comprehensive Arts Policy are:

- To support artistic endeavours to promote growth and development of community spirit and identity.
- To develop the social, emotional, and physical well being of the individual through access to a variety of artistic opportunities.

- To foster public awareness, interest, and recognition of local and regional artistic talent.
- To provide opportunities and resources for education, participation, and enjoyment of the arts throughout the District and the region.
- To recognize and promote excellence and diversity within the artistic community including the professional and the amateur, the traditional and the innovative, the aspiring and the established.

It was also determined in 2000 that a regional body oversee and coordinate many of the arts functions not only in the Municipality of Saanich but as well in various other municipalities. It was recommended that the Capital Regional District (CRD) be this body and in June 2001, the CRD Board adopted the bylaw to create a regional service that would be responsible for developing, implementing and monitoring art functions for its municipalities. As a result, the policies for the Municipality of Saanich Comprehensive Arts Policy comprise of Regional/Professional Arts Policies and Municipal/Community Arts Policies, which will be discussed below.

#### Regional/Professional Arts Policies:

- Allocate Municipal funds on an arms length basis to Greater Victoria arts organizations through the CRD.
- Support regional arts programming and policy development with the CRD through the CRD Arts Committee, Arts Advisory Council, and Arts Development Office.
- Support the creation and implementation of a plan to develop arts facilities for the region.
- Identify ways in which Saanich can support increased commitment to a regional arts strategy and increased funding for regional arts development.
- Develop close working relationships with other municipalities, school districts, Chambers of Commerce, Tourism Victoria, and other agencies to plan and coordinate arts initiatives.

#### Municipal/Community Arts Policies:

- Integrate the arts into municipal policies, planning, operations, parks, and facilities.
- Encourage community arts programming for a variety of disciplines through the Recreation Department, Parks Department and partnerships with other organizations.
- Update the Art in Public Places policy as necessary.
- Promote the use of parks and civic buildings for public art, performances, festivals, and exhibitions.
- Support the commission or acquisition and display of the arts, including public art in civic buildings and outdoor areas including municipal parks and public streets.
- Encourage private sector initiatives to provide arts facilities and improve arts services.

- Encourage the display of arts in public spaces within private developments.
- Consider floor space designated for non- profit arts activities as an amenity space under the density bonusing provisions of the Local Government Act.

As the Comprehensive Arts Policy has a specific focus and interest in the “arts”, there is very limited information on the role of “culture” in this Policy. The Consultant has gathered and collated the few points that pertain specifically to cultural planning and development and these words are underlined in the specific Comprehensive Arts Policy Sections below.

### Section 3. Reasons for Supporting the Arts

- Artistic tourism is linked to economic development, and is a sustainable, environmentally-friendly and local-made product. As well, artistic tourism brings the additional benefit of stimulating people spiritually and culturally, something that many other industries cannot claim to do.

### Section 8. Recreation Services Department Arts Policy

- The Saanich Recreation Services Department commits, within the Parks and Recreation Master Plan, to provide leadership in the development of arts and culture in a community setting.
- The Recreation Department will continue to enhance the community by:
  1. Creating and implementing arts and cultural programs that:
    - a) Develop the creative potential of individuals;
    - b) Develop family strength and cohesion;
    - c) Develop a sense of community identity, spirit, and culture;
    - d) Create diversity in urban culture;
    - e) Promote understanding of our heritage;
    - f) Intermix generations and diverse groups for transfer of knowledge and experience

### Section 9. Parks and Public Works Department Arts Policy

- Saanich Parks commits, within the Parks and Recreation Master Plan, to provide venues and opportunities for the development of visual and performing arts, including garden art, in parks and public spaces. By providing these places and opportunities, a wide

range of short term and long term benefits can result. A sense of community identity and diversity will develop and an understanding of heritage and history can grow. Individual growth will occur. Arts groups and organizations will develop and be supported with the transfer of experience and knowledge. Saanich Parks will promote the community's arts and cultural programs in parks and open spaces by:

1. Providing a range of sites and venues;
2. Developing and encouraging others to provide public art features through the Municipal Public Art Policy;
3. Promoting and monitoring activities related to the arts;
4. Developing projects to encourage the arts through park related initiatives;
5. Providing financial support for arts initiatives;
6. Providing support to special events and arts activities.

#### General Plan Vision

- Social values and the economy are enhanced by the preservation of heritage and promotion of arts and cultural elements.

#### Appendix 4 Saanich Community Arts Advisory Committee - Terms of Reference

- An advisory committee that reports directly to Council with respect to active community involvement in the future of the Municipality's arts and cultural development.

The Comprehensive Arts Policy contains limited information and guidance on cultural planning and development in Saanich. Moreover, as it was adopted in 2002, it is somewhat outdated as the ethnic and cultural demographics and needs in Saanich have greatly shifted in the last 16 years accompanied by the changing voices and visions of its Municipal Staff and Council.

#### ***Saanich Arts and Culture Strategy***

The Saanich Arts and Culture Strategy is the one of the primary documents that acts as an important vehicle guiding the roadmap of cultural planning and development for the Municipality of Saanich. This Strategy was created in 2009 with contributions from the Municipality of Saanich Parks and Recreation Staff, LifeCycles/Common Ground, Saanich Arts, Culture and Heritage Advisory Committee, Saanich Parks, Trails, and Recreation Advisory Committee, and individual citizens, artists and art organizations. In the Executive Summary section, it states that this Strategy “has been a process of community consultation and decision-making that has identified cultural

resources and facilitated strategic thinking to determine how these resources can help a community achieve its goals. The Strategy has been developed in the context of overall civic strategic planning as well as the broader municipal planning of the Official Community Plan.”

The Consultant has perused this Strategy and will provide only specific information below that relates directly to cultural planning and development in the Strategy Sections.

The Sustainable Saanich Official Community Plan is a policy document that guides the future vision and development of its municipality and community and the Arts and Culture Strategy references policy directives specifically for arts and culture from the Saanich OCP policies as listed below (key words are underlined):

1. Support regional arts programming, policy development and facility planning through the Capital Regional District and Arts Advisory Council and Committee.
2. Work with other municipalities, school districts, Chambers of Commerce, Tourism Victoria, and other agencies to plan and coordinate arts initiatives.
3. Encourage ongoing participation in Regional Arts funding to support cultural facilities and initiatives.
4. Support the continued implementation of the “Comprehensive Arts Policy”.
5. Develop and implement a strategy for the delivery of community arts and cultural service.
6. Encourage community programming for a variety of artistic disciplines.
7. Continue to promote the use of parks, civic buildings and public spaces for public art, performances, festivals and exhibitions.
8. Encourage and support private sector involvement in the arts.
9. Support the integration of public art in the design of public and private developments.
10. Consider accommodating studio, rehearsal, and classroom or workshop space in commercial, institutional, and rural areas.
11. Continue to work with School Districts 61 and 63 and post-secondary institutions to promote community awareness of arts programs in the education system.

12. Continue to encourage opportunities for community theatre in Saanich.

13. Continue to support the creation of an Arts Centre at Cedar Hill Community Centre.

The Consultant would like to highlight that the Saanich OCP does not contain definitions for the words “art and “culture”, and that the Arts and Culture Strategy does provide the following definitions for these words:

#### ARTS

*The arts include visual arts (painting, print-making, drawing, sculpture, crafts, photography, film, video, and new media) theatre, music and song, literary arts and dance. Cultural industries – publishing, film, sound recording, video and audio-visual broadcasting – are also included.*

#### CULTURE

*Culture encompasses those arts, multicultural and heritage resources and activities as practised and preserved in a community. These practices reflect the beliefs, experiences and creative aspirations of a people in a given place and at a given time.*

It is important to note that the Saanich Arts and Culture Strategy encompassed a community consultative approach involving valuable community contributions as well as guidance from the Saanich Arts, Culture and Heritage Advisory Committee and Municipal Staff expertise on the vital role that arts and culture play at the municipal and community levels. There were four main community priorities identified through this approach:

#### 1. Cultural Facilities and Spaces

- Central places to access the arts are wanted. Flexible, versatile unconventional spaces that accommodate programming and working/rehearsal space and might include gallery space, performing space, rehearsal/storage space, studio space and meeting space.

#### 2. Communication

- People want effective ways to communicate and market arts activities. There is a desire for a greater awareness of arts and culture in Saanich that will connect artists, arts organization and the public. The community wants an arts and culture website dedicated to connecting artists of all disciplines.

### 3. Resources

- People voiced their support for the creation of art and for artists as active members of the community. They also wanted access to the arts to be affordable, accessible and available for everyone.

### 4. Collaborations

- The importance of collaboration, partnership and connection was stressed. The community wants people to work together for the benefit of all. Ideas included: facilitate links with the University of Victoria for best practices related to the arts; explore opportunities for accreditation in the arts for youth; work with health professionals and artists to nurture links between art and health; facilitate linkages across neighbourhoods and among various ethno-cultural groups; and connect Saanich to other districts and regions in the Province.

Through consultation sessions, community discussions and survey results for the development of the Arts and Culture Strategy, the following goals were identified as having priority directions for the Municipality:

#### 1. Provide Spaces for Cultural and Artistic Activities

*The community residents want cultural space for creating, rehearsing, exhibiting, performing and for connecting with each other.*

#### 2. Increase Arts and Culture Awareness

*Get the word out!*

#### 3. Build Creative Capacity

*Create a sustainable financial plan that will support community arts.*

#### 4. Develop and Nurture Healthy, Vital Neighbourhoods Through the Arts

*Support Community Cultural Development.*

#### 5. Expand Youth Leadership Opportunities in the Arts

*Create connections between professional artists and youth.*

## 6. Support Economic Development Through the Arts

*Raise the profile of arts and culture as an economic generator.*

These six goals are also accompanied by objectives and action steps and the Consultant will highlight below only those objectives and actions which both directly correlate to the definition of “culture” as defined in this Strategy.

### Goal 1: Provide Spaces for Cultural and Artistic Activities

#### *Objectives*

Collaborate with others to provide cultural infrastructure

#### *Action*

- Pursue partnerships with post-secondary institutions to provide community access to cultural infrastructure and support arts programming, for example the pottery studio partnership between Cedar Hill Recreation Centre and Camosun College or the proposed Art Gallery at Camosun College.

### Goal 2 Increase Arts and Culture Awareness

#### *Objectives*

Create greater awareness of arts and culture in Saanich.

#### *Action*

- Create a Saanich arts, culture and heritage website that includes a directory of resources.
- Establish an Arts and Culture section within Parks & Recreation Marketing/Active Living Guide plans.

#### *Objectives*

Support and promote programs, events and artistic activities that make Saanich cultural experiences unique.

#### *Action*

- Explore collaborations or partnerships with organizations that deliver programs honouring the values of diversity and accessibility.



- Recognize and support diverse artistic practices by working with organizations that deliver cross-cultural programs.

Goal 3:        Build Creative Capacity

*Objectives*

Build capacity within arts and culture organizations

*Action*

- Facilitate organizational development and planning for arts/culture groups.

Goal 4:        Develop & Nurture Healthy, Vital Neighbourhoods Through the Arts

*Objectives*

Support Community Cultural Development

*Action*

- Facilitate community celebrations and projects to bring individuals together to share a common experience, develop healthy neighbourhoods and become acquainted through the arts. The artistic event becomes an important vehicle to connect, explore, share and celebrate.

*Objectives*

Strengthen cultural participation of citizens (District of Saanich Strategic Plan 2008-12)

*Action*

- Advocate for low cost or free arts and culture opportunities in collaboration with community associations and educational institutions.

Goal 5:        Expand Youth Leadership Opportunities in the Arts

*Objectives*

Strengthen cultural participation of youth (District of Saanich Youth Development Strategy 2003)

*Action*

- Provide opportunities for youth to be exposed to a wide range of arts and cultural experiences in the community (such as Dance Victoria Youth passes)

**Goal 6: Support Economic Development Through the Arts**

*Objectives*

Raise the profile of arts and culture as an economic generator

*Action*

- Develop an award recognition program for acknowledging artists, cultural organizations and cultural industries which provide vitality and articulate the evolving character of Saanich.
- Develop a program for monitoring the economic performance of the cultural sector regionally.
- Develop a Cultural Tourism Plan.

With the aforementioned action steps having been identified that relate specifically to municipal cultural planning and development, the Consultant is recommending that further research should be conducted by Municipal staff on how these action steps have been implemented, evaluated and monitored at the Municipality of Saanich.

A vital component of the Saanich Arts and Culture Strategy was the cultural mapping project spearheaded and facilitated by Consultants with LifeCycles/Common Ground. The Consultants invited participants, during a one day forum, to record physical and cultural assets on two maps, one a Saanich map and one a Greater Victoria/Saanich Peninsula map. The Consultant noticed that these maps are missing from the Strategy and has requested staff assistance in locating these documents for the Final version of this Report. This community exercise on cultural mapping was central to galvanizing the Saanich community and Municipal staff to think, connect and illustrate how municipal cultural mapping can bridge the knowledge and expertise of its community members with the municipality by creating a tangible and quantifiable map that identifies the cultural assets and resources in Saanich. This is exemplified by the following passage:

*“During the process, enthusiastic participants highlighted physical assets such as libraries, community centres, dance studios, school theatres, and middle school facilities but also started to see links among arts and cultural groups, organizations and educational institutions. They started to see potential for building relationships, highlighting arts-related organizations and businesses, and for cultural tourism focused on the arts and agriculture community. The mapping exercise highlighted opportunities but also gaps such as the lack of a community arts centre. The inventory is active and cultural resources and assets will continue to be added.”*

**Parks, Recreation and Culture Master Plan**

The Parks, Recreation and Culture Master Plan was adopted by Saanich Council on March 11, 2013. This Master Plan outlines a vision, strategic objectives, and key initiatives for the development and planning of parks, recreation and culture in Saanich over the period of 2013-2020. This Plan states that “multiple research studies show that the health and well-being of a community are measurably strengthened when residents engage in parks, recreational and cultural opportunities”. The Plan outlines the three pillars that lay the foundation for the vision of the Saanich Sustainable Official Community Plan revolving around the themes of 1) Environmental Integrity; 2) Social Well-Being; and 3) Economic Vibrancy. The Parks, Recreation and Culture Master Plan is intricately aligned with the OCP’s vision and the Plan encompasses strategic objectives and recommended initiatives that are linked to each of the three overarching themes. The Plan defines each of these themes in the captions below:

#### ENVIRONMENTAL INTEGRITY

Stewardship of the green land base is strong. Our enhanced management practices ensure better public understanding of park development, design, maintenance, and operations. Recommendations made in the District’s many planning documents are being implemented, major parks and park plans regularly reviewed and updated. Our trail system, parks, environmentally sensitive areas, natural parks, and the urban forest are all well developed, preserved and enhanced. They all contribute to the quality of life and the environment at local and regional levels. Environmental sustainability is a theme that runs through all the District’s activities. Recreation facilities are built to the highest feasible LEED® standards, and both parks and recreation facilities are places where community celebrations and events take place, and a variety of educational and activity programs occur.

#### SOCIAL WELL-BEING

The District delivers a wide range of strong programs and services to our residents, with many health and wellness programs jointly delivered with Vancouver Island Health Authority (VIHA). Programs, such as unstructured play in parks, focus on encouraging physical activity in people of all ages, early childhood development, community sport, and the arts. Staff work with local associations and organizations to ensure that we continue to be an age-friendly community, and that opportunities to grow food locally are fostered. At the District, to develop new facilities, we work with other agencies, such as the Greater Victoria Public Library Board, the University of Victoria, and the local school districts.

#### ECONOMIC VIBRANCY

Parks, recreation and culture’s contribution to the quality of life in Saanich assists in creating conditions in which the local economy can thrive – particularly through promotion of sport and cultural tourism, supporting families with workplace flexibility and a strong role in

early childhood development, and marketing the eco-tourism potential of the parks, recreation and culture system. The District also employs many Saanich residents in our parks, recreation and culture facilities and programs, and helps young people gain work experience.

The Consultant has reviewed and analyzed the Parks, Recreation and Culture Master Plan with a lens on “culture”, and has extracted key information from the Plan that specifically relates to municipal cultural planning and development. The following information, extracted from the Master Plan, lists the strategic objectives and recommended initiatives for each of the three themes that specifically contain the wording of “culture” and “cultural”.

*Objective 5 – Marketing and Communications (Environmental Integrity)*

*Increase the capacity for communications with the public, and internal and external stakeholders.*

Initiatives:

- Signage - Explore opportunities to expand interpretive and directional signage programs to educate the community about our natural and cultural heritage, encourage safe use of parks and trails, and provide easy way-finding.

*Objective 11 – Cultural Bridging (Social Well-Being)*

*Encourage cultural bridging by working with multi-cultural and Aboriginal groups to expand programs and events oriented to their cultures.*

Initiatives

- Events - Promote hosting of multi-cultural sport and cultural events.
- Staff Awareness - Work with ICA-Victoria to improve Saanich staff awareness of multi-cultural issues.

*Objective 13 – Placemaking (Social Well-Being)*

Initiatives

- Calendar of Events - On the District website, include a comprehensive calendar of all events taking place in Saanich Parks. Cross link the website to related sites of interest, such as CRD Parks, local cultural and heritage sites, soccer/baseball/rugby schedules, etc.
- 

*Objective 15 – Regional Facility Planning (Social Well-Being)*

Initiatives

- Accessibility - Ensure all new or renovated parks, recreation and cultural facilities (whether regional or District-operated) focus on the need for access by users of all abilities. Continue to follow guidelines and initiatives outlined in the 2009 Measuring Up report.

*Objective 16 – Arts and Culture (Social Well-Being)*

*Work with community groups to identify long-term support for arts and culture.*

Initiatives

- Implement Arts and Culture Strategy - Continue to implement the recommendations of the 2009 Arts and Culture Strategy.

*Objective 18 – Sport and Cultural Events (Economic Vibrancy)*

*Promote and increase the economic benefits that flow from the Department's services related to hosting major sport, recreation and cultural events in Saanich and the region.*

Initiatives:

- Work with Community Organizations - As part of the increased community liaison function, work with organizations to identify events that can be hosted as fundraisers in Saanich, thereby supporting the economic impact of sport and cultural events locally.

*Objective 20 – Scope of Service Review (Economic Vibrancy)*

*Establish a tri-annual review process for the scope of parks, recreation and culture services set out in the Vision statement.*

Initiatives

- Review Process - Establish a timetable and manageable process for the review of parks, recreation and culture.

*Objective 26 – Sustainability Principles (Environmental Integrity & Economic Vibrancy)*

*Implement sustainability principles in all aspects of parks, recreation and culture services and operations.*

Initiatives

- Sustainability Indicators - Use the indicators from the annual Strategic Plan to benchmark and monitor the parks, recreation and culture activities and contributions to community life.

The Parks, Recreation and Culture Master Plan has cross-referenced the Sustainable Saanich OCP and its three pillars of Environmental Integrity, Social Well-Being, and Economic Vibrancy at an in-depth level, however it does not specifically reference the fourth common pillar of sustainability which is “Cultural Vitality”.

### ***The CRD Arts Service: 2015–2018 Strategic Plan***

The Municipality of Saanich is a major financial contributor to the Capital Regional District Arts Development Office as it directly provides monetary assistance and support to fund arts and cultural development in the Capital Regional District. In 2001 the Capital Regional District established the Arts Service for “the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community.” The Arts Service consists of two important bodies: Arts Committee and Arts Advisory Council. The Arts Committee is a CRD standing committee and is appointed each year consisting of elected municipal councillors, one from each municipality that contributes financially to the Arts Service. Councillor Colin Plant in 2018 was the elected official on the Arts Committee representing the Municipality of Saanich. The Arts Committee also sets an annual budget and has final approving of funding. The Arts Advisory Council was established as an independent community- based and arm’s length adjudication body to provide advice to the Arts Committee on matters pertaining to policies and funding related to arts and cultural development in the Capital Regional District.

One of the main roles and responsibilities of the CRD Arts Service is to act as a sub-regional service that provides funding to arts organizations on behalf of contributing municipalities. The contributing municipalities are situated in two groups where Group 1 contributes funding through a formula and Group 2 contributes at a level decided by the individual municipality. The Municipality of Saanich is located in Group 1, along with Esquimalt, Oak Bay, Victoria and View Royal, and Saanich contributes at the 100% level of an Intermunicipal formula that is calculated based on 50% converted assessments and 50% population. The Municipality of Saanich contributed \$1,091,048 in 2017 and \$1,105,211 in 2018 to the CRD Arts Service and its delivery of arts and culture initiatives in the Greater Victoria Region (James Lam, CRD Arts Service Manager).

At the regional level, the Municipality of Saanich continues to be a significant municipal financial player in contributing to arts and culture development, and the Municipality is also co-owner of the Royal Theatre. At a community level, the Municipality of Saanich Parks, Recreation and Culture Department provides key staff and resources to support arts and culture development as well as contributing additional support to offer arts and cultural programs and courses through its four Municipal Recreation Centres.

### **3.0 BEST PRACTICES OF CULTURAL PLANNING IN OTHER LOCAL GOVERNMENTS**

The Consultant conducted interviews and consultations with a myriad of key stakeholders, and researched a plethora of plans, policies and strategies to garner best practices from other local governments in cultural planning and development. The first part of this section will

highlight the main points gathered from the stakeholder interviews and how these other municipalities have incorporated cultural planning in their governance structures and in their communities. The Consultant would like to mention that all of the stakeholder interviews were conducted in person, other than the City of Surrey which was conducted via a telephone conversation. The Consultant has also added some of the current best practices in cultural planning from the stakeholder interviews conducted with Municipality of Saanich Staff. The second part will provide a list of cultural planning documents that the Consultant perused from other local governments and planning organizations regionally, provincially and nationally in order to synthesize some best practices for municipal cultural planning that are summarized in the Recommendations section of this Report.

### *Stakeholder Interviews*

#### City of Burnaby

- Created a Community Development Policy that addresses social planning, multicultural and faith issues.
- The Social Planning department has three Social Planners each with a different planning portfolio.
- One of the social planning portfolios is entitled Diversity and Interculturalism.
- Burnaby is an ethno-culturally diverse municipality with its Staff and Council.
- Partners with the Local Immigration Partnership, Royal Canadian Mounted Police, Ministry of Children and Family Development and Burnaby Family Life Services on cultural issues and initiatives.
- Developed a Burnaby Together project from provincial funding that addresses racism and discrimination.
- Social Planners liaise with the Burnaby Interfaith Network.
- The municipality hosted Community Dialogues at the Ismaili Centre in May 2018 on discussions around building resiliency in the face of racism.
- Social Planners are working with youth from various Burnaby neighborhoods and SWIS workers in the school district on the topic of deradicalization.
- The Burnaby Social Sustainability Strategy involved the Chinese, Korean, Taiwanese, South Asian, Sub Saharan Africa and Middle East communities.
- City Hall Tours are arranged by request from settlement and multicultural agencies to introduce and welcome immigrants, refugees and newcomers to the municipality.
- Advisory Committees have strong visual ethnic representation.

#### City of Coquitlam

- Established a Multicultural Advisory Committee with the Social Planning department.
- The Social Planning Department is involved in developing multicultural strategies.
- Established a Cultural Services Advisory Committee with the Parks, Recreation and Culture department.
- The City will be updating the Arts and Culture Strategic Plan in the near future.
- Created a One Stop Shop where a municipal event team organizes cultural events and celebrations community residents and communities.
- Embarked on a Cultural Mapping exercise in 2013 to create a municipal Cultural Map.
- Cultural amenities are part of the Amenity Zoning policies in the Official Community Plan.
- Created Multicultural Zones at the Canada Day Celebration event where over 70,000 people attended.
- The Youth Council partnered with the Coquitlam Heritage Society and Libraries on a Cultural Theatre project.
- A Cultural Summit will be organized in 2019 as past Summits have also been held.
- Cultural Days were organized in September 2018 as part of a national initiative that celebrates arts, culture and heritage.

#### City of New Westminster

- Established a Multicultural Advisory Committee that works with the Local Immigration Partnership (LIP), Cultural Non-Profit Organizations and the Burnaby School District.
- Created a Municipal policy that ensures interpretation services are available to culturally diverse residents.
- Initiated a Welcome Ambassador Program (past program) that welcomed immigrants, refugees and newcomers by having municipal tours of the Municipality and Council Chambers with the Mayor and some Councillors in attendance.
- Established an Immigrant Mentoring Program with the LIP and cultural organizations.
- Created a Newcomer Guide available at the Municipality.
- Established a Working group called Newcomers Connect.
- Introduced cultural projects involving Muslim immigrants and swimming opportunities, and Chinese reconciliation.
- Partnered on the Sanctuary House project focusing on inclusion and engagement involving the arts, music and meals.
- Collaborated with LIP, the Justice Institute and Family Services agency on a Cultural Audit of Civic Spaces project where community members of culturally diverse backgrounds visited civic spaces to conduct audits with a checklist of measuring the inclusivity, culturally sensitivity, and appropriateness of these spaces.
- Partnering on a new project with neighborhood learning centres to welcome and integrate newcomer students in high schools.

#### City of North Vancouver



- The Municipality incorporates cultural planning in its Planning Department and the Recreation Commission.
- As part of the Planning Department, there are Social Planners on staff.
- Partners with BC Healthy Communities on inclusivity, diversity and multiculturalism projects.
- Incorporates Placemaking as a social planning tool to identify cultural heritage resources.
- Partners with the North Shore Multicultural Society on multicultural projects and initiatives, such as Diversity Training.
- Part of the Local Immigration Partnership program with 20-30 local organizations participating and once a year all of the organizations meet to discuss immigration, cultural diversity, social justice and inclusion.
- The Municipality has culturally diverse representation in its staff.
- The Municipality's Social Plan is 20 years old and staff will be embarking on a new Social and Cultural Plan for the Municipality in the Fall of 2018.
- Provides leasing of space for cultural events and celebrations.
- Liaises with the predominant cultural groups of Iranian, Chinese and Filipino.
- Part of the Social Planners of Metro Vancouver Sub-Committee.

#### City of Port Coquitlam

- The Municipality addresses cultural planning through its Cultural Development and Community Services Department.
- Created Cultural Roundtables on the main topics of inclusion and multiculturalism with invited guest speakers and the community.
- Organized a multicultural event with the culturally diverse popular and local music band of "Delhi to Dublin".
- Works extensively with newcomers and residents speaking Cantonese, Mandarin, Korean and Persian/Farsi.
- Part of the Tri-Cities (Port Coquitlam, Coquitlam and Port Moody) Ambassador Program where municipalities partner with local libraries and cultural organizations in welcoming immigrants, refugees and newcomers into their City Halls and Council Chambers.
- Working with youth and theatre projects involving local schools and culturally diverse students.
- Member of the Creative City Network. The Creative City Network of Canada (CCNC) is a national-non profit organization made up of municipalities, arts organizations and individuals working to support cultural development in their communities. The Network facilitates knowledge sharing, capacity building and professional development in the field of local cultural policy, planning and research.

#### City of Surrey

- The City of Surrey Cultural Plan was developed by staff in the Arts Department.
- Created a City Speaks program where community members can sign-up and ask questions. Over 550,000 people have participated in this program.

- Organizes Open Houses in neighborhoods and communities to address issues of multiculturalism, inclusivity and diversity.
- Established a Diversity Advisory Committee in the Municipality.
- The Municipal Staff Directory is available in different languages.
- There are Social Planners on staff at the Municipality.
- Great research at the University of Toronto on “new cities”.
- The Agenda 21 is a valuable resource that addresses measures and recommendations on cultural planning and development.
- Member of the Creative Cities Network which showcases excellent examples of cultural mapping.

#### City of Vancouver

- Created cultural planning exercises from Creative Cities Network strategies.
- Cultural planning is housed in the Cultural Services Department.
- Social policies address frontline issues of immigration, discrimination and inclusivity.
- Will be conducting a community needs assessment with community members to determine the cultural issues and barriers.
- Collaborating on art for social causes with projects focusing on theatre, photography and mental well-being.
- Some of the top priorities for the Cultural Services Department are equity, access and capacity building.
- The BC Arts Council provides diversity funding to organizations in Vancouver.
- Member of the Creative Cities Network.

#### City of Victoria

- Cultural planning and development is housed in the Arts and Culture Department.
- The Arts and Culture Department has Cultural Planners on its staff.
- Created a Cultural Map in 2010 through the Victoria Arts Scan Mapping Project with funding support from the BC Government 2010 Legacies Now grant.
- Developed a Cultural Policy that directs the vision of cultural planning in the City.
- Developed an Arts and Culture Master Plan in 2018 entitled “Create Victoria” which outlines a shared vision and a set of goals, strategies and actions over the next five years. The City's Create Victoria Arts and Culture Master Plan won the 2018 Award of Excellence - Cultural Planning Award from the Creative City Network of Canada.
- Organized Cultural Cafes as part of the planning process and community consultations for the development of the Arts and Culture Master Plan.
- The City has an Artist in Residence program, Poet Laureate program and a Youth Poet Laureate program.
- Developing the notion of 3<sup>rd</sup> Spaces which are spaces such as parks that can be utilized for cultural gathering spots.

- Identified Cultural Clusters and Cultural Corridors in the City that enable community members to identify hubs of culture.
- Organizes Cultural Walking Tours to promote cultural heritage in the City.

#### District of Saanich

- Cultural planning is housed predominantly in the Parks, Recreation and Culture Department, and Community Planning Department.
- The Saanich Sustainable OCP contains policy direction on cultural planning and development.
- Measurements of OCP policies include once a Council term citizen survey and the District's annual report.
- 1 Full Time Programmer out of the Parks, Recreation and Culture Department is responsible for multi-cultural programming and connections.
- A number of different staff members from the Parks, Recreation and Culture Department work on a series of projects that promote cultural diversity in the community.
- Some Local Area Plans discuss culture and inclusivity as important aspects in community engagement and building.
- Parks and public spaces are common valued resources for culturally diverse community members.
- Interpretation services in different languages are offered for group sessions involved in planning processes.
- Diverse housing options such as Garden Suites and Secondary Suites attract culturally diverse communities, such as the South Asian community where intergenerational living situations are part of this community's culture.
- Created a Public Art Policy and embarked on a Public Art Program involving projects such as, murals and temporary public art pieces.
- The two recent Local Area Plans for Cordova Bay and Cadboro Bay invited culturally diverse communities, such as the Chinese community, to participate in the planning processes.
- There are approximately 200 families that speak Arabic residing in Saanich and some of these families are from Syria.
- Member of the Community Partnership Network (facilitated by the Intercultural Association of Greater Victoria and funded by Victoria United Way), which is part of the Local Immigration Partnership (federal initiative) and promotes cultural connections amongst organizations and individuals.
- Partners with a Muslim Girls Group with the local Masjid to coordinate culturally respectful and appropriate skating and swimming sessions.
- Organizes the Moon Lantern Festival at the Gordon Head Recreation Centre with the Chinese, Filipino, Japanese and Korean communities.
- Recognizes special cultural holidays like Chinese New Year and Diwali in the Recreation Centres.
- Meetings are set up with cultural organizations/associations through the Public Participation policy/model.
- Promoting cultural components in events and programs (eg: cultural crafts in preschool or school age programs, cultural entertainment at special events).

- Translation services are offered at the 4 Saanich Recreation Centres through Google Translate.
- The Municipality website can be accessed in different languages.
- Partnering with the Francophone Society in organizing a World Cup Soccer event for 2019 involving cultural communities in Saanich.
- Accommodate cultural organizations by waiving permit fees for the use of indoor and outdoor civic spaces for cultural events.
- Staff are trying to address some of the cultural barriers experienced by culturally diverse residents, immigrants, refugees and newcomers in accessing municipal resources, and participating in Municipal Advisory Committees and Council which are: language barriers, lack of knowledge of how the Municipality can assist them, lack of culturally diverse representation in staff and Council, and the fear of entering institutionalized spaces due to traumatic and negative experiences in their home country with government agencies.
- Suggestion that in the future the Municipality can offer Municipal Tours of the Council Chambers and City Hall to welcome cultural groups and to break down barriers and fears of immigrants and refugees entering institutionalized spaces.
- The Municipality offers a free L.I.F.E pass at Saanich Recreation Centres to immigrants and refugees for the first year of their arrival in Saanich with 52 allowable visits.
- Continue to partner with the Victoria Immigrant and Refugee Centre Society and the Intercultural Association of Greater Victoria.
- Municipal staff seek out and network with cultural organizations during public participation engagements.
- Works with cultural organizations to celebrate their cultures through performing and visual arts at events.
- Staff mentioned the need to develop new engagement strategies with culturally diverse communities in Saanich.
- Municipality can integrate planning across all Municipal Departments with the strategic goals of heritage, multiculturalism and arts.
- Municipality has received a Safe Harbour certificate as some Staff have undertaken diversity and inclusion training.
- The Active Transportation Plan, recently adopted by Council, has a section of recommendations called "Culture".
- "Welcome" signs in the top 7 languages of Saanich are located on most municipal buildings.
- Municipality promotes an open and transparent hiring process to ensure cultural diversity is part of the municipal work force.

#### *List of Cultural Planning Documents*

The Consultant scanned the following cultural plans, strategies and toolkits below from other municipalities and planning organizations to inform some of the research findings, gap analyses, best practices and recommendations in this Report. The Consultant would like to mention that a "scan" was conducted due to time constraints for this Report, and that in the future, these documents should be researched and analyzed at more in-depth levels, especially if the Municipality chooses to adopt a Cultural Map and Municipal Cultural Plan in the future.

- 1) *Arts & Culture Strategy* – Capital Regional District

- 2) *Create Victoria Arts & Culture Master Plan* – City of Victoria
- 3) *Victoria Arts Scan Mapping Project Final Report* – City of Victoria
- 4) *A Cultural Plan for a Creative Nanaimo* – City of Nanaimo
- 5) *Cultural Facilities Priorities Plan Final Report* – City of Vancouver
- 6) *Culture Plan* – City of Vancouver
- 7) *Update to Key Gaps in Cultural Infrastructure* – City of Vancouver
- 8) *Arts, Culture & Heritage Strategic Plan* – City of Coquitlam
- 9) *Imagine Port Coquitlam Cultural Plan* – City of Port Coquitlam
- 10) *Surrey Cultural Plan* – City of Surrey
- 11) *Parks, Recreation & Cultural Services Master Plan* - City of Richmond
- 12) *Richmond's 2010 Arts & Culture Plan* - City of Richmond
- 13) *Arts and Culture Master Plan* – City of Port Moody
- 14) *Cultural Master Plan: Cultivating Community* – City of St. Albert
- 15) *Thriving, Engaging, Inspiring Cultural Plan* – City of Kelowna
- 16) *Cultural Planning Toolkit* – Creative Cities Network
- 17) *Municipal Cultural Planning Guidebook* – Canadian Urban Institute
- 18) *Creative City Culture Plan* – City of Toronto
- 19) *Cultural Master Plan* – Town of Aurora
- 20) *Municipal Cultural Plan* – Township of Mapleton
- 21) *Municipal Cultural Plan* – Town of Midland
- 22) *Waterloo's Culture Plan – A Catalyst for Culture* – City of Waterloo
- 23) *Arts & Planning Toolkit* – Massachusetts Metropolitan Area Planning Council's Arts & Culture Division

## 5.0 GAPS AND RECOMMENDATIONS FOR THE DISTRICT OF SAANICH

The Consultant dedicated the majority of time in this project to undertaking research and analyses of where cultural planning is housed and located at the Municipality of Saanich. The Municipal Cultural Planning Report acts as a starting point by identifying the existing signposts of cultural planning as well as uncovering some gaps in the present cultural landscape at the Municipality of Saanich. This section will highlight some of the gaps in cultural planning at the Municipality, and provide key recommendations on how the Municipality can further engage and embrace culture as the fourth pillar of sustainability in its vision of a Sustainable Saanich.

### *Gaps*

Through the information gathering, stakeholder interviews and research analyses conducted for this Report, the Consultant has identified some key gaps in cultural planning and development at the Municipality which are listed below:

- 1) The Municipal plans, policies and strategies for arts and culture all place significant emphasis on the word “arts” and as a result, the wording of “culture” takes a back seat illustrating the preference for arts development over cultural development. In fact, the OCP only mentions the words “culture” and “cultural” approximately 25 times whereas it mentions the word “arts” well over 100 times.
- 2) There is no definition of "Culture" in the OCP and different Municipal Departments have differing informal meanings on the word. There is no comprehensive and cross-departmental definition of the word “culture.”
- 3) The Comprehensive Arts Policy, Arts and Culture Strategy, and Park, Recreation and Culture Plan are outdated as these documents were compiled during the timeframe of 2002-2013. The municipality needs more up-to-date documents especially as the ethno-cultural demographics of Saanich are shifting.
- 4) The Municipality promotes multiculturalism through its Community Services Section which is part of the Parks, Recreation and Culture Department, however it does not have a specific designated “Arts and Culture” division.
- 5) There are no designated Social Planners or Cultural Planners as part of municipal staff that can focus primarily on developing policies, plans, strategies and projects related to social planning and cultural planning.
- 6) A specific “cultural policy” does not exist and nor is there a “cultural plan” in place as both are highly needed to effectively guide the Municipality towards better fulfilling its sustainability responsibilities for the cultural vitality pillar.
- 7) More outreach, marketing and public relations need to be actively pursued to hire and recruit ethno-culturally diverse people in Municipal Staff, Council and Advisory Committee positions.
- 8) The Municipal Departments/Divisions/Sections and Municipal Advisory Committees conduct their own work on cultural planning however there seems to be no regular meetings amongst these parties to engage in information and knowledge sharing of each other’s work in arts and cultural development.
- 9) The Municipality is a major funding contributor to the development of arts and culture in the Greater Victoria Region as it provides financial contributions to the CRD Arts Service Department however, the Municipality can also offer its own cultural grants and awards to Saanich residents and organizations.

- 10) More multicultural networking needs to be conducted to specifically invite and involve cultural community leaders in Municipal events, initiatives and projects.
- 11) There is a need for more translation services in both printed materials and with languages spoken by Municipal staff. There is also a need to further promote and highlight the translation feature/button on the Saanich website, which translates a page into a number of different languages.
- 12) There have been limited community consultations conducted to specifically identify the cultural barriers that culturally diverse residents, immigrants, refugees and newcomers experience in terms of entering City Hall, accessing municipal services and resources, and participating in Municipal Advisory Committees and Council meetings.
- 13) The Municipality does not have any established protocols or initiatives that specifically welcome immigrants, refugees and newcomers into the Municipality and its Council Chambers, and for them to meet and connect with the Saanich Council.

### *Recommendations*

The Recommendations for the Municipal Cultural Planning Report stem from the in-depth research and data collection of a plethora of cultural planning documents as well as information gathered from the stakeholder interviews. The Consultant has identified the following eight key recommendations as potential signposts for the District of Saanich to implement in its municipal cultural roadmap and to direct the future of the municipality as a “champion of culture” in Saanich.

<b>Municipal Cultural Champions</b>
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The Municipality has the valuable opportunity of celebrating the amazing residents of Saanich who are greatly contributing, strengthening and stimulating the cultural sector through their dedicated work as artistic and cultural catalysts. The Municipality can offer Cultural Grants to cultural workers to ensure that those working in the cultural industry have opportunities to learn, grow and share their cultural expertise, skills and knowledge with all of Saanich residents. A “Champion of Culture” Award can also be created to celebrate those outstanding residents who are dedicating their lives, through work and volunteering, to the spirit of “multiculturalism”. As similar to the City of Victoria, the Municipality can create “Artist in Residence” and “Poet Laureate” positions to Saanich residents thereby supporting and empowering these artists to create visual and literary works that address topics such as, cultural diversity, social justice and human rights. The Municipality can also ensure that its staff is culturally diverse as these staff members can also be Cultural Champions within the

Municipality and outside in the community as they offer immeasurable and valuable lived experiences through their ethnic and cultural backgrounds and hence “live multiculturalism” on a daily basis.

#### Municipal Cultural Initiatives & Events

Many municipalities, such as the City of Victoria and the City of New Westminster, have embarked upon creating municipal proclamations that honor world recognized days that address immigration, diversity and multiculturalism. Municipal Council has the opportunity to endorse proclamations, such as the United Nations World Refugee Day on June 20<sup>th</sup> and the International Day for the Elimination of Racial Discrimination on March 21<sup>st</sup> as important days to remember, uphold and respect at the Municipality and in the Saanich community. Every year in British Columbia the third week in November is designated as Multiculturalism Week, and the Municipality can organize a Multicultural Day Celebration for this week, by organizing a one day event, similar idea to the past Folk Festival held at Centennial Square, at a municipal civic space that involves showcasing music, art, dance, poetry, and food from around the world, and that celebrates the ethnic and culturally diverse communities in Saanich. Similar to other municipalities in the Lower Mainland, a Welcome Ambassador Program can be initiated at the Municipality by setting up cultural tours that welcome immigrants, refugees and newcomers into the Municipality and its Council Chambers with the Mayor and a few Councillors in attendance.

#### Municipal Partnerships

By creating partnerships with the non-profit, academic and private sectors and with other local governments, the Municipality can leverage its cultural planning and development expertise, engage in cultural capacity building, and create cultural networks to enhance the cultural sector in Saanich. The Municipality can further enrich its existing partnerships by having designated municipal staff, from various departments, actively participate in multicultural events and by offering its civic spaces on an in-kind basis to non-profit organizations and academic departments for these events. Presently, the Municipality collaborates with the InterCultural Association of Greater Victoria and the Victoria Immigrant and Refugee Centre which are the only two leading multicultural non-profit organizations in Victoria as well as with AMSSA (Affiliation of Multicultural Societies and Service Agencies of BC) located in Vancouver. The Municipality can also embark and strengthen partnerships with academic agencies such as the UBC Centre for Cultural Planning and Development, provincial agencies such as Creative BC and the BC Arts Council, and national agencies such as the Creative City Network of Canada and the Canadian Coalition of Municipalities Against Racism and Discrimination. There is also the valuable opportunity for the Municipality to engage in Private Sector Partnership Campaigns to create new public-private relationships and alliances around the sustainability pillar of cultural vitality, especially as many companies are now embarking on not only “corporate responsibility” but also “cultural responsibility” in their corporate mandates by providing major funding to multicultural projects and initiatives to the communities in which they operate. The Municipality can create new opportunities of collaborating and partnering with community agencies in order to broaden the public access to multicultural initiatives in Saanich and to showcase the cultural contributions of Saanich residents in the Greater Victoria region.



## Cultural Cafes, Cultural Roundtables and Cultural Summits

In order to discuss, liaise, learn and engage about the cultural issues, barriers, assets and resources in a community, the Municipality can create pathways of cultural conversations by hosting Cultural Cafes, Cultural Roundtables and Cultural Summits involving Municipal staff and community residents. These pathways offer a space for “conversations of culture” to take place where facilitators and moderators can guide the discussions with sets of questions, guest speakers and talkback sessions. To the Consultant’s knowledge, no Cultural Cafes, Cultural Roundtables and Cultural Summits have taken place in Saanich. The Capital Regional District did host an Arts Champion Summit in November 2016 at the Pacific Opera House with 110 participants from 70 organizations attending (CRD Arts Service Strategic Plan). The City of Victoria held a Cultural Café in March 2017 with community members and municipal staff participating in discussions on arts and culture, their visions for a vibrant arts and culture scene and how the City could support and enhance arts and cultural development. Future Cultural Cafes, Cultural Roundtables and Cultural Summits held in Saanich can be valuable important venues where community residents can shape with municipal staff their visions of what a vibrant, inclusive and diverse cultural sector and community can look like thereby incorporating their voices and visions on the cultural roadmap of Saanich.

## Community Cultural Survey

A Community Cultural Survey is one viable, user-friendly and inclusive way of having Saanich residents share their thoughts, concerns and feedback on cultural planning and development in their neighborhoods and communities. Surveys are often considered the most simplest and most common way to collect qualitative data. Community cultural surveys can provide a holistic snapshot on the “view of culture” by community residents to inform future cultural planning and development at their municipalities. These surveys can be distributed through printed copies at municipal venues such as recreation centres as well as on-line through municipal websites. The Municipality of Saanich can further explore cultural planning by conducting a community cultural survey with respondents such as residents and resident associations, cultural enterprises, multicultural groups, community groups, academic departments, youth, seniors, business/economic developers, tourism officials, and media agencies that live, work or play in Saanich.

## Cultural Resource Framework

The first step in undertaking cultural mapping, which informs a municipal cultural plan, is determining a consistent set of categories of cultural resources and assets in a community – known as a Cultural Resource Framework (CRF) – within which a wide range of existing information can be effectively consolidated and illustrated. For many municipalities, identifying and categorizing their community’s cultural resources and assets are an essential foundation for cultural planning and development. These cultural resources and assets, both

tangible and intangible, ultimately define a community's culture. Essentially, a Cultural Resource Framework acts as foundational element highlighting a consistent and measurable set of cultural resource and asset categories for a community. Some of these categories are: 1) Creative Cultural Industry (Cultural Managers, Artists); 2) Spaces and Facilities (Libraries, Performing Arts Centres); 3) Community Cultural Organizations (Multicultural Organizations, Arts Groups); 4) Cultural Heritage (Local Monuments, Built Heritage Properties); 5) Natural Heritage (Nature Reserves, Botanical Gardens); 6) Intangible Cultural Assets (Oral Traditions, Ceremonies); and 7) Festivals and Events (Multicultural Events, Cultural Heritage Tours). If the Municipality decides to embark on a Municipal Cultural Plan, then one of the first signposts on the cultural roadmap is to create a Cultural Resource Framework that categorizes the cultural resources and assets of Saanich.

### Cultural Mapping

Cultural Mapping is envisioned as a critical early phase of any cultural planning process as it is an essential planning tool to assist municipalities in creating municipal cultural policies and plans. Cultural Mapping identifies a community's cultural resources and assets, and analyzes the cultural needs of a community through broadly based consultative and collaborative processes. The extent and detail of a Cultural Map can be determined by the scope of the planning process and the resources and time available. For example, it could be a detailed process involving any combination of methods such as: community information sessions, focus groups, cultural cafes, cultural roundtables, public forums, invitations to the public to submit briefs, or surveys and questionnaires. There are many benefits to Cultural Mapping including: 1) a comprehensive database of all the cultural resources and assets in a community; 2) a marketing and promotional tool for cultural organizations; 3) a link between cultural venues/events and community residents; and 4) providing information to inform and guide policy decisions and strategic planning processes. If the Municipality decides to embark on a Municipal Cultural Report, then it is essential that it undertakes as one of the first steps a Cultural Mapping Assessment to identify, categorize and illustrate the cultural resources and assets that currently exist in Saanich.

### Municipal Cultural Plan

A Municipal Cultural Plan is a municipally led process, approved by Council, for identifying and leveraging a community's cultural resources and assets, strengthening the management of those resources and assets, and integrating those cultural resources across all facets of municipal planning, governance structures and decision-making. A Municipal Cultural Plan contains a Cultural Map which in turn consists of a Cultural Resource Framework – as all embody what is necessary to guide and drive a Municipality to create and value cultural creativity and vibrancy in its community. Holistically speaking, as an integrated, place-based approach, Municipal Cultural Planning takes into account the four common pillars of sustainability: economic prosperity, social equity, environmental responsibility and cultural vitality. A Municipal Cultural Plan for the Municipality of Saanich can be a valuable planning tool in measuring and assessing how the Municipality is specifically connecting and partnering with its culturally diverse residents and communities, and cultural organizations and enterprises; and reciprocally how these residents, communities, organizations and enterprises are connecting with the Municipality in terms of their

knowledge, awareness, and active representation in municipal cultural policies, resources, and governance structures. Significantly the end signpost on the cultural planning roadmap for the Municipality is the creation of a Municipal Cultural Plan.

## **6.0 CONCLUDING REMARKS**

This Municipal Cultural Planning Report is simply a *starting point* for the Municipality of Saanich to consider the value and importance of creating a cultural roadmap with key signposts and directions to guide the Municipality towards the final destination of a Municipal Cultural Plan. The purpose of this Report is to check the “pulse of cultural planning” today in the Municipality by investigating where cultural planning and development is housed and located within the Municipality and its governance structures, to learn from some of the best practices in cultural planning from other local governments nearby, to identify key gaps in the existing cultural planning domains, and to provide recommendations on how the Municipality can engage and embrace cultural planning within the Municipality and the Saanich community.

Through the research, analysis and stakeholder interviews for this Report, the Consultant discovered that arts planning and development in many municipalities, including Saanich, seem to take a front driver seat in the vehicle of planning whereas municipal directions and conversations around “culture” often take a back seat in planning dialogue and processes. Culture seems to be an “add-on” in many municipal departments as it is couched within Recreation and Parks, Community Services, and Arts Departments versus standing on its own accord with the merit of having its distinct Cultural Division/Branch and staff. The Municipality of Saanich has a Parks, Recreation and Culture Department and there is valuable work being conducted within this Department on cultural planning in terms of multicultural outreach and programming. However, the Municipality does not have a Cultural Policy or a Municipal Cultural Plan that are necessary planning tools to guide and direct the Municipality and its Staff in further embracing and embedding cultural planning into all of its municipal domains. The Consultant has discovered that there are “pockets of cultural planning” being conducted within each of the different Municipal Departments and concludes that there can be a stronger weaving of the threads of cultural planning between the Departments and Advisory Committees in order to create a strong, cohesive and collaborative fabric of cultural planning for the Municipality and the Saanich community.

The Consultant reviewed many municipal documents in order to highlight and contextualize specifically where the language of “culture” is embedded in Municipal policies, plans, strategies and departments as illustrated in the compilation of the “Municipality of Saanich Cultural Planning Context Matrix”. This Report and Matrix were created with the intention of Municipal staff and Council to have an initial understanding of how the Municipality is undertaking cultural planning in order to, at a future date, delve deeper into the research, analysis and preparation of a municipally approved planning process for the development of a comprehensive Cultural Map and a

Municipal Cultural Plan. The compilation of a Cultural Map and Municipal Cultural Plan is an extensive in-depth planning process requiring dedicated staff, resources, time and a budget. The Municipal Cultural Planning Report illustrates the myriad of benefits of developing and adopting a future Municipal Cultural Plan as this type of cultural planning tool can identify its community cultural resources, leverage its cultural resources through a variety of means, strengthen its management of their cultural resources, and integrate the use of its cultural resources into their planning and decision making processes to achieve specific outcomes. In addition, a Municipal Cultural Plan enables the Municipality to build, sustain and embolden new cultural bridges between the Municipality and its culturally diverse residents, cultural communities and the cultural sector. It is the hope of the Consultant that the Municipality of Saanich will “embrace Saanich” in a cultural planning context by understanding these and other immense benefits to creating a Municipal Cultural Plan in the future, as it illustrates to Saanich residents that the Municipality is truly investing in building a creative cultural community, enriching cultural experiences, and contributing immensely to the quality of life, economic sustainability and the cultural vibrancy of Saanich.

Saanich should take cultural pride in being the most ethno-culturally diverse municipality in all of the Capital Regional District. With increasing demographic waves of immigration coming onto the shores of Saanich, the Municipality has the opportunity to develop a Municipal Cultural Plan that will recognize the Municipality as a “champion of culture” and which will celebrate the creative contributions of its culturally diverse residents, multicultural communities and its cultural sector.

By creating cultural bridges between the Municipality and its cultural communities, Saanich can be enriched and proud of its cultural diversity where everyone can walk over to the other side coming together to create, express, celebrate and learn about one another and the world around us. It is with anticipated excitement that in the future, the Municipality of Saanich can join other municipalities across Canada by developing a Municipal Cultural Plan that enables the Municipality to be a beacon of light, creative change-maker and cultural catalyst for all of its residents, no matter where they come from, to proudly *Embrace Saanich!*

## **APPENDIX A**

### Municipality of Saanich Cultural Planning Context Research Matrix

### Municipality of Saanich Cultural Planning Context Research Matrix

Policy/Report Documents	Year Enacted	Relevant Goals/Policies
Sustainable Saanich Official Community Plan	Adopted July 8, 2008	
		3.3 Residents

		<p>By 2026, it is expected that one in three people will be over the age of 55. This trend has significant implications for the form and location of housing, and the provision of services – such as health care, education, arts and <u>culture</u>, recreation, transportation, and the design of the built environment.</p> <p>(page 3-3)</p>
		<p>4.2.6 Schools, Knowledge Centres &amp; Institutional</p> <p>Knowledge is an essential resource for creating and sustaining a strong economy, society and <u>culture</u>. A Knowledge Centre works to create and support an environment of information and technology transfer that nurtures the start up, incubation and development of innovation-led knowledge based businesses. Currently Saanich has three such Centres in varying states of development, namely: The former Glendale Lands which combines the Vancouver Island Technology Park (VITP), the Pacific Horticultural Centre, the Glendale Garden and Woodlands and Camosun College’s Interurban Campus; the University of Victoria; and Camosun College Lansdowne Campus.</p> <p>(page 4-22)</p>
		<p>5.2 Strengthening Community</p> <p>Community connections foster a sense of belonging and identity, participation and involvement, <u>diversity</u> and <u>inclusiveness</u>. They also provide the means for accessing resources, services, and activities, both within neighbourhoods and the wider community. Community’s connections can be strengthened through support for Saanich’s heritage, arts and <u>culture</u>, recreational and institutional facilities, programs and services, activities and events that bring people together, active citizen involvement and community partnerships, and accessibility. A municipality cannot legislate a “sense of community”, but it can provide the opportunities and supports necessary for the community to strengthen itself.</p> <p>(page 5-12)</p>
		5.2.2 Recreation

		<p>Parks and Recreation facilities provide amenities for residents and visitors that enhance community liveability and personal health. Saanich has several major community recreation centres that provide accessible, affordable, and inclusive recreation programming, ranging from sports and fitness opportunities to the exploration and enjoyment of arts and <u>culture</u>, and the organization of special events and activities that help foster the community's sense of identity and pride.</p> <p>(page 5-15)</p>
		<p>5.2.3 Arts &amp; <u>Culture</u></p> <p>Arts and <u>culture</u> are intrinsic to neighbourhood and community identity, liveability, and diversity. The contribution of the arts to the community goes beyond the social and aesthetic, contributing to civic pride and economic prosperity. A diverse arts community educates, entertains, generates revenue and employment, and enhances the quality of life for everyone. Support for, and recognition of the arts and associated industries may also encourage tourism and influence an individual's decision to visit or live in Saanich.</p> <p>(page 5-16)</p>
		<p>6.2 Diversification &amp; Enhancement</p> <p>Saanich is a small player in the global, national, and even provincial economies. As a result, it is important to align the Municipality's economic development strategies with regional initiatives. The more that those agencies with responsibility for economic development can work together to achieve common goals, the more likely it is that results will be achieved. A study undertaken by the Capital Regional District identified six opportunities offering the best economic development potential for the region:</p> <ul style="list-style-type: none"> <li>• expanding advanced technology and knowledge-based businesses;</li> <li>• expanding the tourism service sector;</li> <li>• sustaining and expanding the region's marine science and industry (e.g. ship/boat building and repair) sector;</li> <li>• expanding the sport, art, and <u>culture</u> sector;</li> </ul>



		<ul style="list-style-type: none"> <li>expanding and diversifying the agriculture sector; and</li> <li>developing and expanding education products and research.</li> </ul> <p>(page 6-5)</p>
		<p>Strategic directions of the Regional Growth Strategy</p> <p>Strategic Direction: Build Complete Communities Supporting recreation, institutions, public health and safety, heritage, arts and <u>culture</u> (Sections 5.1.4, 5.2.1, 5.2.2, 5.2.3, 5.2.4) (page 7-8)</p>
		<p>Table of Contents</p> <p>Map 20 <u>Cultural</u> Resources (Appendix)</p>
		<p>4.0 Vision Social Well-Being</p> <p>Saanich offers opportunities for balanced, active, and diverse lifestyles. Housing, public services and amenities are affordable, accessible and inclusive. Residents enjoy food security through the safeguarding of agricultural land and the promotion of community gardens and urban farming. The community's heritage is valued and promoted. Residents take advantage of a diverse range of recreational, educational, civic, social, arts, and <u>cultural</u> services. (page 2-1)</p>
		<p>5.0 Vision</p> <p>Economic Vibrancy Community activities and events generate inter-generational and inter-<u>cultural</u> interest, participation, and social integration. (page 2-2)</p>
		<p>4.2.2 Urban Design &amp; Accessibility</p>

		<p>Municipalities use Development Permit (Design) Guidelines to guide the form and character of new development and the redevelopment of existing buildings and sites. Design guidelines typically address safety, accessibility, aesthetics, characteristic elements, social and <u>cultural</u> history, technical infrastructure, environmental sustainability, economics, and all mobility modes. Perhaps most importantly, design guidelines address how to accommodate change and future growth in positive and appropriate ways.</p> <p>(page 4-13)</p>
		<p>4.2.2 Urban Design &amp; Accessibility</p> <p>Policies:</p> <p>4. Through the development review process consider the use of variances and density bonusing to secure public amenities such as; open space, playgrounds, landmarks, focal points, activity centres or <u>cultural</u> features.</p> <p>(page 4-15)</p>
		<p>4.2.3 Centres &amp; Villages</p> <p>Policies:</p> <p>2. Support developments in “Centres” and “Villages” that:</p> <ul style="list-style-type: none"> <li>• encourage diversity of lifestyle, housing, economic, and <u>cultural</u> opportunities;</li> </ul> <p>(page 4-17)</p>
		<p>4.2.3 Centres &amp; Villages</p> <p>Policies:</p> <p>3. Through the development review process consider the use of variances, housing agreements, covenants, phased development agreements and density bonusing to secure public amenities such as; open space, playgrounds, landmarks, focal points, activity centres or <u>cultural</u> features.</p> <p>(page 4-18)</p>

		<p>4.2.8 Parks, Trails, Open Spaces &amp; Vistas</p> <p>Open spaces enhance the community's liveability, health, and environmental sustainability by providing respite in built-up areas, neighbourhood character, landmarks, gathering places, areas of beauty, historic and <u>cultural</u> landscapes, safe active and passive outdoor recreation, alternative routes for recreation, transportation, exploration, connection to neighbourhoods, animal and plant habitat, biodiversity, and cleaner air and water.</p> <p>(page 4-25)</p>
		<p>4.2.9 Mobility</p> <p>Conventional mid-twentieth century development patterns, based predominantly on automobile use, have led to costly low-density suburban sprawl, air, noise and visual pollution, greenhouse gas emissions, the loss of environmentally and <u>culturally</u> significant areas, and, for some (particularly people who do not drive or own a car), social and economic isolation.</p> <p>(page 4-27)</p>
		<p>5.1.4 Public Health &amp; Safety</p> <p>Policies:</p> <p>3. Work with <u>multicultural</u> organizations to promote harmonious <u>intercultural</u> relations and access to community services.</p> <p>(page 5-11)</p>
		<p>5.2 Strengthening Community</p> <p>Community connections foster a sense of belonging and identity, participation and involvement, diversity and inclusiveness. They also provide the means for accessing resources, services, and activities, both within neighbourhoods and the wider community. Community's connections can be strengthened through support for Saanich's heritage, arts and culture, recreational and institutional facilities, programs and services, activities and events that bring people together, active</p>

		<p>citizen involvement and community partnerships, and accessibility. A municipality cannot legislate a “sense of community”, but it can provide the opportunities and supports necessary for the community to strengthen itself.</p> <p>Community Values:</p> <ul style="list-style-type: none"> <li>• Opportunities for residents of all ethnic and <u>cultural</u> backgrounds, income levels, abilities, and genders to participate in community life. Community connections foster a sense of belonging and identity, participation and involvement, diversity and inclusiveness.</li> </ul> <p>(page5-12)</p>
		<p>5.2.3 Arts &amp; Culture</p> <p>Policies</p> <p>3. Encourage ongoing participation in Regional Arts funding to support <u>cultural</u> facilities and initiatives.</p> <p>(page 5-17)</p>
		<p>5.2.3 Arts &amp; Culture</p> <p>Policies</p> <p>5. Develop and implement a strategy for the delivery of community arts and <u>cultural</u> service.</p> <p>(page 5-17)</p>
		<p>5.2.4 Heritage</p> <p>Policies:</p> <p>3. Expand the Saanich Community Heritage Register to include natural and <u>cultural</u> heritage resources, and consider assisting in the protection of inventories-at-risk.</p> <p>(page 5-18)</p>
		<p>Terms</p> <p>Environmentally Sensitive Area (ESAs)</p> <p>A term often used loosely to mean a site or area that has environmental attributes</p>

		<p>worthy of retention or special care. ESAs are important in the management of all landscapes and their functioning condition. ESAs range in size from small patches to extensive landscape features. They can include rare or common habitats, plants, and animals. ESAs require special management attention to protect fish and wildlife resources and other implicit natural systems or processes. They have also been broadly defined to include other scenic, historic, or <u>cultural</u> values, and may also include hazard lands.</p> <p>(page A1-2)</p>
		<p>5.2 Strengthening Community</p> <p>Community connections foster a sense of belonging and identity, participation and involvement, <u>diversity</u> and inclusiveness. They also provide the means for accessing resources, services, and activities, both within neighbourhoods and the wider community. Community's connections can be strengthened through support for Saanich's heritage, arts and culture, recreational and institutional facilities, programs and services, activities and events that bring people together, active citizen involvement and community partnerships, and accessibility. A municipality cannot legislate a "sense of community", but it can provide the opportunities and supports necessary for the community to strengthen itself.</p> <p>(page 5-12)</p>
		<p>5.2 Strengthening Community</p> <p>Community Values: Recognition, promotion, and support for excellence and <u>diversity</u> within the arts community.</p> <p>(page 5-12)</p>
		<p>5.2.3 Arts &amp; Culture</p> <p>Arts and culture are intrinsic to neighbourhood and community identity, liveability, and <u>diversity</u>. The contribution of the arts to the community goes beyond the social and aesthetic, contributing to civic pride and economic prosperity. A diverse arts</p>

		community educates, entertains, generates revenue and employment, and enhances the quality of life for everyone. Support for, and recognition of the arts and associated industries may also encourage tourism and influence an individual's decision to visit or live in Saanich. (page 5-16)
		Social Well-Being  Saanich offers opportunities for balanced, active, and diverse lifestyles. Housing, public services and amenities are affordable, accessible and <u>inclusive</u> . (page 2-1)
		5.1 Basic Needs  Community Values: A safe, <u>inclusive</u> , and healthy community. (page 5-3)
		5.1.2 Housing  The provision of a range of housing types that can accommodate people of different ages, incomes, family structures, and physical and social needs is one of the fundamental elements of creating and maintaining a healthy, <u>inclusive</u> , and sustainable community. As Saanich grows and as family and household characteristics change, a range of housing will be needed to accommodate new residents, meet the changing needs of an aging population, and provide lifestyle choices. (page 5-7)
		5.1.4 Public Health & Safety  Policies: Foster the development of a community that is safe, diverse and <u>inclusive</u> and where social interaction, physical activity, sense of place, and neighbourliness are actively promoted and supported. (page 5-11)

		<p>5.2 Strengthening Community</p> <p>Community connections foster a sense of belonging and identity, participation and involvement, diversity and <u>inclusiveness</u>. (page 5-12)</p>
		<p>5.2 Strengthening Community</p> <p>Community Values: A community that assists people to pursue healthy and active lifestyles through a wide range of <u>inclusive</u>, affordable, and accessible park, trails and recreational facilities and programs. (page 5-12)</p>
		<p>5.2.2 Recreation</p> <p>Parks and Recreation facilities provide amenities for residents and visitors that enhance community liveability and personal health. Saanich has several major community recreation centres that provide accessible, affordable, and <u>inclusive</u> recreation programming, ranging from sports and fitness opportunities to the exploration and enjoyment of arts and culture, and the organization of special events and activities that help foster the community's sense of identity and pride. (page 5-15)</p>
<b>District of Saanich 2015-2018 Strategic Plan</b>	<p>Adopted: October 26, 2015 Updated: June 15, 2017 Updated: July 9, 2018</p>	
		Corporate Objectives

		<p>Citizen Perspective: Strengthen the physical, social and <u>cultural</u> participation of citizens. (page 4)</p>
		<p>Vision of Social Well-Being</p> <p>Residents take advantage of various recreational, educational, civic, social, arts and <u>cultural</u> services. (page 13)</p>
		<p>Vision of Social Well-Being</p> <p>Community activities and events generate intergenerational and <u>intercultural</u> interest, participation and social integration. (page 13)</p>
		<p>Vision of Social Well-Being</p> <p>Saanich offers opportunities for balanced, active and diverse lifestyles. Housing, public services and amenities are affordable, accessible and <u>inclusive</u>. (page 13)</p>
		<p>Percentage of citizens that spend one to five hours per week in activities or events involving:</p> <p><u>Culture</u> – 2015 - 31% 2018 target &gt; 31% (page 15)</p>
<b>2018-2022 Financial Plan</b>	April 25, 2018	
		Consolidated Expenditure Budget for the Function of <u>Cultural</u> Services



		<p>2018 Budget Total - \$8,072,600  2017 Budget Total - \$6,098,100  (page 5)</p>
		<p>Net Departmental Costs for <u>Cultural</u> Services</p> <p>Net departmental operating costs include total expenditure less revenues or recoveries generated by the departments.</p> <p>2018 Budget Total - \$ 7,224,100  2017 Budget Total - \$ 6,897,200  (page 25)</p>
		<p>The Parks and Recreation Department develops social capital in the community and supports social well-being by ensuring our residents can connect with self, community, the District and the region in order to create a Healthy Saanich by:</p> <ul style="list-style-type: none"> <li>• Providing a wide range of programs and services (from arts to special events; <u>cultural</u> to social and environmental to sport), promoting active, healthy living (direct/indirect).</li> </ul> <p>(page 57)</p>
		<p>The Recreation Division is responsible for planning, coordinating and delivering a continuum of active living programs and services spanning all ages and abilities, and for planning, managing and maintaining the District's four recreation centres and the Cedar Hill Golf Course. The facilities, welcoming more than one million visitors annually and generating over \$12 million in revenues, offer a range of activity areas including: aquatics; arenas; gymnasiums; racquet sport courts, weight rooms; multi-purpose activity spaces; arts and <u>cultural</u> studios and public assembly areas.</p> <p>(page 57)</p>
		<p>Gordon Head Community Recreation Centre</p> <p>The Centre provides many community programs that focus on fitness, arts and <u>culture</u>, and <u>multicultural</u> programming.</p> <p>(page 64)</p>

		<p>Community Recreation Services supports access to Saanich recreation facilities and the creation of local initiatives that provide opportunities for citizens to lead a healthy lifestyle and to be engaged in their community. The goal is to maximize resources in the community by working alongside citizens, schools, social serving agencies, health care providers, special interest groups and neighbourhood committees to create quality recreation programs and to decrease the barriers many families and individuals face in accessing recreation services.</p> <p>The Section provides a wide variety of services including municipal and community special events, community development, volunteering, inclusion and accessibility services for low income citizens, youth services and teen centres, summer playground programs, seniors and active aging initiatives, parks programming, <u>multicultural</u> and social programs, and healthy eating initiatives.</p> <p>2018 Net Budget - \$ 1,180,900  2017 Net Budget - \$ 1,129,800  (page 67)</p>
		<p>Cultural Services</p> <p>The <u>Cultural</u> Services budget is primarily comprised of Library Services and the Swan Lake Nature House. Library Services are provided by the Greater Victoria Public Library in accordance with the Library Operating Agreement at the downtown main branch and at four branches located in Saanich: Bruce Hutchison, Nellie McClung, Emily Carr and Centennial Library. Maintenance of the branch libraries is performed by Saanich staff. The Swan Lake Christmas Hill Nature House is operated under the terms of a management contract.</p> <p>Cultural Services Budget:  2018 Net Budget - \$7,224,100  2017 Net Budget - \$ 6,897,200  (page 69)</p>

<b>District of Saanich Strategic Facilities Master Plan</b>	April 2018	
		<p>8.1 Public Engagement: Phase I &amp; II Report</p> <p>While feedback was largely positive in both phases the following issues and topics were raised by residents and participants:</p> <ul style="list-style-type: none"> <li>Design of facilities should promote <u>inclusiveness</u> and be <u>culturally</u> sensitive and appropriate.</li> </ul> <p>(page 129)</p>
		<p>8.4.1 Environmental, Site design</p> <p>8.4.1.6 Support and secure where possible public amenities such as open space, playgrounds, land-marks, focal points, activity centres or <u>cultural</u> features. (OCP 4.2.3.3)</p> <p>(page 140)</p>
<b>Heritage Action Plan</b>	Februray 2007	
		<p>The District of Saanichís Vision for 2025 includes a statement that a Healthy Community is one where social values and the economy are enhanced by the preservation of heritage and the promotion of arts and <u>cultural</u> elements.and sense of place.</p> <p>(page 1)</p>
		<p>Heritage resources are non- renewable resources that include both natural and man-made physical features, artifacts, and <u>cultural</u> elements associated with human activity.</p> <p>(page 1)</p>
		<p>Archival material, historic buildings, <u>cultural</u> heritage landscapes and sacred spaces, natural heritage features (trees, lakes, bogs), artifacts, archaeological resources, and interpretive programs are important aspects of Saanich heritage resources.</p> <p>(page 1)</p>

		Heritage Action Plan began with a brainstorming session with the Arts, <u>Culture</u> and Heritage Advisory Committee in April 2006. (page 3)
		In 2006 the Saanich Heritage and Archival Advisory Committee was reformulated by Council to provide better service to the community and to better align the committees with the Corporate Strategic Plan. The responsibilities and duties of the old committee were split between the new Arts, <u>Culture</u> and Heritage Advisory Committee and the Saanich Heritage Foundation. (page 6)
		The Arts, <u>Culture</u> and Heritage Advisory Committee (ACHA) is a body of municipally appointed citizens and one Council member that advises Council and makes recommendations regarding arts, <u>culture</u> and heritage issues. (page 6)
		Goal 2: Strengthen Heritage Resource Inventory Objectives: A. Inventory natural and <u>cultural</u> heritage resources. (page 13)
		Goal 3: Promote Heritage Awareness  Objectives: A. Develop <u>cultural</u> tourism programs  Action: 1. Organize a 'community mapping' project involving Saanich residents in identifying the natural and <u>cultural</u> heritage resources of Saanich (page 13)
		Goal 3: Promote Heritage Awareness  Objectives:

		<p>B. Provide Interpretation on site.</p> <p>Action:</p> <ol style="list-style-type: none"> <li>1. Develop a plan for future on site interpretation throughout the community, including a heritage signage program, to educate the public of the heritage significance of natural and <u>cultural</u> resources.</li> </ol> <p>(page 13)</p>
		<p>Goal 3: Promote Heritage Awareness</p> <p>Objectives:</p> <p>E. Coordinate programs and presentation for heritage education and awareness.</p> <p>Action:</p> <ol style="list-style-type: none"> <li>1. Investigate opportunities for workshops, courses, and/or presentations promoting <u>cultural</u> awareness.</li> </ol> <p>(page 14)</p>
<b>Population Projections Trend and Capacity Build-Out Analysis</b>	September 2013	
		<p>2.7 Regional Building Permit Analysis Annual</p> <p>However, from a commercial, institutional and residential perspective Saanich is a significant and important location for providing opportunities to live, work, shop, stay and play. For Saanich, the higher value proposition for taxes, land utilization, retention of workforce and protection of environment (physical, social and <u>cultural</u>) lies in promoting commercial, institutional and residential projects which can most efficiently be clustered in and around Saanich's Centres and Villages, while being served by existing road and transit infrastructure.</p> <p>(page 20)</p>
		<p>3.3 Tourism</p> <p>Victoria is frequently cited as one of the top tourist destinations in Canada, with a diversity of tourism activities ranging from business tourism to <u>cultural</u> tourism to</p>

		sports tourism. (page 27)
		3.3 Tourism  Client Industries: Travel Agencies Hotels, Restaurants & Retail <u>Cultural</u> Attractions Parks & Campgrounds Airlines & BC Ferries Taxis, Public Trans.& Bus Tours Guided Eco Tourism (page 27)
		3.4 Government  Client Industries: Hotels Restaurants Entertainment & Attractions Recreation & Amenities Retail Local Goods & Services <u>Cultural</u> Attractions (page 29)
		3.6 Education  Client Industries: Educational Museums <u>Cultural</u> Attractions Cafes, Restaurants & Retail

		Sports & Recreation Music & Art Festivals Construction (page 32)
		3.6 Education  The economic impact of the university extends to the wider community by providing learning and <u>cultural</u> experiences. These experiences include, but are not limited to: → Athletic Events → Concerts, Theatre Performances and Exhibitions → Public Lectures  The University of Victoria's Division of Continuing Studies serves more than 16,000 students per year with a local economic impact of \$30 million.  The University of Victoria's annual impact on B.C.'s economy, according to a 2012 report is estimated at \$3.2 billion. → University of Victoria: 19,905 students (Saanich) → Royal Roads University: 2,700+ students (Colwood) → Camosun College: 12,500 students (Saanich)  (page 32)
		3.9 Retail  Client Industries: Hotels Restaurants & Cafes Entertainment & Attractions Recreation & Amenities <u>Cultural</u> Amenities Education/Youth (page 38)

		<p>10.0 Industrial Supply Analysis</p> <p>On the other hand, high tech industrial tenants often seek distinctive terrain, high quality neighbourhoods, proximity to highways, commercial areas, recreational facilities and <u>cultural</u> amenities.</p> <p>(page 116)</p>
		<p>Important locational considerations and requirements that need to be considered in the allocation of commercial &amp; industrial land uses in the District of Saanich include the following:</p> <ul style="list-style-type: none"> <li>• Availability, range, amount and size of land parcels;</li> <li>• Context in relation to transportation &amp; accessibility (roads, rail etc.);</li> <li>• Servicing (availability, road capacity, fire services, expansion etc.);</li> <li>• Compatibility (adjacent land uses, density, emissions, noise, etc.);</li> <li>• Environmental Constraints (rivers, agricultural land, floodplain etc.);</li> <li>• Sustainability (social/<u>cultural</u>, economic, environmental);</li> <li>• Provision of amenities &amp; services;</li> <li>• Proximity to residential (commute times); and</li> <li>• Parking</li> </ul> <p>(page 235)</p>
<b>Public Process Handbook</b>	August 2015	
		<p>Where 2015 Municipal Taxes are Spent:</p> <p><u>Cultural</u> (including Library) = 5%</p> <p>(page 10)</p>
		<p>The goal of public participation is to create opportunities for citizens from different <u>cultures</u>, backgrounds and with different points of view to come together to share their opinions and views with staff and elected officials. Listening and learning from citizens assists Council as they move forward in solving problems and making decisions. Public participation is not always meant to achieve absolute consensus or agreement, nor is it intended to delegate the final decision to the community. Mayor</p>



		and Council still have to make the final decisions, but with valuable input from citizens, those decisions are more informed and responsive to public concerns and values. (page 15)
<b>Saanich Police Strategic Plan 2012-2016</b>		
		<p>Diversity:</p> <p>We serve a very <u>diverse</u> community. Over 17 percent of the Saanich population is considered to belong to an ethnically or <u>culturally</u> distinct background. Additionally, there are many people who live <u>diverse</u> lifestyles. All of our differences should be honoured and understood. Our consultation process brought forward numerous suggestions as to how we can better serve our many <u>diverse</u> communities. These suggestions range from recruiting practices to outreach strategies – and while it was recognized that we are respectful of the <u>diversity</u> of Saanich, more can be done. Over the next five years we will undertake initiatives that will enhance our capacity to serve in this regard.</p> <p>(page 20)</p>
<b>Older Adults Strategy</b>	<b>June 2017</b>	
		<p>Introduction:</p> <p>In 2016, Saanich Parks and Recreation connected with the community through a variety of public engagement methods to find out what is working well for older adults and what change are recommended for the next 5-10 years of programs and services. Our new strategy is designed to respond to and anticipate the diverse needs of this changing demographic. With specific improvements planned for programs, parks and facilities we envision Saanich as a community where all adults can engage in meaningful social, <u>cultural</u> and recreational experiences.</p> <p>(page 5)</p>
		Barriers to participation are many:

		Other less obvious barriers include language differences, <u>cultural</u> differences, low confidence and fear to join or try a new activity. (page 6)
		Health benefits are not fully recognized:  The benefits of participating in social, <u>cultural</u> or recreation programs are not fully appreciated by all older adults, nor are they adequately recognized and supported by the provincial health system. (page 7)
		We will explore new ways to offer introductory programs in the arts, fitness and health, opportunities for self-organization, more programs affordable to those of low income and programs designed to serve <u>multicultural</u> , multi-generational and LGBTQ participants. (page 7)
		As a <u>culturally</u> diverse municipality, cross- <u>cultural</u> collaboration will help improve translation services and open up recreation to all ethnicities. (page 8)
		Participants in surveys and public engagements explained how specific changes would increase their chances of committing to active involvement in programs. These include: More cross- <u>cultural</u> and non-English-based programs. (page 13)
		Our goal is to have people come to know community centres as inclusive places that offer social connections, community resources and health programs as well as opportunities for arts, cultural, continued learning and physical activities. (page 17)
		How can we best reach and engage participants from many <u>cultures</u> in recreation and parks opportunities? With our <u>diverse</u> population, <u>inclusive</u> of many languages And ethnicities, Saanich must find a way to provide accessible language translation

		<p>services that can guide those who are not fluent in English. We can learn from other community agencies that have reframed their digital and print communication to enable translation into other languages (e.g., touchscreen directories in shopping malls, public library help screens, Google Translate mobile application).</p> <p>(page 26)</p>
		<p>How do we become recognized as a hub where people come to experience a variety of physical opportunities interwoven with arts, <u>cultural</u> and social activities which invite social connections?</p> <p>(page 26)</p>
		<p>Our Intention:</p> <p>Isolated seniors and cultural groups are more aware of parks and recreation opportunities.</p> <p>(page 40)</p>
		<p>Goal:</p> <p>Meet with <u>cultural</u> groups to define needs and how Saanich can assist in creating Opportunities and programs.</p> <p>List of <u>cultural</u> groups to meet with is created.</p> <p>(page 40)</p>
		<p>Outcome:</p> <p>Meetings held with <u>cultural</u> groups and relationships built.</p> <p>(page 40)</p>
		<p>Goal:</p> <p>New <u>cultural</u> programs are created where need exists.</p> <p>2018</p> <p>\$2,000/yr</p>

		Community Services (page 40)
		Goal: Assess Google Translation service and identify any additional translation services needed. Work with <u>InterCultural</u> Association to obtain translation services as needed (page 42)
		Upon review, it was determined that a new Older Adults Strategy was needed with an implementation plan and resources in order for the Department to be ready for the changing demographic and changing needs. This project was cited as a priority in the Saanich Strategic Plan (2015- 2018) to learn current and future needs for supporting the active lifestyles and <u>cultural</u> participation for Saanich's <u>diverse</u> population of older adults. (page 50)
		We sought out residents for whom participation in our services was a huge challenge due to financial restraints, accessibility barriers, <u>culture</u> and language difference, and diminishing physical capacity that prevented involvement in traditional recreational activities. (page 53)
		Signage <ul style="list-style-type: none"> <li>• Explore opportunities to expand interpretive and directional signage programs to educate the community about our natural and <u>cultural</u> heritage, encourage safe use of parks and trails, and provide easy way-finding.</li> </ul> (page 58)
		Objective 11 – <u>Cultural</u> Bridging Events <ul style="list-style-type: none"> <li>• ongoing, offering Moonfest, and incorporating various <u>cultures</u> into events</li> </ul> Staff Awareness: <ul style="list-style-type: none"> <li>• work regularly with <u>Intercultural</u> Association (ICA) seniors to introduce them to</li> </ul>

		<p>recreation and parks</p> <ul style="list-style-type: none"> <li>• ongoing training through Safe Harbour programs and ICA connection</li> </ul> <p>(page 59)</p>
		<p>Objective 15 - Regional Facility Planning Accessibility</p> <ul style="list-style-type: none"> <li>• Ensure all new or renovated parks, recreation and <u>cultural</u> facilities (whether regional or District-operated) focus on the need for access by users of all abilities. Continue to follow guidelines and initiatives outlined in the 2009 Measuring Up report</li> </ul> <p>(page 59)</p>
		<p>Glossary of Terms:</p> <p><u>Culture</u>: The customary beliefs, social forms, and material traits of a racial, religious, or social group.</p> <p><u>Cultural Diversity</u>: The existence of a variety of <u>cultural</u> or ethnic communities within a society.</p> <p><u>Diversity</u>: The unique characteristics that all people possess that distinguish them as individuals.</p> <p>(page 77)</p>
<b>Youth Development Strategy and Implementation Plan</b>	<b>December 2015</b>	
		<p>While a portion of Saanich youth continue to be successfully involved in sports and <u>cultural</u> activities, a growing majority of youth report being uninvolved in active participation.</p> <p>(page 5)</p>
		<p>Changing Face of Youth: Increasingly, youth are identifying themselves as being distinct from the mainstream due to <u>cultural</u> identity, economic, physical, cognitive or other differences, and describing formidable barriers to participation in traditional recreation programming.</p>

		(page 5)
		<p>Sustain successful programs and services for youth:</p> <ul style="list-style-type: none"> <li>• Reducing barriers and creating multiple ways for youth to participate in recreation and <u>cultural</u> experiences</li> </ul> <p>(page 6)</p>
		<p>Our Strategic Priorities:</p> <p>Increase Participation: With declining levels of youth participation in physical and <u>cultural</u> forms of recreation, our priority is to offer more affordable, accessible activities.</p> <p>(page 7)</p>
		<p><u>Diverse</u> Identities: Other barriers described by youth were related to the unique set of challenges, abilities, identity and self-esteem issues faced by today's youth. Youth affected by cognitive or physical abilities, challenges of poverty, lack of family support, as well as those whose <u>diversity</u> is shaped by their sexual orientation, gender identification (i.e. Lesbian, Gay, Bisexual, Transgender, Queer, Two Spirit (LGBTQ2+), social groups or <u>cultural</u> identification explained how difficult it can be to engage in recreational activity.</p> <p>(page 11)</p>
		<p>We learned that traditional recreation, <u>culture</u> and parks venues can serve mainstream youth effectively, but more intentional or focused effort to create programs and services may welcome participation of youth who perceive themselves on the "outside".</p> <p>(page 11)</p>
		<p>The degree of stress and anxiety experienced by today's youth was repeatedly cited as another factor that lessened their chance of participating in recreation and <u>cultural</u> activities.</p> <p>(page 11)</p>

		<p>“We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal- Crown relations. This will require skills-based training in <u>intercultural</u> competency, conflict resolution, human rights, and anti-racism (Truth and Reconciliation Commission of Canada, 2015, p.271).</p> <p>(page 14)</p>
		<p>Through Saanich’s participation at the Community Partner Network table, much Positive work has already been done to support the Inter-<u>Cultural</u> Association of Greater Victoria and Victoria Immigrant and Refugee Centre Society to support their populations. We realize that more can be done to support youth from varied <u>cultural</u> backgrounds and newcomers to Canada.</p> <p>(page 14)</p>
		<p>It’s also important to give youth opportunities to experience healthy risk in the realm of arts and <u>culture</u>. The risk of expression means putting oneself on the line in public speaking, performance or offering one’s creations in public display, all of which represent real risk and chance of failure, a natural aspect of learning in the arts.</p> <p>(page 15)</p>
		<p>Many youth explained how they have gained powerful work experience and life-skills through involvement with a variety of Saanich’s recreation and <u>cultural</u> programs.</p> <p>(page 18)</p>
		<p>In our consultations we also found many youth find themselves left on the margins of recreational and <u>cultural</u> opportunities due to several sources of diversity;</p> <ul style="list-style-type: none"> <li>• sexual or social orientation, gender identification, <u>cultural</u> identification;</li> <li>poverty;</li> </ul>

		<ul style="list-style-type: none"> <li>• youth with physical disabilities; those with cognitive disabilities;</li> <li>• families that do not value conventional recreation in a Canadian context due to ethnic background, and families for whom recreation holds little value;</li> </ul> <p>(page 19)</p>
		<p>Action:</p> <p>Identify unique needs and co-create programs and services as needed for youth participation (eg. transgender, <u>cultural</u>)</p> <p>New programs or services offered that support <u>diverse</u> groups</p> <p>(page 27)</p>
		<p>Action:</p> <p>Offer training to staff and volunteers related to building cross-<u>cultural</u> understanding and communication across <u>cultural</u> boundaries.</p> <p>Safe Harbour training conducted for department. Offer additional training and awareness as available and needed.</p> <p>(page 27)</p>
		<p>Action:</p> <p>Initiate discussions between School Districts and Parks and Recreation to form agreements that support recreation and <u>cultural</u> opportunities for students in Middle and High Schools.</p> <p>(page 28)</p>
		<p>Outcome:</p> <p>Youth Programmers are working with an identified group of schools and have a familiarity with the <u>culture</u>, staff and youth at each school.</p> <p>(page 28)</p>

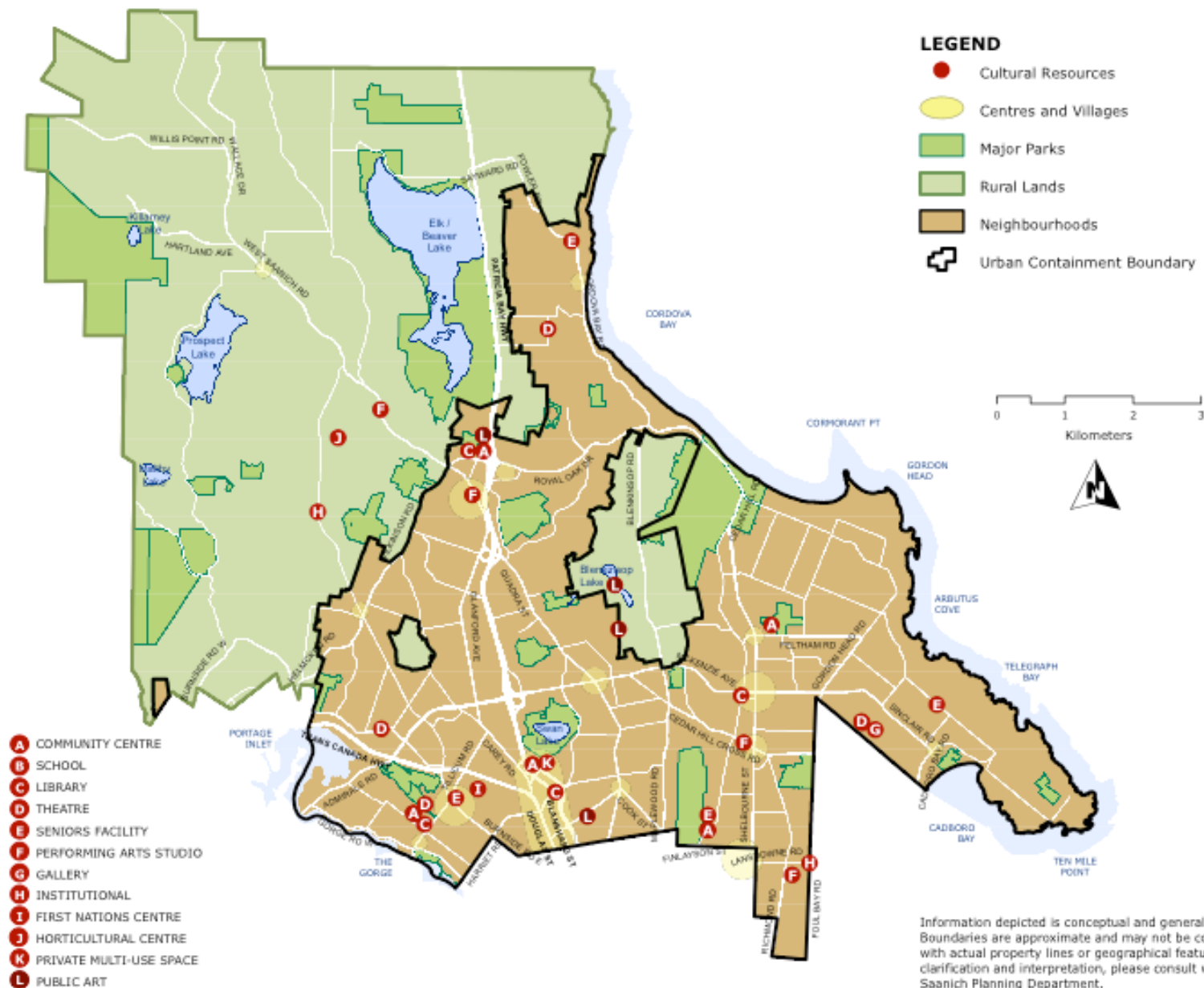


		<p>Goal:</p> <p>Create a Youth Development Start-Up Fund to engage youth in the co-creation of events, programs and services including arts, <u>culture</u>, recreation, sports, clubs, meet-ups and/or outdoor play.</p> <p>(page 28)</p>
		<p>Action:</p> <p>Youth Programmers initiate a meeting structure that is mutually beneficial With Songhees Nation, Victoria Native Friendship Centre, <u>Inter-Cultural</u> Association of Greater Victoria and Victoria Immigrant Refugee Centre Society, and Community Partnership Network to support youth development in their communities.</p> <p>(page 30)</p>
		<p>Action:</p> <p>Create awareness of how to mitigate the effects of high levels of stress and anxiety in youth population through parks and recreation.</p> <p>Promote recreation, <u>culture</u> and the arts as some avenues to support positive youth mental health specifically addressing alarming rates of anxiety, stress, depression and mental health issues.</p> <p>(page 34)</p>
		<p>Action:</p> <p>Continue to create opportunities for youth where they are actively contributing to recreation, parks and <u>culture</u> (e.g., Saanich Youth Council, Community Youth Team - CoYoTe, new Youth Communication Advisory Team).</p> <p>(page 35)</p>
		<p>Recreation Inclusion Statement with findings from YDS Update statement to include information about the LGBTQ2+ community, <u>intercultural</u> complexities and</p>

		Indigenous experience. (page 36)
		Reducing barriers and creating multiple ways for youth to participate in recreation and <u>cultural</u> experiences. (page 45)
		“Saanich offers opportunities for balanced, active and diverse lifestyles...public services and amenities are affordable, accessible and inclusive; residents take advantage of a diverse range of recreational, educational, civic, social, arts and <u>cultural</u> services; community activities and events generate inter- generational and <u>inter-cultural</u> interest, participation and social integration; citizen awareness, education and collaborative involvement promote a shared responsibility and ownership of community development.” (page 47)
		Cultural Bridging: Relationships established with <u>Inter-Cultural</u> Association of Greater Victoria (ICA) and Victoria Immigrant and Refugee Centre Society (VIRCS).  Host the Enable Program for new immigrant youth in partnership with VIRCS (page 48)
		Our work with the Project Team and Youth Research team gave the Core group time to consolidate protocols and establish our style of working together. Our focus for public engagement was an exploration of youth perspectives and experience with recreation, <u>culture</u> and parks in Saanich. (page 54)

## **APPENDIX B**

### OCP Map 20 Cultural Resources



## **APPENDIX C**

### Stakeholder Interview Contacts

Note: Will be prepared for the November 28<sup>th</sup> HSAC Committee Meeting

## **APPENDIX D**

### Bibliography

Note: Will be prepared for the November 28<sup>th</sup> HSAC Committee Meeting