

### STRATEGIC PRIORITY 1: CONNECTING PEOPLE AND SPACES

**GOAL:** Everyone feels welcome and able to access affordable spaces for creative participation, production and enjoyment.

**\*\*Blue highlights diversity, equity and inclusion action items.**

ACTIONS:	PROGRESS TO DATE:
1. Use parks, open spaces, community centres and schools, to act as creative nodes in neighbourhoods.	
2. Identify opportunities for inclusive, collaborative community arts and creative-placemaking participation activities facilitated by artists and other creative practitioners. a) Build relationships with community associations and organizations to expand the number and range of creative participation opportunities at the neighbourhood level. b) Support opportunities for citizen and neighbourhood-led efforts and community networks to connect with one another, coordinate efforts and scale up creative ideas.	<ul style="list-style-type: none"> <li>• Since its inception in 2016 the My Great Neighbourhood Grant program has funded 13 murals: Vic West (1), Fairfield Gonzales (1), Oaklands (3), North Park (1), James Bay (1), Hillside Quadra (1), Fernwood (2), Downtown/Harris Green (2) and Burnside Gorge (1) neighbourhoods.</li> <li>• Developed Mural Roster and Mural Toolkit to support community and citizen-led mural projects.</li> <li>• Look for opportunities to meet with the community through association meetings, community celebrations and neighbourhood planning including upcoming arts and culture events to support Fernwood, North Park and Quadra Village Neighbourhood planning.</li> </ul>
3. In keeping with the Parks and Open Spaces Master Plan incorporate outdoor art projects and programs into the parks and open spaces system through the existing artist-in-residence program.	<ul style="list-style-type: none"> <li>• Artist in Resident projects including Luke Ramsey’s washroom murals on parks washrooms, skateboard park signage, Kathryn’s meet and greet event at the Cameron bandshell.</li> </ul>
4. Facilitate creative tool libraries into neighbourhoods or at a designated centralized location.	
5. Liaise with School District representatives to identify opportunities for enhancing arts education and involve local arts practitioners in schools.	<ul style="list-style-type: none"> <li>• Artist in Resident Kathryn Calder working with students at Vic High School.</li> <li>• Youth Poet Laureate and Poet Laureate guest speakers and workshops in schools.</li> </ul>
6. Update the Art in Public Places Policy and expand and modify public art program to include:	

<p>a. Facilitate public art and placemaking requests;</p> <p>b. Support continuation of artist opportunities on City capital projects and Artist in Residence program;</p> <p>b. Work with Planning Department to implement Visual Victoria and related public art objectives in local area plans;</p> <p>c. Encourage temporary public art interventions and pop-up opportunities;</p> <p>d. Enable the animation of Victoria’s parks and open spaces by developing a permitting process for temporary arts and culture installations and activities (Parks Master Plan)</p> <p>e. Connecting artists with wall/mural spaces on private buildings;</p> <p>f. Create and manage a civic interior art collection and provide exhibition opportunities;</p> <p>f. Improve public art maintenance by creating a reserve fund or increase funding;</p> <p>g. Develop a memorial and commemorations policy and guidelines;</p> <p>h. Develop a mural toolkit to assist with facilitating requests and projects;</p> <p>i. Animate public art collection and intangible cultural assets through tours, workshops, storytelling and other engagement activities.</p> <p>j. Explore community art funding stream as part of My Great Neighbourhood Grant program.</p>	<ul style="list-style-type: none"> <li>• Completed updated public art policy and established a reserve fund for maintenance.</li> <li>• Developed mural toolkit and roster to facilitate requests.</li> <li>• Continuation of Artist in Resident program and integration on capital projects.</li> <li>• Commute, Commercial Alley, Vacant Storefront and banner competitions provide pop-up and temporary art opportunities</li> <li>• Concrete Canvas: 18 murals on private buildings within Rock Bay, including free walking tours, artist talk and wrap up event with free hands on mural making activities.</li> <li>• Sacred: indoor art exhibition opportunity and provided educational tours of the exhibition.</li> <li>• Annual Indigenous Art Symposium including workshops, talks, performances and storytelling.</li> </ul>
<p><b>ACTIONS:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Create a Cultural Spaces Roadmap to serve as a guide for phased investment and planning by:</p>	<ul style="list-style-type: none"> <li>• 2020 WORKPLAN</li> </ul>
<p>a. Identify and collate the mapping and listing of all City-owned spaces, City-leased spaces, and upcoming or new potential spaces (either repurposed such as industrial zones, and/or renovated spaces; as well as purpose-built venues)</p>	
<p>b. Work in partnership with other levels of government towards completing needs assessment and feasibility studies, and secure funding for a purpose-built multi-use cultural venue (e.g. Central Library, 28 Bastion Square).</p>	<ul style="list-style-type: none"> <li>• Completed feasibility study, design charrette and draft business plan with community.</li> </ul>

<p>c. Seize opportunities to include creative spaces within existing City infrastructure projects (e.g. Crystal Pool, Library, affordable housing, etc.)</p>	
<p>d. Introduce an arts incubator or hub as part of the cultural spaces planning.</p>	<ul style="list-style-type: none"> <li>• Alignment with Creative Hub vision.</li> </ul>
<p>2. Optimize City funding allocation towards existing cultural facilities:</p>	
<p>a. Address the needs surrounding performance spaces such as the Royal and McPherson Theatres to align with the Cultural Spaces Roadmap and any other planning processes.</p>	<ul style="list-style-type: none"> <li>• 2020 WORKPLAN</li> </ul>
<p>b. Support cultural venues in seeking funding from partners and other levels of government.</p>	
<p><b>ACTIONS:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Create a Cultural Infrastructure Fund for both existing and new spaces beginning with a \$100,000 investment by the City to leverage and attract private and public donations, with an emphasis on legacy giving, to encourage cultural leadership and philanthropy.</p>	<ul style="list-style-type: none"> <li>• 2020 WORKPLAN</li> </ul>
<p>2. Incorporate support infrastructure and amenities at key parks to host special events on a regular basis (Parks and Open Space Master Plan)</p>	
<p>3. Expand artsvictoria.ca to allow users to identify unused, underused or available types of cultural spaces as part of ongoing cultural mapping.</p>	<ul style="list-style-type: none"> <li>• Community-led initiative.</li> </ul>
<p>4. Integrate within artsvictoria.ca a digitally based ‘match-making’ function to link vacant spaces (e.g. empty storefronts or micro venues) with artists and creative practitioners. Link with Space finder BC.</p>	<ul style="list-style-type: none"> <li>• Community-led initiative.</li> </ul>
<p>5. Create a service role and function within the Arts, Culture and Events Team to oversee cultural space development, project identification, and to act as an intermediary/broker between other City Hall departments, the private sector and partners.</p>	<ul style="list-style-type: none"> <li>• 2020-2021 WORKPLAN</li> <li>• Facilitated introductions between developers and non-profit arts organizations on Fort St. for temporary use during redevelopment process.</li> </ul>
<p>6. Continue to engage with the creative and cultural community in ongoing dialogue and participation in space needs.</p>	<ul style="list-style-type: none"> <li>• Hosted vacant storefront and spaces information session at the Fort Street pop up MFA University of Victoria exhibition.</li> </ul>

	<ul style="list-style-type: none"> <li>Engagement events as part of 28 Bastion Square Creative Hub project.</li> </ul>
7. Create a suite of tools and actions within the regulatory environment to ‘reduce the red tape’, and address space needs through zoning and bylaw review and amendments, and other regulatory mechanisms including but not limited to:	
<ul style="list-style-type: none"> <li>Tax incentives or subsidies for creative spaces</li> </ul>	
<ul style="list-style-type: none"> <li>Developer incentives such as amenity bonus contributions for creating new creative/cultural spaces, including live/work studio spaces;</li> </ul>	
<ul style="list-style-type: none"> <li>Easing permitting functions for special events and festivals in public space.</li> </ul>	
<ul style="list-style-type: none"> <li>Identify opportunities to increase activation of Beacon Hill Park specifically addressing barriers to community use for concerts, events and festivals.</li> </ul>	
<b>ACTIONS:</b>	<b>PROGRESS TO DATE:</b>
1. Identify as part of the Cultural Spaces Roadmap, existing venues and spaces that require modifications for accessibility.	<ul style="list-style-type: none"> <li>2020 WORK PLAN.</li> </ul>
2. Work with the arts and culture community in creating awareness of tools and resources to ensure accessibility standards are met and share the City’s accessibility checklist to minimize barriers to audiences.	<ul style="list-style-type: none"> <li>Alignment with Accessibility Framework. Work in progress with other departments.</li> </ul>
3. Improve Festival Equipment Loan inventory of accessibility equipment (i.e. cable mats, wheelchair ramps) for events and festivals.	<ul style="list-style-type: none"> <li>Purchased additional cable mat covers and wheelchair ramp to improve accessibility at permitted events.</li> </ul>
4. Work with the technology community in identifying tech-based solutions to help increase access to the arts.	
5. Seek opportunities for family programming with current City-run programs, and where possible, work with stakeholders to mitigate barriers for families to enjoy and participate in cultural programs, events and festivals.	<ul style="list-style-type: none"> <li>Increased family programming at Cameron Bandshell and Canada Day celebrations.</li> </ul>

6. Increase funding to Festival Investment Grant Program.	<ul style="list-style-type: none"> <li>• Additional funding added to the program since Create Victoria adoption</li> </ul>
7. Use art as a tool for community wellness and opening up opportunities for marginalized communities through inclusivity initiatives with identified partners.	<ul style="list-style-type: none"> <li>• Youth in the Square drop in art with artist mentors, BBQ and mural making.</li> <li>• Lindsay Delaronde 12-week therapeutic art classes at Our Place.</li> </ul>
8. Support distribution of unsold tickets to students, youth and marginalized communities to increase access to cultural events.	
9. Align with affordability initiatives by identifying artists and creators as potential applicants for affordability housing.	<ul style="list-style-type: none"> <li>• Housing motion: That Council direct staff to align the Create Victoria Masterplan with the Victoria Housing Strategy to include the creation of housing for artists as a goal of the Victoria Housing Strategy.</li> </ul> <p>And that Council direct staff to consider ways to encourage the creation of affordable housing through the implementation of existing policies including the inclusionary housing policy, housing reserve fund, and other relevant policies.</p>
10. Identify opportunities to address community needs of equity, diversity, and social inclusion and encourage social change arts practices and arts-based strategies for addressing matters of social and civic importance.	
11. Create an inter-agency working group to facilitate collaboration between agencies to use arts to address specific civic and community goals.	<ul style="list-style-type: none"> <li>• Youth in the Square Inter-Agency Working Group. In progress: Establishing an Indigenous Arts Resource &amp; Support Roundtable and Climate Action and Arts Roundtable.</li> </ul>
12. Include artists and cultural organizations in strategic discussions about the future of the city and use art and design to better communicate and deepen understanding of complex policy issues.	<ul style="list-style-type: none"> <li>• Climate Action and Arts Roundtable,</li> <li>• Arts and Culture Focus Group for Fernwood, North Park and Quadra Village and Corridor Planning.</li> </ul>
13. Increase transparency and access to information about City programs, services and funding programs and identify where equity issues need to be addressed.	<ul style="list-style-type: none"> <li>• Hosted two grant workshops to increase awareness and access to the grant program.</li> <li>• Hosted information sessions for many public art calls including Commute, and the Artist in Residence and Indigenous Artist in Resident Programs.</li> </ul>
14. Support cross-cultural interactions and more inclusive platforms and spaces for engagement with the community.	

### STRATEGIC PRIORITY 2: BUILDING CULTURAL LEADERSHIP

**GOAL:** The City demonstrates cultural leadership by collaborating with partners and supporting and guiding creative initiatives.

ACTIONS:	PROGRESS TO DATE:
1. Similar to the Business Hub at City Hall, the Arts, Culture and Events Office will serve as the City's one-stop shop for:	
a. Facilitating Arts, Culture and Events related requests	<ul style="list-style-type: none"> <li>Received over 1500 emails in the general culture@victoria.ca inbox and over 2500 emails in the eventfeedback@victoria.ca inbox.</li> </ul>
b. Navigating City Hall and liaising with other departments (e.g. permitting, licensing, zoning/planning)	
c. Providing letters of support for outside funding	<ul style="list-style-type: none"> <li>Provide confirmation letters of in-kind support for Canadian Heritage festival funding.</li> </ul>
d. Sharing knowledge, expertise, and information	<ul style="list-style-type: none"> <li>Facilitate and coach numerous artists and arts organizations with event plans, project planning and finding funding sources and potential partners.</li> </ul>
e. Identifying funding opportunities	
f. Listing equipment loans and event resources	<ul style="list-style-type: none"> <li>Provide detailed resourcing and event support through the City website.</li> </ul>
g. Facilitating project initiation	
h. Guiding artists, arts and cultural organizations in training and education programs	
2. Develop a communications strategy to assist artists and organizations in accessing and understanding ACE services, to be supported by:	
<ul style="list-style-type: none"> <li>An easy-to-access website outlining ACE role and scope of services, resources, and processes.</li> </ul>	
<ul style="list-style-type: none"> <li>Creating simplified ACE processes and streamlined approaches for One-Stop shop responses for items such as murals, festivals, public art, film and other permitting processes.</li> </ul>	<ul style="list-style-type: none"> <li>Completed Mural Toolkit.</li> <li>Fillable PDFs for special event permit applications.</li> <li>Separated public art policy and operational guidelines for clarity.</li> <li>Public art call applications streamlined through online application process.</li> </ul>

# Create Victoria Implementation Framework

## Appendix A

<ul style="list-style-type: none"> <li>Develop a guide to provide information on planning and zoning requirements for creative spaces.</li> </ul>	
<b>ACTIONS:</b>	<b>PROGRESS TO DATE:</b>
1. It will 'broker' relationships by connecting artists and arts organizations with business and the private sector.	<ul style="list-style-type: none"> <li>Hosted and promoted Business in the Arts: ArtsVest Program.</li> </ul>
2. It will re-align its cultural portfolio to identify current tasks or functions that could be served by contracting out or divesting itself of that responsibility.	<ul style="list-style-type: none"> <li>Divested from Arts Victoria management to a community led model run by an arts non-profit organization.</li> </ul>
3. It will continue to serve the community by working at a strategic level within economic development.	<ul style="list-style-type: none"> <li>Arts, Culture and Events Office incorporated into the Business and Community Relations Department.</li> </ul>
4. Keep 'culture at the table', operating at an integrated strategic level within City Hall and encourage departments to integrate creativity into projects (for example embedding artists on project teams and using creative tools for engagement).	<ul style="list-style-type: none"> <li>Culture staff and Artist in Residents included in Interdepartmental work team.</li> </ul>
5. It will encourage a 'creative bureaucracy' where creative thinking, solutions and risk-taking are welcomed.	
6. It will support and encourage intergovernmental coordination.	<ul style="list-style-type: none"> <li>City meets regularly with CRD Arts Development Service and participating municipalities.</li> <li>City involved in Stats Canada Cultural Satellite Cultural Account.</li> </ul>
7. It will seek opportunities to hire emerging arts administrators through work placements, internships, and mentorships.	
8. It will support a City-wide volunteer program and provide volunteer opportunities through arts, culture and event programs.	
9. Where possible, it will seek research projects and learning opportunities through CityStudio Victoria.	
<b>ACTIONS:</b>	<b>PROGRESS TO DATE:</b>
1. Initiate a Create Victoria Leadership Group to serve as ambassadors and advisors on implementation.	<ul style="list-style-type: none"> <li>2020 WORKPLAN</li> </ul>
2. Convene diverse groups of stakeholders to encourage cross pollination of sectors and build networks between industries.	<ul style="list-style-type: none"> <li>Concrete Canvas partnership between artists and Rock Bay businesses and breweries.</li> </ul>

ACTIONS:	PROGRESS TO DATE:
1. In partnership with technology leaders, introduce ‘project pitches’– a centralized local online crowd-funding space where artists, creative entrepreneurs or organizations could post their projects and identified resource needs, and be matched with private donors or funders.	
2. Promote ways of giving and explore matched or incentivized giving opportunities.	<ul style="list-style-type: none"> <li>• Participated in two philanthropic roundtables with community partners hosted at the Union Club to discuss opportunities to support giving opportunities within the arts and culture sector.</li> </ul>
1. Hold Cultural Forums to provide knowledge-sharing and training to artists, creative entrepreneurs and arts organizations.	<ul style="list-style-type: none"> <li>• CRD Arts Development hosted a community-wide Arts Summit in Spring 2018.</li> <li>• SPRE Renting, Licensing and Managing Space Workshop for Social Enterprise and Non-Profits</li> <li>• Business in the Arts Sponsorship Training Series: ArtsVest</li> </ul>
2. Share new business models including social enterprise and earned revenue streams with arts and cultural organizations.	<ul style="list-style-type: none"> <li>• Member of the Social Purpose Real Estate Collaborative.</li> <li>• Connecting artists with other social enterprise engagement opportunities offered through Economic Development and the Business Hub.</li> </ul>
3. Hold networking events to bridge conversations between private, individual and non-profit creative practitioners and entities	<ul style="list-style-type: none"> <li>• Create Victoria Wrap Up Event hosted at VIATEC in partnership with DVBA,</li> <li>• Create Victoria Artist Mixer in partnership with Eventide partners including DVBA, CFUV, and Victoria Beer Week Society.</li> <li>• Monthly Creative Mornings series hosted at KWENCH in partnership with CRD Arts Development.</li> </ul>

### STRATEGIC PRIORITY 3: TELLING OUR STORY

**GOAL:** Victoria champions and promotes its artistic excellence and creative scene and continues to preserve and conserve its artistic and heritage legacies.

1. Provide opportunities to integrate traditional and contemporary Indigenous culture, identity and language into programming and planning.	<ul style="list-style-type: none"> <li>• Sacred exhibition at City Hall.</li> <li>• Lekwungen language integration for City parks and wayfinding projects.</li> <li>• Annual Indigenous Symposium.</li> </ul>
2. Provide opportunities for the public to learn about reconciliation and the shared history of Indigenous Peoples and all	<ul style="list-style-type: none"> <li>• Reconciliation Dialogues</li> <li>• Orange Shirt Day event</li> </ul>



<p>Canadians, through inclusive dialogue, celebration and performance, as well as creative-placemaking installations.</p>	<ul style="list-style-type: none"> <li>Lindsay Delaronde community projects including ACHORD, AMEND, Forgive, Art as Ceremony, and two Indigenous Showcases, SuperNova and Pendulum, at the Belfry Theatre</li> </ul>
<p>3. Build and strengthen relationships with Lekwungen people and support the work of City-wide reconciliation initiatives.</p>	<ul style="list-style-type: none"> <li>Strategic Priority within City Council’s Strategic Plan</li> </ul>
<p>4. Seek opportunities to partner with Esquimalt and Songhees Nations on initiatives that acknowledge and celebrate local Coast Salish traditions.</p>	
<p>5. Continue to fund Indigenous artist roles and opportunities at the City.</p>	<ul style="list-style-type: none"> <li>Continuation of the Indigenous Artist in Resident Program</li> </ul>
<p>6. Follow Indigenous liaison protocols city-wide.</p>	<ul style="list-style-type: none"> <li>Strategic Priority within City Council’s Strategic Plan</li> </ul>
<p><b>ACTIONS:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Continue to provide core funding towards operational and project support of resident professional and emerging arts and cultural organizations through the CRD Arts Development Service.</p>	<ul style="list-style-type: none"> <li>Continued support to CRD Arts Development core funding.</li> </ul>
<p>2. Implement and align the heritage resources recommendations found in the Create Victoria Planning Context Matrix with current City planning initiatives.</p>	
<p>3. Identify opportunities for interpreting and sharing Victoria’s local history and heritage in all of its forms including:</p> <ul style="list-style-type: none"> <li>Develop ‘hands on’ experiences, interpretive elements, and educational programming that celebrate Victoria’s special features, unique character, and natural environment. (Parks and Open Spaces Master Plan)</li> <li>Expand cultural programming to include heritage programming to improve education and awareness of local history.</li> </ul>	
<p><b>ACTIONS:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Work with tech community on leveraging open data for audience development tools and use digital-based strategies for audience development.</p>	

<p>2. Enhance the function of ArtsVictoria.ca to create a centralized portal to feature and promote arts, culture and events activities.</p>	<ul style="list-style-type: none"> <li>• Community-led initiative.</li> </ul>
<p>3. Ensure that marketing and branding of Victoria reflect an authentic community cultural identity and its diversity.</p>	
<p>4. Work with partners to develop an Arts Pass to encourage residents to participate and explore the cultural life of the city and support the GVPL Cultural Pass Program.</p>	
<p><b>ACTIONS:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Develop a Music City Strategy in collaboration with music-related businesses, tourism operators, music organizations and individual artists to:</p>	<ul style="list-style-type: none"> <li>• Currently in development. Engagement phase has begun including survey and focus groups.</li> </ul>
<p>a. Create music-friendly and musician-friendly policies</p>	
<p>b. Align with music tourism and audience development actions of Create Victoria</p>	
<p>c. Increase access to spaces and places including all-age venues</p>	
<p>d. Enhance City brand-building and identity</p>	
<p>e. Align with creative economy objectives</p>	
<p>f. Further cultural development and artistic growth</p>	
<p>g. Strengthen community wellness and artistic encounters</p>	
<p>h. Attract and retain creative talent and investment.</p>	
<p>2. Develop a regional Music Advisory Board.</p>	<ul style="list-style-type: none"> <li>• Music Advisory Committee appointed by Council in 2019.</li> </ul>
<p><b>ACTIONS:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Develop an enhanced understanding among tourism stakeholders the value of the arts, culture and heritage as part of the tourism attraction mix (e.g. festivals, events, open studios, cultural tours, etc.), and how a vibrant cultural scene nurtures the</p>	

development of an authentic cultural identity as part of a shifting community brand.	
2. Work towards enhancing cultural tourism marketing of a broader range of cultural attractions.	
3. Leverage relevant data from the Create Victoria Economic Impact Assessment and other measures and data sources.	
4. Enhance the strategic positioning of festivals and events to align with cultural tourism and music strategy initiatives.	
5. Ensure that marketing and branding of Victoria reflect an authentic cultural identity and its diversity.	

### STRATEGIC PRIORITY 4: BEING FUTURE-READY

**GOAL:** Victoria leads as a Creative City by fostering a thriving creative ecosystem.

<b>ACTIONS:</b>	<b>PROGRESS TO DATE:</b>
1. Begin by reviewing ‘touch points’ on creative economy within current economic development planning.	
2. Work with data arising from the Create Victoria Economic Impact Assessment to further articulate creative economy strategies.	
3. Work towards developing a Creative Worker Attraction Strategy (with a focus on youth and emerging artists).	
<b>ACTIONS:</b>	<b>PROGRESS TO DATE:</b>
1. Work with tech community on live-to-screen options, digital literacy training, interactive arts opportunities, and other digital strategies.	
2. Focus on bridging relationships between the video game, film, and design communities with individual artists and creators.	

<p>3. Identify partner-based projects for the Canada Council Digital Strategy Fund.</p>	<ul style="list-style-type: none"> <li>• Provided letter of support for BC Alliance Digital Ladders Project to facilitate workshops for artists in digital literacy training in Victoria.</li> </ul>
<p><b>ACTIONS:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Develop a tool kit for building and managing creative businesses.</p>	
<p>2. Encourage and support buy local campaigns.</p>	
<p>3. Purchase local artwork for City ceremonies and gifts.</p>	
<p>4. Create a micro-loan or matched seed funding program for creative entrepreneurs for small-budget items including, but not limited to: transportation, materials, equipment and space rental</p>	
<p>5. Introduce an arts incubator to accelerate new business ventures.</p>	<ul style="list-style-type: none"> <li>• Aligns with 28 Creative Hub Business Plan</li> </ul>
<p><b>ACTION:</b></p>	<p><b>PROGRESS TO DATE:</b></p>
<p>1. Work with relevant partners in addressing Island challenges and identifying opportunities.</p>	<ul style="list-style-type: none"> <li>• Included within the scope of the Music Strategy.</li> </ul>