



# **Arts & Culture Master Plan**



# Vision

**Victoria radiates creativity and thrives as a home to creative people and everyday artistic experiences.**

## Where We Are

The City of Victoria recognizes the Songhees and Esquimalt Nations in whose traditional territories we live and work 'Hay swx qa'.

The City of Victoria has declared 2017 to be a first year of Reconciliation.

Create Victoria will make every effort to take direction from the United Nations Declaration on the Rights of Indigenous Peoples, and it will be guided by recommendations contained in the Truth and Reconciliation Findings and Calls to Action, as well as the findings within the National Narrative on Reconciliation Report from Reconciliation Canada.

Throughout the Create Victoria planning process, the Calls to Action informed our approach, planning perspective and outcomes.

1

**The Create Victoria Arts and Culture Master Plan is based on the results of an eight-month design, assessment and extensive public engagement process.**

Create Victoria is the culmination of collecting the input of close to 2,000 individuals including interdepartmental City staff as well as survey data (over 400 submissions). It builds off earlier studies and surveys, and included a series of cultural cafes, pop-up displays, and creative-based engagement activities to capture a broader range of input from the community.

The project team reported at regular intervals to the Arts and Culture Master Plan Advisory Group consisting of members from the arts, culture and heritage community, who provided thoughtful input and feedback.

2

**Create Victoria recognizes a shift in Victoria's evolving community cultural identity – one that is both “punk and polite”.**

**A creative ecosystems approach was employed to reach out beyond the arts community to tourism and private sectors, and bridged culture, technology and entrepreneurship to capture a wider community conversation.**

**Create Victoria harnesses the energy from these vital conversations around the evolution of an authentic identity to elevate the City as a destination for creativity, innovation and excellence in the arts.**

3

**Victoria values artists, cultural practitioners, arts organizations, creative producers, and recognizes their role as central to innovation.**

Create Victoria includes a cultural policy that firmly values the role of artists and creativity in our society and is reflected in the Values and Guiding Principles of this plan.

A key influence in innovation over the past few years appears to be the growing culinary, design and emerging artist scene, along with the growing technology sector.

4

**Indigenous voices and stories are reflected in planning and the Calls to Action of Truth and Reconciliation are upheld in cultural development.**

Reflecting Indigenous heritage in everyday encounters in the public realm, through artistic interventions, presence and traditional storytelling, is essential to valuing and honouring both the tangible and intangible cultural heritage of the Peoples of the Songhees and Esquimalt Nations.

Strategic Priority 3, Telling Our Story, outlines objectives and actions to preserve and conserve inclusive heritage legacies.

5

**Optimizes the role of the Arts, Culture and Events Office to meet the demands of, and align with community need.**

Culture is at the table at the City of Victoria and a cultural lens is integrated at a strategic level throughout departments. While this is key to effective cultural development, it is essential to be able to respond to the day-to-day needs of the community and in particular, facilitate the ‘brokering’ of cultural space use.

The Arts, Culture, and Events Office is proposed to be repositioned as a Cultural Hub to ‘roll out the red carpet’, instead of red tape, and continue to build its collaborative community partnerships.

A number of related key objectives and actions are outlined in Strategic Priority 1 and 2 to support this direction.

6

**Invests in cultural capital: our infrastructure and knowledge assets.**

There is a continuum of cultural space needs that are addressed through a series of objectives and actions in Strategic Priority 1: Connecting People and Spaces – a major focus area of Create Victoria.

From accessing micro-venues, to brokering cultural space use, to taking initial steps towards a multi-use cultural facility, and the creation of a cultural infrastructure fund, Create Victoria details the next steps in cultural infrastructure investment.

Coupled with this is an emphasis on supporting the development of the knowledge and learning capital of the community in order to further build capacity and create a sustainable creative ecosystem over the long term. Building Cultural Leadership, Strategic Priority 2, outlines the steps to get there in partnership with others.

7

**Addresses the need for both private sector and individual philanthropic support to champion artistic excellence and support our growing creative scene.**

The City will work in partnership through a series of actions to foster opportunities for both public and private sector support, through direct-funding, match-making and regulatory environment mechanisms.

8

**Positions Victoria as a cultural destination by building on its music, festivals and events scene.**

Working towards an eventual Cultural Tourism Plan begins with strategies to enhance Victoria's growing recognition as a vibrant, music, festivals and events destination. Telling Our Story, Strategic Priority 3 explains more.

9

**Aims to be future-ready by building its Creative Economy.**

Victoria aims to lead as a Creative City through innovation, fostering a thriving creative ecosystem, and by integrating creative economy strategies into economic development planning, including a focus on cultural exports, and strategies for the attraction and retention of creative workers. The objectives and actions to support this direction are captured in Strategic Priority 4, Being Future-Ready.

10

**Commits to social inclusion, diversity multiculturalism.**

“Create Victoria promotes the inclusion of citizens and visitors to participate in arts and cultural life. It celebrates diversity knowing this energizes a vibrant cultural scene and reflects a shared authentic identity” (excerpt from the Cultural Policy Statement.).

# Summary



Event: Drawing Habitats: Holyoak and Shane

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**Note to Reader:**  
A Glossary of Terms and Implementation Framework for this plan can be found at: [victoria.ca/create](http://victoria.ca/create).



# Introduction

**Victoria is home to an incredible mix of artists, designers, performers, entrepreneurs and innovators who contribute to a vibrant arts and culture scene.**

Through wide-spread consultation, the City of Victoria has developed Create Victoria, a five-year Arts and Culture Master Plan designed to nurture conditions for creativity to flourish. The plan, supported by a Cultural Policy framework, aligns ideas, people, and resources around a shared vision and a set of strategies, goals, objectives and actions to realize Victoria's full potential.

Culture and creativity are essential aspects for vibrant and sustainable cities. The role of culture in creating healthy, dynamic communities is widely acknowledged and cultural activities such as festivals and public art are vital tools to engage a community and articulate its values.

The culture of creativity the City has shaped through policies and programs contributes to the quality of life by “building community spirit, social cohesion and tolerance” and contributes to the overall sense of place and regional identity (Official Community Plan).

The City of Victoria has an essential role to play in cultural planning, policy development, programs, and grants. It has full and part ownership of the Royal and McPherson theatres, and manages public spaces for arts and cultural activation and events. The City functions as the regional hub for arts and culture and many cultural facilities and spaces reside in the downtown core.

In its cultural services delivery – currently managed by the Arts, Culture and Events Office – the City acts as a key connector to building a ‘creative city’.



**The aim of creative city-making is to think of your City as a living work of art, where citizens can involve and engage themselves in the creation of a transformed place.**

Charles Landry  
Creative and the City: Thinking Through the Steps

# Background



Performer, Izad Etemadi; Photo by Al Smith

## Defining Arts and Culture: What's included?

(See Glossary of Terms in Appendix A)

The City of Victoria's Official Community Plan (OCP) defines culture as practices and values, heritage and place, the arts, diversity and social history.

Within the broader context of culture, "the arts" include visual media (painting, print-making, drawing, sculpture, crafts, pottery and ceramics, photography, film and video), and performing arts (theatre, music, song, dance, and literary arts such as spoken word).

"Cultural industry" is an umbrella term for areas of creative work and cultural production, such as: advertising, architecture and interior design, art and antique markets, artisan crafts, fashion design, industrial design, film and video, performing arts, new media, print media and publishing, radio and television and visual media.

Cultural resources and assets include libraries, museums, galleries, natural and cultural heritage sites and activities, and intangible heritage.



Fig. 1. Adapted from G. Baeker, MDB Insights and the Statistics Canada Framework for Cultural Statistics.

# What is Cultural Planning?

The cultural planning process involves looking more closely at its cultural resources and assets. What is working well? What is missing? How can we address our cultural development needs in a strategic way?

Cultural planning begins with examining a community's cultural identity. What are we known for? Is this changing? It embraces what defines a community, and begins with its unique sense of place and identity. It is about **Who We Are and How We Live**.

The arts, heritage, tech sector, health and education can all be part of a vibrant community's cultural identity – and can be unique to each specific city (e.g “A Music City”, or “A Surf Town, or “A University town”).

**Victoria is a Creative City with an evolving cultural identity and narrative, one that is both “punk and polite”.**

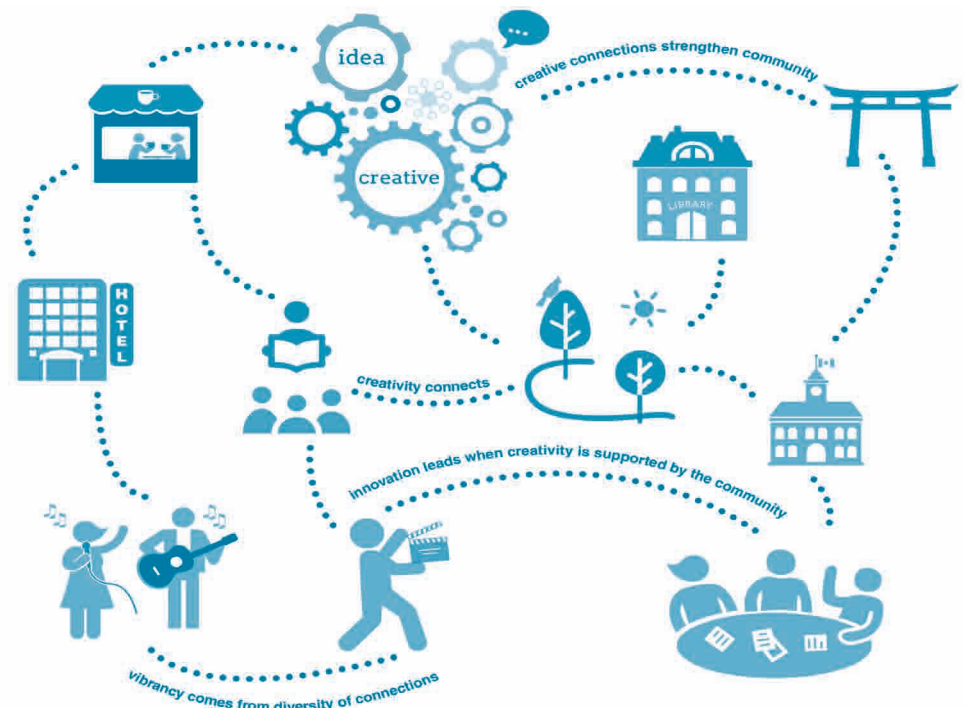
The resulting cultural plan, **Create Victoria**, outlines the strategic direction for advancement as a creative city – including festivals and events, services, facilities, and programs.

It provides decision-makers, community partners and the public with a tool for setting priorities and assigning roles in a fiscally prudent manner that aligns with the development of our city's identity and interests.

# What is a Creative Ecosystem?

Victoria has a rich and diverse creative ecosystem. Each cultural resource plays an important role in shaping the city's arts and culture scene.

**A “Creative Ecosystem” is the interconnection of cultural resources in a community.** Facilities, spaces, festivals, makers, artists, designers, arts organizations, tourism and business are all connected to one another and in turn, support the health and vitality of a vibrant, creative city.



“The City has great bones, and is full of amazing people. What do we want to do with it?”

Cultural Café Participant

## Want to know more?

Our Planning Context Report is a 'backgrounder' offering a review and comparative analysis of global and Canadian best practices, industry trends and other driving forces in the external environment that serve as a backdrop to cultural planning. It includes a summary of the international, national, provincial, Indigenous, regional and local contexts and considerations that will shape Create Victoria.

It also includes an internal assessment of key City documents, policies, and plans, and identifies current information gaps as well as policy linkages.

**Victoria's creative sector contributes directly and indirectly to the community's prosperity by generating economic activity, providing employment and making the city attractive to today's knowledge and technology workers.**

## What do we mean by Creative Economy?

Few sectors of the economy have the potential to transform communities like the creative industries. Not only can they reshape a city's image, but creative industries are well positioned to become magnets for outside talent, and boosting the vibrancy and quality of life from which to provide an economic advantage over competing communities.

**Creative industries fuel a 'creative economy' – namely, one driven by ideas, innovation, knowledge, diversity, collaboration and creativity.**

This economy encompasses the creative industries in which ideas and intellectual property produce value and generate wealth. It represents a complex collection of industrial, creative and cultural service sectors including design, media, advertising, film, music, performing arts, publishing and interactive software development.

## Understanding Cultural Clusters and Hubs

Cultural clusters and hubs are a geographically-defined area where there is a concentration of cultural activity which can include cultural institutions, arts and cultural venues, live-work spaces for artists, cultural businesses and creative industries. These hubs provide opportunities for public participation, the incubation of ideas, networking and cultural production.

Cultural clusters and hubs can help regenerate neighbourhoods or downtown cores to attract new residents and services. The organic, grassroots evolution of naturally-occurring clusters are more successful in the long-run which can also be supported by the City through zoning and land use planning.



# Our Process

## We asked: What does a creative city look like?

Soft-launched at public events in fall 2016 and public engagement activities taking place between January and April 2017, Create Victoria is the culmination of collecting the input of 2,000 individuals including interdepartmental City staff.

The Create Victoria project team began by taking a deeper look at the planning context. What trends are impacting arts and culture? What current practices in cultural planning will best suit our process? What are the jurisdictional and other key considerations that will affect the plan?

An analysis of the major City of Victoria planning initiatives and policies was conducted to identify links to cultural planning and opportunities for alignment with current practices in culture, Indigenous context and heritage policy-making.

Create Victoria builds off earlier studies including the Victoria Arts Scan and the recent survey work conducted for the Capital Regional District Arts Strategy.

An Economic Impact Assessment was conducted to gauge the direct, indirect and induced impacts of the creative sector in the local economy, and will help guide the City's investment.

An updated inventory of City-owned and community-run arts and cultural assets on the ArtsVictoria map was also conducted as part of the engagement process.

Engagement included the integration of creative-based activities throughout the process. The 264-page Engagement Summary Report can be found at: [victoria.ca/create](http://victoria.ca/create) and a summary is provided herein.

The project team reported at regular intervals to the Arts and Culture Master Plan Advisory Group consisting of members from the arts, culture and heritage community, who provided thoughtful input and feedback.

**Ensuring the delivery of a community-informed cultural policy and plan were key objectives of the Create Victoria engagement process which included three phases.**

### Phase 1: Planning and Assessment (September to December 2016)

- Communications planning
- Branding "Create Victoria"
  - Make your Mark! Help us build a creative city
- Create Victoria interactive wall display, postcard and bookmark
- Community input at pop-up kiosk: Rifflandia, Thinklandia, Fairfield Gonzales Neighbourhood Plan Workshop, Royal BC Museum "Unexpected Conversations" Workshop
- Three Workshops with City staff to identify needs, gaps, strengths and weaknesses and complete cultural scorecard self-assessment of service delivery
- Advisory Group input
- Analysis of input from community and City staff
- Best practices research
- Identify emerging/key themes (Participation and Inclusion; Access and Affordability; Collaboration and Facilitation; Celebration and Promotion; Preservation and Conservation; Innovation)

### Phase 2: Cultural Policy, Vision and Strategy Consultation (January to April 2017)

Focused engagement with key stakeholders and broader community, informed by key themes:

- Targeted meetings and presentations
- Indigenous Artist in Residence info session
- Downtown Residents Association meeting
- "Huddle in the Hub" with Mayor's Task Force on Economic Development and Prosperity
- Maker's workshop information session
- Downtown Victoria Business Association presentation and Q&A
- Create Victoria Start-Up workshop – Culture, Technology and Entrepreneurship to bring together Victoria's innovators, entrepreneurs, performers, designers, artists

- Broad Community engagement launches February 17:
- Over 300 people attend the Cultural Café at City Hall which includes music performances and artist-facilitation
- Range of communication tactics use to promote engagement activities and solicit input
- Cultural Café series includes five discipline-based cafés that combined individual artists, organizations, businesses and leaders
- Online survey and Economic Impact Assessment

### Phase 3: Draft Policy and Plan Consultation (June to September 2017)

- Develop draft plan June to November 2017
- Review and Refinement of draft plan
- Finalize Plan
- Develop Implementation Framework
- Present to Council
- Launch Plan and Framework



Plan Linkages

# Cultural Policy



Artwork by Luke Ramsey

## Policy Statement:

The City of Victoria is dedicated to fostering a thriving cultural ecosystem where creativity, innovation and artistic excellence can flourish.

It promotes the inclusion of citizens and visitors to participate in arts and cultural life. It celebrates diversity knowing this energizes a vibrant cultural scene and reflects a shared authentic identity.

As the Provincial capital, it is upholding Truth and Reconciliation; preserving its artistic and heritage legacy; animating public spaces; and seizing opportunities for collaborative culture-led economic development.

## Create Victoria Purpose and Scope

The Create Victoria Cultural Policy and the Arts and Culture Master Plan demonstrate the values and principles the City of Victoria places on arts and culture for both social and economic benefit.

Together, they will guide Council's decision-making in terms of the allocation of resources, and role definition and actions of the City with respect to cultural development over the next five years.

The Create Victoria Arts and Culture Master Plan represents a 'big picture' overview of the strategic priorities, goals and actions for the community.

Create Victoria acts as a **living document**, and is supported by the annually-updated implementation schedule and budget which outlines: **Recommended Actions, Lead vs Partner Roles and Responsibilities; Timeline; First Steps; and Measurable.**

Careful consideration has been given to related City plans and documents, both internal and external, which inform and complement Create Victoria.

# Values and Guiding Principles

The following guiding principles and values will inform the actions and decisions of the City of Victoria in cultural development.

## City of Victoria values:

- Artists, creative workers, and cultural practitioners.
- The authentic development and expression of our shared cultural identity in celebrating Who We Are and How We Live.
- The power of the arts in creating and transforming spaces and places through artistic activity, events and festivals.
- The importance of the arts to foster social inclusion and reflect a whole, healthy community. The creative process in all of us, to connect people, challenge people, and communicate ideas.
- The diversity of arts practices and art forms from emerging to professional, and individual to community-based.
- The direct and indirect impacts of the local cultural industry in economic development, tourism, education, neighbourhood development and revitalization projects, and as an essential part of Victoria’s attraction and quality of life.

## City of Victoria is guided by:

- The Calls to Action in Truth and Reconciliation.
- Forward-thinking and creative purpose.
- Transparency and fairness in its work.
- Flexibility and openness to new ideas and approaches.
- Working in collaboration with others.
- Providing inclusive and engaging experiences for all.



SKAMpede

# Role of the City

The City defines its role as a:

- **Promoter and Advocate:** Celebrating arts and cultural initiatives through promotional support to generate arts participation and awareness of the creative sector.
- **Facilitator and Information broker:** Acting as a central resource to provide knowledge, information and connections between artists, creative professionals, businesses and community.
- **Custodian and Host:** Caring for, and developing arts and cultural spaces and facilities by providing, maintaining and activating creative spaces. This includes, but is not limited to:
  - Planner and steward for public art, public realm and urban design.
  - Regulator for the use of public space for events, films and festivals.
  - Manager of outdoor performance spaces.
- **Capacity builder and Supporter:** Working in partnership with other levels of government and organizations in supporting education, training and sector development, encouraging research, data collection and measurement for sustainable arts and culture sector growth.
- **Partner and Stakeholder:** Working with artists, creative professionals, entrepreneurs, businesses, organizations and community groups to support programs and create new opportunities.
- **Funder:** Capital Regional District Arts Development Service, Royal and McPherson Theatres, Greater Victoria Public Library, Heritage and Strategic Planning, and Festival Investment Grants.
- **Owner:** The McPherson Theatre is currently owned by the City and operated by the Royal and McPherson Theatres Society.

The City of Victoria is a major contributor to the CRD Arts Development Service which administers the core funding to many of the professional and emerging arts organizations.

# Bold Moves

## What is a Bold Move?

**A Bold Move is a strategic direction, objective or action that marks a significant step forward in cultural development. Sometimes it can be looking at new ways to solve challenges and issues in a community, or perhaps advancing the conversation, or demonstrating leadership and asking others to come on-board.**

## 1 Invest in and advance real solutions for cultural spaces

There is a continuum of need for cultural spaces. Create Victoria outlines a range of steps to address this broad issue including:

- Implement a Cultural Infrastructure Fund to leverage and attract private and public donations, to encourage cultural leadership and philanthropy.
- Improve existing outdoor performance infrastructure including the Cameron Bandshell and Centennial Square, and opening up Beacon Hill Park to a broader range of festival and events use.
- Create tools to incentivize developers to contribute to cultural spaces through mechanisms such as amenity bonus contributions, tax incentives or subsidies, or allocating proceeds from film tax revenues towards cultural development.

## 2 Cultural Leadership: Champions Step Up and Join!

The City wants to work towards rolling out the red carpet to enable artist and creative-led opportunities. This requires a significant amount of time and investment, especially in building the capacity of the community.

Bold moves include:

- Reposition the Arts, Culture and Events office as a one-stop shop and go-to resource for the community.
- Increase awareness and understanding of the need for private sector and philanthropic support in the creative community.
- Initiate a Create Victoria Leadership Group to harness the energy of the Create Victoria engagement events and continue to use a creative ecosystems-based approach.

## 3 We're not only tea, orcas and gardens (and those are great too!)

Victoria is a creative city with an evolving identity and brand narrative.

Victoria seeks to position itself as an exciting and vibrant cultural destination. This can be achieved by aligning with Tourism planning initiatives and welcoming a new generation of creative voices as key elements of Telling our Story.

This marks a Bold Move in the changing story of Who We Are.

## 4 Capitalizing on the Creative Economy

We are in a new arts era that sees a move away from traditional funding models towards a broader mix of revenue streams for the culture sector.

Individual creators and creative entrepreneurships are poised to expand Victoria's creative economy. By addressing exports, creative worker attraction and retention and seizing opportunities to work with the local technology sector, Victoria can make Bold Moves in becoming a truly recognized home to artists, designers, performers and innovators.



**Cultural spaces animate and provide places for:**

Community engagement, social inclusion and wellness

Sense of place and creative place-making

Create production and employment

# Strategic Priorities

**The following four strategic priority areas align with the City's cultural vision, values and guiding principles.**

## 1 Strategic Priority Connecting People and Spaces

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

**OBJECTIVE 1.1:**  
Ensure a distributed model of community art, creative place-making and public art experiences.

**ACTIONS**

1. Use parks, open spaces, community centres and schools, to act as central creative nodes in neighbourhoods.

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.
2. Identify opportunities for inclusive, collaborative community arts and creative-placemaking participation activities facilitated by artists and other creative practitioners.

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.

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.
6. Update the Art in Public Places Policy and expand and modify public art program to include:

a. Facilitate public art and placemaking requests.

b. Support continuation of artist opportunities on City capital projects and Artist in Residence program.

c. Work with Planning Department to implement Visual Victoria and related public art objectives in local area plans.

d. Encourage temporary public art interventions and pop-up opportunities.

e. 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).

**Key Findings  
Space Challenges  
Include:**

- Affordability;
- Difficult and restrictive regulatory context (e.g. zoning use such as commercial vs. industrial)
- Loss of existing spaces due to development; restricted capacity in sector (time, knowledge, skills)
- Lack of flexible pop-up spaces and venues for indoor and outdoor events and performances
- Improvements needed for existing outdoor performance infrastructure (e.g. Cameron Bandshell, Centennial Square)
- Limited facility operational funding, and difficulty in preserving existing spaces and perceived barriers in creating new spaces (e.g. RMTS).

## Strategic Priority Connecting People and Spaces

### GOAL:

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

#### Continuation of Objective 1.1:

- f. Connecting artists with wall/ mural spaces on private buildings.
- g. Create and manage a civic interior art collection and provide exhibition opportunities.
- h. Improve public art maintenance by creating a reserve fund or increase funding.
- i. Develop a memorial and commemorations policy and guidelines.
- j. Develop a mural toolkit to assist with facilitating requests and projects.

- k. Animate public art collection and intangible cultural assets through tours, workshops, storytelling and other engagement activities;
- l. Explore community art funding stream as part of My Great Neighbourhood Grant program.

#### OBJECTIVE 1.2:

**Determine the short, medium, and long-term phasing of cultural space development in new and existing facilities.**

#### ACTIONS

1. Create a Cultural Spaces Roadmap to serve as a guide for phased investment and planning to:

- 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).
- 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).

- c. Seize opportunities to include creative spaces within existing City infrastructure projects (e.g. Crystal Pool, Library, affordable housing, etc.).

- d. Introduce an arts incubator or hub as part of the cultural spaces planning.

2. Optimize City funding allocation towards existing cultural facilities:

- 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.

- b. Support cultural venues in seeking funding from partners and other levels of government.

#### OBJECTIVE 1.3:

**Serve a range of ongoing creative space needs for artistic and creative production, display, enjoyment and participation.**

#### ACTIONS

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.
2. Incorporate support infrastructure and amenities at key parks to host special events on a regular basis (Parks and Open Space Master Plan).
3. Expand artsvictoria.ca to allow users to identify unused, underused or available types of cultural spaces as part of ongoing cultural mapping.

4. Integrate within artsvictoria.ca a digitally-based 'match-making' function to link vacant spaces (e.g. empty storefronts or microvenues) with artists and creative practitioners. Link with Spacefinder BC.

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. \*

6. Continue to engage with the creative and cultural community in ongoing dialogue and participation in space needs.



### The cultural spaces role and functions will be responsible for:

- Facilitating agreements with local realtors and property management companies to solve insurance and liability issues for arts groups and organizations to utilize existing venues, unrented and vacant properties for rehearsals, one-off and series of performances, for a possible tax deduction.
- Identifying and protecting existing space for artistic and creative production, especially rehearsal space, micro-venue performance and studio spaces.
- Exploring a mechanism for allowing house concerts and small spaces to operate without rezoning.
- Collaborating with identified stakeholders, and investigating opportunities with commercial property holders to offer cultural spaces in the evening for rehearsals and small-scale performances.
- Liaising with the Royal and McPherson Theatres Society towards achieving the City's goals for accessible performance space and maintained cultural venues.
- Overseeing the development of the Cultural Spaces Roadmap (see 1.2). Identifying and protecting existing space for artistic and creative production, especially rehearsal space, micro-venue performance and studio spaces, and centralized or shared arts administration space.

## Strategic Priority Connecting People and Spaces

### GOAL:

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

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:

- Tax incentives or subsidies for creative spaces.
- Developer incentives such as amenity bonus contributions for creating new creative/cultural spaces, including live/work studio spaces.
- Easing permitting functions for special events and festivals in public space.
- Identify opportunities to increase activation of Beacon Hill Park specifically addressing barriers to community use for concerts, events and festivals.

### OBJECTIVE 1.4:

**Facilitate social inclusion, promote diversity, community wellness and accessibility in cultural spaces.**

### ACTIONS

1. Identify as part of the Cultural Spaces Roadmap, existing venues and spaces that require modifications for accessibility.
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.
3. Improve Festival Equipment Loan inventory of accessibility equipment (i.e. cable mats, wheelchair ramps) for events and festivals.
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.

6. Increase funding to Festival Investment Grant Program.

7. Use art as a tool for community wellness and opening up opportunities for marginalized communities through inclusivity initiatives with identified partners.

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.

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.

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.

13. Increase transparency and access to information about City programs, services and funding programs and identify where equity issues need to be addressed.

14. Support cross-cultural interactions and more inclusive platforms and spaces for engagement with the community.

Culture  
is at the  
table.  
Let's keep  
it there.



2

# Strategic Priority

## Building Cultural Leadership

GOAL:

The City demonstrates cultural leadership by collaborating with partners, and supporting and guiding creative initiatives.

**OBJECTIVE 2.1:**  
The Arts, Culture and Events (ACE) Office is the “One-Stop Shop” and first point of contact at City Hall for creative and cultural development requests and assistance. It acts as a “Go-To” resource for the community.

- ACTIONS**
- 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. Facilitate Arts, Culture and Events related requests.
    - b. Navigating City Hall and liaising with other departments (e.g. permitting, licensing, zoning/planning).
    - c. Providing letters of support for outside funding.

- d. Sharing knowledge, expertise, and information.
- e. Identifying funding opportunities.
- f. Listing equipment loans and event resources.
- 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 arts, culture events service, to be supported by:**
- An easy-to-access website outlining arts, culture events role and scope of services, resources, and processes.
  - Creating simplified arts, culture events processes and streamlined approaches for One-Stop shop responses for items such as murals, festivals, public art, film and other permitting processes.
  - Develop a guide to provide information on planning and zoning requirements for creative spaces.

**OBJECTIVE 2.2:**  
Through the Arts, Culture and Events Office, the City welcomes new ways of working together.

- ACTIONS**
- 1. It will ‘broker’ relationships by connecting artists and arts organizations with business and the private sector.
  - 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.
  - 3. It will continue to serve the community by working at a strategic level within economic development.
  - 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).

We want to ‘roll out the red carpet and cut the red tape’.

- 5. It will encourage a ‘creative bureaucracy’ where creative thinking, solutions and risk-taking are welcomed.
- 6. It will support and encourage intergovernmental coordination.
- 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.

**OBJECTIVE 2.3:**  
Continue to lead a creative ecosystems approach to encourage cross pollination among creative sectors.

- ACTIONS**
- 1. Initiate a Create Victoria Leadership Group to serve as ambassadors and advisors on implementation.
  - 2. Convene diverse groups of stakeholders to encourage cross pollination of sectors and build networks between industries.

**OBJECTIVE 2.4:**  
Build awareness and understanding for the need of private sector and individual philanthropic support.

- ACTIONS**
- 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.

**OBJECTIVE 2.5:**  
Build community capacity through organizational development and training.

- ACTIONS**
- 1. Hold Cultural Forums to provide knowledge-sharing and training to artists, creative entrepreneurs and arts organizations.
  - 2. Share new business models including social enterprise and earned revenue streams with arts and cultural organizations.
  - 3. Hold networking events to bridge conversations between private, individual and non-profit creative practitioners and entities.

## 3 Strategic Priority 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.

#### OBJECTIVE 3.1:

**Ensure Indigenous voices and stories are shared and reflected in planning.**

#### ACTIONS

1. Provide opportunities to integrate traditional and contemporary Indigenous culture, identity and language into programming and planning.
2. Provide opportunities for the public to learn about reconciliation and the shared history of Indigenous Peoples and all Canadians, through inclusive dialogue, celebration and performance, as well as creative-placemaking installations.
3. Build and strengthen relationships with Lekwungen people and support the work of City-wide reconciliation initiatives.

4. Seek opportunities to partner with Esquimalt and Songhees Nations on initiatives that acknowledge and celebrate local Coast Salish traditions.
5. Continue to fund Indigenous artist roles and opportunities at the City.
6. Follow Indigenous liaison protocols city-wide.

#### OBJECTIVE 3.2:

**Preserve Victoria's artistic foundation and heritage legacies while welcoming new voices.**

#### ACTIONS

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.

2. Implement and align the heritage resources recommendations found in Create Victoria Planning Context Matrix with current City planning initiatives.
3. Identify opportunities for interpreting and sharing Victoria's local history and heritage in all of its forms including:

- a. 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)

- b. Expand cultural programming to include heritage programming to improve education and awareness of local history.

#### OBJECTIVE 3.3:

**Develop and implement a comprehensive arts and creativity communications campaign to build audiences.**

#### ACTIONS

1. Work with tech community on leveraging open data for audience development tools and use digital-based strategies for audience development.
2. Enhance the function of ArtsVictoria.ca to create a centralized portal to feature and promote arts, culture and events activities'.
3. Ensure that marketing and branding of Victoria reflect an authentic community cultural identity and its diversity.
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.



**Key is for people to pick up the torch in a visible way, and talk about Arts and Culture like we do about heritage preservation.**

Robert Jawl, Cultural Café Participant

#### OBJECTIVE 3.4:

**Build on the growing music scene by positioning Victoria as a Music City.**

#### ACTIONS

1. Develop a Music City Strategy in collaboration with music-related businesses, tourism operators, music organizations and individual artists to:
  - a. Create music-friendly and musician-friendly policies.
  - b. Align with music tourism and audience development actions of Create Victoria.
  - c. Increase access to spaces and places including all-age venues.
  - d. Enhance City brand-building and identity.
  - e. Align with creative economy objectives.

- f. Further cultural development and artistic growth.

- g. Strengthen community wellness and artistic encounters.

- h. Attract and retain creative talent and investment.
2. Develop a regional Music Advisory Board.

#### OBJECTIVE 3.5:

**With lead partners, the City will seize opportunities to promote arts, culture and heritage into the tourism attraction mix.**

#### ACTIONS

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 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.

# 4 Strategic Priority Being Future-ready

**GOAL:**  
Victoria leads as a Creative City through innovation in fostering a thriving creative ecosystem.

**OBJECTIVE 4.1:**  
Increase prosperity within the creative community by further integrating creative economy strategies into economic development planning.

## ACTIONS

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.

**OBJECTIVE 4.2:**  
Create synergies between the tech sector and arts community to generate tech-based solutions.

## ACTIONS

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.
3. Identify partner-based projects for the Canada Council Digital Strategy Fund.

**OBJECTIVE 4.3:**  
Work with creative entrepreneurs on skills development.

## ACTION

1. Develop a tool kit for building and managing creative businesses.
2. Encourage and support buy local campaigns.
3. Purchase local artwork for City ceremonies and gifts.
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.
5. Introduce an arts incubator to accelerate new business ventures.

**OBJECTIVE 4.4:**  
Develop cultural and creative exports to global markets.

## ACTION

1. Work with relevant partners in addressing Island challenges and identifying opportunities.



**For thriving ecosystems of innovation, invest in the creativity of individuals through arts and culture.**

Honourable Mélanie Joly,  
Minister of Canadian Heritage

## What’s Ahead in the New Arts Era:

Shifting life cycle of arts organizations

New approaches to art-making (at odds with funding models)

Rapid scale prototyping to respond to community issues/arts-based interventions and strategies

New operating and funding models, such as the Epoch model – arts organizations created for a specific time frame and scope

Generational considerations: decline in volunteerism and membership based organizations

Festivals are a leading way for participatory cultural consumption – a shift from passive consumption

Digital strategies for creation/production, access/dissemination, marketing/engagement, sales, and asset building; and the new \$88.5 million fund from the Canada Council

# Acknowledgements

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## Advisory Group

Create Victoria Project Manager: Nichola Reddington, Senior Cultural Planner; Councillor, Jeremy Loveday, Councillor Pamela Madoff, Serena Bhandar, Kate Lackey, Lloyd Fitzsimonds, Eileen Gillette, Doug Jarvis, Janet Munsil, Jenn Neilson, Ian Rye, Martin Segger, Jon Tupper, Elise Wren, Butch Dick, and Randy Joynt.

## Arts, Culture and Events Office

Senior Cultural Planners Nichola Reddington, Jeff Day; Arts, Culture & Events Liaisons Darb Erickson, Connor Buchanan; and Cultural Programmer Sarah Turner. Other Arts, Culture and Events Office Staff: Festival and Event Technician David McConachie; Clerks Kathy Barlow, Tammy Lata, and Lori Stewart.

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## Bridging Culture, Technology and Entrepreneurship, February 16, 2017

Tristan Bacon, Nick Blasko, Renee Crawford, Shane Devereaux, Lloyd Fitzsimonds, Kathleen Gilbert, Doug Jarvis, Rob Jawl, Randy Joynt, Josh Keller, Chris Long, Justin Love, Kerri Milton, Luke Ramsey, Ian Rye, Peter Sandmark, Maureen Sawa and Amanda Wilcox.

## Art & Design Culture Café, March 21, 2017

Scott Amos, Cristian Arostegui, Andrew Azzopardi, Caleb Beyers, Rande Cook, Lindsay Delaronde, Liz Dempsey, Chris Dobell, Toni Hall, Cheryl Henhawke, Derek Jacoby, Michelle Jacques, Doug Jarvis, Pam Lewis, Ali Khan, Evan Lock, Joey MacDonald, Helen Marzolf, Troy Moth, Russell Papp, Sean Partlow, India Rael, Luke Ramsey, Jennifer Robinson, Ryan Roga, Ahmed Sidky, Nicole Smith, Mitchell Villa, Wendy Welch, and Brianna Wettlaufer.

## Literary Culture Café, March 22, 2017

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## Consultant Team

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Luke Ramsey, painting mural



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