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Create Victoria Implementation Framework

STRATEGIC PRIORITY 1: 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	Timeline	Partners	How/First Steps	Measurable	Status/Notes/\$\$\$
1. Use parks, open spaces, community centres and schools, to act as creative nodes in neighbourhoods.	ongoing	<i>Lead: Neighbourhood Team, Parks</i> <i>Partners: Community Centres, SD61</i>	Align with Local Area Planning, Parks Master Plan, Community Led Action Plans.	# of creative nodes	
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.	ongoing	<i>Lead: Neighbourhood Team, ACE Team</i> <i>Partners: Community Association, APPC, Greater Victoria Placemaking Network, Pro Art Alliance</i>	Meet with each community association and share Create Victoria Plan. Promote My Great Neighbourhood Grants to arts community. Build connections between artists and community groups.	# of MGN applications for creative placemaking projects. # of meetings attended within neighbourhoods	\$: Support promotions to art groups. Funding from existing promotions budget.
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.	2019	<i>Lead: Parks and ACE</i>	Meet with Parks and review current AIR program	# of creative projects developed in parks system	
4. Facilitate creative tool libraries into neighbourhoods or at a designated centralized location.	2020	<i>Lead: Neighbourhood Team</i> <i>Partners: Greater Victoria Placemaking Network, Community Associations, GVPL</i>	Meet with GVPN to discuss concept and scope.	# of tool libraries and use of libraries.	
5. Liaise with School District representatives to identify opportunities for enhancing arts education and involve local arts practitioners in schools.	2019	<i>Lead: ArtStarts</i> <i>Partners: Pro Art Alliance, Victoria Arts Council</i>	Meet with arts community to discuss opportunities and strategies with SD 61.	# of arts programs delivered in school system and number of students reached.	
6. Update the Art in Public Places Policy and expand and modify public art program to include: a. Facilitate public art and placemaking requests;	2018	<i>Lead: ACE, APPC, and Interdepartmental staff team</i>	Review and update public art policy. Share with stakeholders for input and	# of public art projects developed and maintained.	\$: to engage public on revised public art policy and complete mural toolkit

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b. Support continuation of artist opportunities on City capital projects and Artist in Residence program; b. Work with Planning Department to implement Visual Victoria and related public art objectives in local area plans; c. Encourage temporary public art interventions and pop-up opportunities; 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) e. Connecting artists with wall/mural spaces on private buildings; f. Create and manage a civic interior art collection and provide exhibition opportunities; f. Improve public art maintenance by creating a reserve fund or increase funding; g. Develop a memorial and commemorations policy and guidelines; h. Develop a mural toolkit to assist with facilitating requests and projects; i. Animate public art collection and intangible cultural assets through tours, workshops, storytelling and other engagement activities; j. Explore community art funding stream as part of My Great Neighbourhood Grant program.		Support: Planning, DVBA	seek Council endorsement.	# of web hits to public art pages on City and Arts Victoria website. # of artists on the Artist Roster.	Funding from existing operating and public art reserve funds.
OBJECTIVE 1.2: DETERMINE THE SHORT, MEDIUM, AND LONG-TERM PHASING OF CULTURAL SPACE DEVELOPMENT IN NEW AND EXISTING FACILITIES.					
Actions	Timeline	Partners	How/First Steps	Measurable	Status/Notes
1. Create a Cultural Spaces Roadmap to serve as a guide for phased investment and planning by:	2018 - 2020	Lead: ACE Partners: Real Estate			
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)	2018	Lead: ACE Partners: GIS Engineering	Review current inventory on Arts Victoria and VICMAPS with stakeholders including Real Estate division and Planning to identify gaps.	# of assets mapped and listed.	\$\$: Revamp and expand services on Arts Victoria. Funding from current operating funds.
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).	2018 -2020	Lead: DVBA and Working Group Partners: Provincial and Federal	Develop plan and work towards an agreement with the Province of BC	Sq. ft. available for affordable and accessible art space.	Possible capital funding request in 2018/19
c. Seize opportunities to include creative spaces within existing City infrastructure projects (e.g. Crystal Pool, Library, affordable housing, etc.)	Ongoing	Lead: City-wide		Sq. ft available for creative use.	
e. Introduce an arts incubator or hub as part of the cultural spaces planning.	2018 -2020	Lead: ACE Partners: DVBA,VIATEC	Explore opportunities through shared art space planning (28 Bastion Square)		Possible capital funding request in 2018/2019
2. Optimize City funding allocation towards existing cultural facilities:					

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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.	ongoing	Lead: City Council Support: ACE, Leg Services Partners: RMTS and cultural facility owners	Continue conversations on regional cultural spaces and increase regional funding partners.	Funding allocation for cultural space.	
b. Support cultural venues in seeking funding from partners and other levels of government.	ongoing	Lead: Mayor's Office Support: ACE		Funding allocation from Prov/Fed agencies	
OBJECTIVE 1.3: SERVE A RANGE OF ONGOING CREATIVE SPACE NEEDS FOR ARTISTIC AND CREATIVE PRODUCTION, DISPLAY, ENJOYMENT AND PARTICIPATION.					
<i>Actions</i>	<i>Timeline</i>	<i>Partners</i>	<i>How/First Steps</i>	<i>Measurable</i>	<i>Status/Notes</i>
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.	Research:2018 Implement: 2019	Lead: ACE, Finance Partner: Victoria Foundation	Review best practice from other municipalities on cultural space funding	# of projects supported and number of cultural spaces.	\$: funding request in 2019
2. Incorporate support infrastructure and amenities at key parks to host special events on a regular basis (Parks and Open Space Master Plan)	ongoing	Lead: Parks and ACE	Meet with Parks	# of event permits in Parks	
3. Expand artsvictoria.ca to allow users to identify unused, underused or available types of cultural spaces as part of ongoing cultural mapping.	2018	Lead: ACE, DVBA Support: Real Estate Partners: VAPPS	Meet with VAPPS to scope project	# of listings on Arts Victoria.	
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.	2018	Lead: ACE, DVBA Partners: VAPPS, VIATEC, SpaceFinder BC	Meet with stakeholders to scope project	# of listings on Arts Victoria.	\$: expansion of Arts Victoria website services. Funding from existing operating budget
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.	2019	Lead: ACE Support: Real Estate	Training for staff and develop scope of services.	# of customer service requests by the community	Undertaken by current Senior Cultural Planner staff person
6. Continue to engage with the creative and cultural community in ongoing dialogue and participation in space needs.	ongoing	Lead: ACE Partners: Pro Art Alliance, Victoria Arts Council, DVBA	Outreach to culture community through one on one meetings, hosting drop ins and workshops around cultural space development.	# of meetings with stakeholders	\$: for speaker series and workshops
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:	2019	Lead: ACE Support: Bylaw, Planning, Business Hub, Leg Services	Create a 'reduce the red tape' interdepartmental team.	# of applications for creative spaces, # of permits	
• Tax incentives or subsidies for creative spaces					

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<ul style="list-style-type: none"> Developer incentives such as amenity bonus contributions for creating new creative/cultural spaces, including live/work studio spaces; 					
<ul style="list-style-type: none"> Easing permitting functions for special events and festivals in public space. 					
<ul style="list-style-type: none"> Identify opportunities to increase activation of Beacon Hill Park specifically addressing barriers to community use for concerts, events and festivals. 		Support: Parks			
OBJECTIVE 1.4: FACILITATE SOCIAL INCLUSION, PROMOTE DIVERSITY, COMMUNITY WELLNESS AND ACCESSIBILITY.					
Actions	Timeline	Partners	How/First Steps	Measurable	Status/Notes
1. Identify as part of the Cultural Spaces Roadmap, existing venues and spaces that require modifications for accessibility.	ongoing	Lead: Accessibility Working Group Support: ACE	Meet with AWG, share tools and resources with community	# of accessibility improvements to cultural space	
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.	2019	Lead: Accessibility Working Group Support: ACE	Consolidate resources and tools, share with the community		
3. Improve Festival Equipment Loan inventory of accessibility equipment (i.e. cable mats, wheelchair ramps) for events and festivals.	2019	Lead: ACE Support: Purchasing Partners: Accessibility Working Group	Review current inventory.	# of rentals for accessibility equipment	\$: allocation of 2019 capital funding
4. Work with the technology community in identifying tech-based solutions to help increase access to the arts.	2019	Lead: ACE and Pro Art Alliance Partners: VIATEC	Meet with Pro Art and VIATEC to facilitate discussion		
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.	2019	Lead: ACE	Review current City programs to ensure inclusivity	# of families attending programs	
6. Increase funding to Festival Investment Grant Program.	2018	Lead: Finance Partners: ACE	Support 2018 Financial Plan discussions	# of free/low cost events and festivals funded	\$: Included in 2018 Financial Plan. Request to \$275,000 annually
7. Use art as a tool for community wellness and opening up opportunities for marginalized communities through inclusivity initiatives with identified partners.	2019	Lead: ACE, APPC, Neighbourhoods Team Partners: ICA, VIRCS	Meet with stakeholders. Promote Strategic Planning Grants and opportunities for new programs.	# of people and programs supported	
8. Support distribution of unsold tickets to students, youth and marginalized communities to increase access to cultural events.	2020	Lead: Pro Art Alliance, ticket outlets, RMTS Support: ACE	ACE to facilitate conversation with stakeholders	# of people and programs supported	

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		Partners: ICA, VIRCS, Our Place, Cool Aid			
9. Align with affordability initiatives by identifying artists and creators as potential applicants for affordability housing.	2018	Lead: Planning Support: ACE	Meet with Housing Planner to discuss next steps	# of artists housed	
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.	Ongoing	Lead: ACE and Neighbourhoods Team, Planning	Opportunities through Strategic Plan and My Great Neighbourhood Program. Include opportunities for social change art projects through Public Art program.		Explore opportunities in 2019 for social change public art projects.
11. Create an inter-agency working group to facilitate collaboration between agencies to use arts to address specific civic and community goals.	2019	Lead: ACE, Neighbourhoods Team Partners: Social service agencies, community art groups.	Research potential stakeholders and outreach.	# of meetings	
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.	Ongoing	Lead: Engagement Support: ACE, Planning, Artist in Resident	Look at best practice and integration of AIR in engagement planning and execution.	# of artists included	
13. Increase transparency and access to information about City programs, services and funding programs and identify where equity issues need to be addressed.	Ongoing	Lead: Engagement Partners: ACE	Align with communication strategy in Obj 2.1		
14. Support cross-cultural interactions and more inclusive platforms and spaces for engagement with the community.	Ongoing	Lead: Engagement Partners: ACE	Review of current practices.		

STRATEGIC PRIORITY 2: 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 CULTURAL DEVELOPMENT REQUESTS AND ASSISTANCE. IT ACTS AS A “GO- TO” RESOURCE FOR THE COMMUNITY.					
Actions	Timeline	Partners	How/First Steps	Measurable	Status/Notes

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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:	2018	Lead: ACE Support: Business Hub expertise	Meet with Ec Dev to understand Business Hub development and lessons learned	# of customer service responses.	\$: to reposition office through communication strategy. Explore physical location possibilities 2018.
a. Facilitating 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 ACE services, to be supported by:	2018	Lead: ACE Support: Engagement	Meet with Engagement and VAPPS to develop project scope	Web analytics on # of visits	\$: for communication strategy and website
• An easy-to-access website outlining ACE role and scope of services, resources, and processes.	2018-2019	Lead: ACE Support: Engagement	Review current website and scope redesign.	Web analytics on # of hits and unique visists	\$: Engagement funding for COV redesign.
• 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.	2018-2019	Lead: ACE Support: Engagement Partner: APPC	Meet with Engagement		\$: for mural toolkit production
• Develop a guide to provide information on planning and zoning requirements for creative spaces.	2019	Lead: ACE Support: Planning			
OBJECTIVE 2.2: THROUGH THE ARTS, CULTURE AND EVENTS OFFICE, THE CITY WELCOMES NEW WAYS OF WORKING TOGETHER.					
Actions	Timeline	Partners	How/First Steps	Measurable	Notes/Status
2. It will ‘broker’ relationships by connecting artists and arts organizations with business and the private sector.	Ongoing	Lead: ACE and Business Hub Support: DVBA, Chamber	Convening stakeholders	# of meetings	
3. 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.	Ongoing	Lead: ACE	Review work plans annually		
4. It will continue to serve the community by working at a strategic level within economic development.	Ongoing	Lead: ACE and Economic Dev.			

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5. 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).	Ongoing	Lead: City-wide		ACE staff representative on Project Teams. # of art projects integrated in capital projects and engagement	
6. It will encourage a ‘creative bureaucracy’ where creative thinking, solutions and risk-taking are welcomed.	Ongoing	Lead: City-wide			
7. It will support and encourage intergovernmental coordination.	Ongoing	Lead: City-wide		# of meetings/outreach with gov’t partners.	Aligns with Corporate Strategic Plan. Regional Leadership.
8. It will seek opportunities to hire emerging arts administrators through work placements, internships, and mentorships.	2019	Lead: HR Support: ACE Partner: Post-Secondary and private/public schools	Meet with HR and follow up with post-secondary on opportunities and alignment.	# of people hired	\$: funding to support co-op and summer work placement programs.
9. It will support a City-wide volunteer program and provide volunteer opportunities through arts, culture and event programs.	Ongoing	Lead: HR Support: ACE		# of volunteers	
10. Where possible, it will seek research projects and learning opportunities through CityStudio Victoria.	Ongoing	Lead: City Studio, Economic Development Support: ACE	Review 2018-2019 projects that could align with CityStudio programs.	# of CityStudio projects and classes.	
OBJECTIVE 2.3: CONTINUE TO LEAD A CREATIVE ECOSYSTEMS APPROACH TO ENCOURAGE CROSS POLLINATION AMONG CREATIVE SECTORS.					
Actions	Timeline	Partners	How/First Steps	Measurable	Notes/Status
1. Initiate a Create Victoria Leadership Group to serve as ambassadors and advisors on implementation.	2018	Lead: Mayor and Council Support: ACE, Legislative Services	Convene Advisory Group in January to review Implementation Plan.	# of meetings	\$: meeting costs. Advisory Group term expires in March 2018
3. Convene diverse groups of stakeholders to encourage cross pollination of sectors and build networks between industries.	Ongoing	Lead: ACE Support: VIATEC, CRD Arts Development Service, DVBA, GVPL, Pro Art, Arts Council	Outreach to stakeholders to develop a series of events	# of meetings	\$: meeting costs
OBJECTIVE 2.4: BUILD AWARENESS AND UNDERSTANDING FOR THE NEED OF PRIVATE SECTOR AND INDIVIDUAL PHILANTHROPIC SUPPORT.					
Actions	Timeline	Implementation Partners	How/First Steps	Measurable	Notes/Status
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.	2020	Lead: Tech Sector, VAPPS Support: ACE Partner: Victoria Foundation	Scope out project with stakeholders	# of projects	Potential Canada Council Digital Funding Project

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2. Promote ways of giving and explore matched or incentivized giving opportunities.	2019	Lead: Victoria Foundation Support: Parks and Recreation Foundation, Pro Art Alliance			
OBJECTIVE 2.5: BUILD COMMUNITY CAPACITY THROUGH ORGANIZATIONAL DEVELOPMENT AND TRAINING.					
1. Hold Cultural Forums to provide knowledge-sharing and training to artists, creative entrepreneurs and arts organizations.	2018	Lead: CRD Arts Development Support: ACE, Pro Art Alliance	Meet with CRD Arts Dev.	# of attendees	CRD hosting community-wide Arts Summit in Spring 2018.
2. Share new business models including social enterprise and earned revenue streams with arts and cultural organizations.	2019	Lead: Business Hub, Social Enterprise Task Force Support: ACE	Meet with Social Enterprise Task Force/Business Hub		

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.

OBJECTIVE 3.1: ENSURE INDIGENOUS VOICES AND STORIES ARE SHARED AND REFLECTED IN PLANNING.					
Actions	Timeline	Partners	How/First Steps	Measurable	Notes/Status
1. Provide opportunities to integrate traditional and contemporary Indigenous culture, identity and language into programming and planning.	Ongoing	Lead: City-wide Support: APPC	Look for projects and programming for inclusion. Align with Visual Victoria, LAP direction.	# of projects	\$: public art projects
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.	Ongoing	Lead: City-wide Support: ACE	Support Reconciliation initiatives as directed by Council and Directors	# of initiatives	
3. Build and strengthen relationships with Lekwungen people and support the work of City-wide reconciliation initiatives.	Ongoing	Lead: City Council and staff Partner: Esquimalt and Songhees Nation			
4. Seek opportunities to partner with Esquimalt and Songhees Nations on initiatives that acknowledge and celebrate local Coast Salish traditions.	Ongoing	Lead: City Council and staff Partner: Esquimalt and Songhees Nation			

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5. Continue to fund Indigenous artist roles and opportunities at the City.	Ongoing	Lead: ACE	Report on current AIR program in January.		\$: fund for continuation of AIR
6. Follow Indigenous liaison protocols city-wide.	Ongoing	Lead: City-wide, Mayors Office and Leg. Services			
OBJECTIVE 3.2: PRESERVE VICTORIA’S ARTISTIC FOUNDATION AND HERITAGE LEGACIES WHILE WELCOMING NEW VOICES.					
Actions	Timeline	Partners	How/First Steps	Measurable	Notes/Status
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.	Ongoing	Lead: CRD Directors, City Council		Funding allocation # of orgs supported and programs.	
2. Implement and align the heritage resources recommendations found in the Create Victoria Planning Context Matrix with current City planning initiatives.	Ongoing	Lead: Heritage Support: ACE	Review Planning Content Report with Heritage.		
3. Identify opportunities for interpreting and sharing Victoria’s local history and heritage in all of its forms including: <ul style="list-style-type: none">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)Expand cultural programming to include heritage programming to improve education and awareness of local history.	2020 -2022	Lead: Parks, Heritage Planning Partners: heritage and historical organizations	Review current programming and scope out heritage programming opportunities with Heritage and heritage partners. (i.e. programming during Heritage BC week)		\$: programming from current operating funds.
OBJECTIVE 3.3: DEVELOP AND IMPLEMENT A COMPREHENSIVE COMMUNICATIONS CAMPAIGN TO BUILD AUDIENCES.					
Actions	Timeline	Partners	How/First Steps	Measurable	Notes/Status
1. Work with tech community on leveraging open data for audience development tools and use digital-based strategies for audience development.	2019	Lead: VIATEC Partners: Pro Art, Arts Community			
2. Enhance the function of ArtsVictoria.ca to create a centralized portal to feature and promote arts, culture and events activities’.	2018	Lead:, ACE Partners: Arts Community, VAPPS	Scope project and develop project plan		\$: for arts Victoria revamp
3. Ensure that marketing and branding of Victoria reflect an authentic community cultural identity and its diversity.	2019	Lead: Tourism Victoria Support: Engagement, Ec Dev.	Meet with TVIC		
3. 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.	2019	Lead: ACE, GVPL Partners: Arts Community	Research to review other city’s programs.		

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3.4: BUILD ON THE GROWING MUSIC SCENE BY POSITIONING VICTORIA AS A MUSIC CITY.					
Actions	Timeline	Partners	How/First Steps	Measurable	Notes/Status
1. Develop a Music City Strategy in collaboration with music-related businesses, tourism operators, music organizations and individual artists to:	2018-2019	Lead: ACE Partners: MUSIC BC, Music stakeholders, Tourism Victoria	Scope project and conduct best practice research		\$: meeting costs
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.	2018	Lead: ACE Partner: Regional Music stakeholders	Review best practice in other cities.		
OBJECTIVE 3.5: WITH LEAD PARTNERS, THE CITY WILL SEIZE OPPORTUNITIES TO PROMOTE ARTS, CULTURE AND HERITAGE INTO THE TOURISM ATTRACTION MIX					
Actions	Timeline	Implementation Partners	How/First Steps	Measurable	Notes/Status
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.	Ongoing	Lead: Tourism Victoria Partners: City	Meet with Tourism Victoria and review Create Victoria plan.		
2. Work towards enhancing cultural tourism marketing of a broader range of cultural attractions.	Ongoing	Lead: Tourism Victoria Partners: City, Pro Art Alliance	Meet with Tourism Victoria and review Create Victoria plan.		
3. Leverage relevant data from the Create Victoria Economic Impact Assessment and other measures and data sources.	Ongoing	Lead: Tourism Victoria Partners: City	Meet with Tourism Victoria and review Create Victoria plan.		
4. Enhance the strategic positioning of festivals and events to align with cultural tourism and music strategy initiatives.	Ongoing	Lead: Tourism Victoria Partners: City, DVBA,	Meet with Tourism Victoria and review Create Victoria plan.		
5. Ensure that marketing and branding of Victoria reflect an authentic cultural identity and its diversity.	Ongoing	Lead: Tourism Victoria Partners: City, DVBA	Meet with Tourism Victoria and review Create Victoria plan.		

STRATEGIC PRIORITY 4: BEING FUTURE-READY

GOAL: Victoria leads as a Creative City by 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	Timeline	Partners	How/First Steps	Measurable	Notes/Status
1. Begin by reviewing ‘touch points’ on creative economy within current economic development planning.	2018	Lead: ACE Support: Ec. Dev.	Review Ec. Dev Plan and meet with staff		
2. Work with data arising from the Create Victoria Economic Impact Assessment to further articulate creative economy strategies.	2018	Lead: ACE and Ec. Dev			
3. Work towards developing a Creative Worker Attraction Strategy (with a focus on youth and emerging artists).	2020	Lead: ACE and Ec. Dev.			
OBJECTIVE 4.2: CREATE SYNERGIES BETWEEN THE TECH SECTOR AND ARTS COMMUNITY TO GENERATE TECH-BASED SOLUTIONS.					
Actions	Timeline	Partners	How/First Steps	Measurable	Notes/Status
1. Work with tech community on live-to-screen options, digital literacy training, interactive arts opportunities, and other digital strategies.	Ongoing	Lead: VIATEC Partners: Arts Community	Meet with VIATEC		
2. Focus on bridging relationships between the video game, film, and design communities with individual artists and creators.	Ongoing	Lead: VIATEC Partners: Arts Community	Meet with stakeholders	# of meetings	
3. Identify partner-based projects for the Canada Council Digital Strategy Fund.	Ongoing	Lead: Arts Community, VIATEC Partners: City	Review grant program and convene stakeholders	# of projects supported and funding allocation	
OBJECTIVE 4.3: WORK WITH CREATIVE ENTREPRENEURS ON SKILLS DEVELOPMENT.					

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Actions	Timeline	Implementation Partners	How/First Steps	Measurable	Notes/Status
1. Develop a tool kit for building and managing creative businesses.	2020	Lead: Business Hub, small business providers Partners:	Review current toolkits and resources		
2. Encourage and support buy local campaigns.	Ongoing	Lead: DVBA, Chamber, Ec. Dev, Business Hub Partners: City	Meet with stakeholders		
3. Purchase local artwork for City ceremonies and gifts.	Ongoing	Lead: Mayor’s Office, Leg Services	Connect with Protocol.		
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	2020	Lead: ACE, Ec. Dev, Finance	Review best practice and meet with stakeholders		
5. Introduce an arts incubator to accelerate new business ventures.	2020	Lead: ACE, Ec. Dev. Partners: DVBA, VIATEC	Scope opportunities with cultural space planning		Aligns with Obj. 1.2
OBJECTIVE 4.4: DEVELOP CULTURAL AND CREATIVE EXPORTS TO GLOBAL MARKETS.					
Actions	Timeline	Implementation Partners	How/First Steps	Measurable	Notes/Status
1. Work with relevant partners in addressing Island challenges and identifying opportunities.	Ongoing	Lead: South Island Prosperity Group Partners: Arts Community, Touring Council of BC	Meet with partners.		