



**What does
a creative city
look like?**

Appendix A

Create Victoria Engagement Summary

October 27, 2017



Table of Contents

Appendix A

Create Victoria Engagement Summary

| | |
|--|----|
| Create Victoria Cultural Policy and Arts and Culture Master Plan | 3 |
| Roles and Responsibilities | 3 |
| Engagement Approach | 4 |
| Overview Phase 1 | |
| Engagement Strategy | 4 |
| What We Heard | 6 |
| Overview Phase 2 | |
| Engagement Strategy | 6 |
| What We Heard | 8 |
| Phase 3 | |
| Engagement Strategy | 12 |
| What We Heard | 14 |
| Create Victoria Engagement Activity Summary | 22 |
| Engagement Tactics | |
| Phase 2 | 26 |
| Phase 3 | 27 |
| Attachments: | |
| Phase 3 Engagement Input | |
| Phase 3 Engagement Tactics | |

Create Victoria Engagement Summary

Create Victoria Cultural Policy and Arts and Culture Master Plan

The City of Victoria has engaged the community to develop *Create Victoria*, a five-year Arts and Culture Master Plan that will align ideas, people, and resources around a shared vision and a set of goals, strategies and tactics to realize Victoria's potential and guide investment.



**What does
a creative city
look like?**

Role and Responsibilities

The engagement strategy has been jointly led by the City's Engagement department and the Arts, Culture and Events Office, with engagement activities coordinated and delivered by Arts, Culture and Events staff.

This consultant team, Patricia Huntsman Culture + Communication, facilitated the community engagement process and helped inform the communications and presentation materials. In addition, the team gathered research and best practices to inform the engagement materials and topic areas for discussion.

The 12-person Arts and Culture Advisory Group was appointed in April 2016 by City Council to help guide the cultural planning process, assist the project team with reaching out to the community, and ensuring the public has the information required to provide informed feedback. Each member is also serving as a champion to cultural planning and public engagement.

Advisory Group Members:

- Esquimalt Nation representative
- Butch Dick, Songhees Nation
- Serena Bhandar, Student, University of Victoria
- Lloyd Fitzsimonds, Executive Director of Royal and McPherson Theatre Society
- Eileen Gillette, Core District Coordinator, Greater Victoria Public Library
- Doug Jarvis, Chair of the Professional Art Alliance and Chair of the City of Victoria's Art in Public Places Committee
- Kate Lackey, Atomique Productions
- Jenn Neilson, Provincial Coordinator for French Programs, Ministry of Education
- Ian Rye, Chief Administrative Officer, Pacific Opera Victoria
- Martin Segger, Adjunct Professor of Art History, University of Victoria, Retired
- Jon Tupper, Director, Art Gallery of Greater Victoria
- Elise Wren, Communications Manager, Victoria Academy of Ballet

Engagement Approach

The Create Victoria engagement has followed a three-phase process:

- Phase 1: Planning and Assessment (September to December 2016)
- Phase 2: Cultural Policy Vision and Strategy (January to Mid-April 2017)
- Phase 3: Draft Policy and Master Plan Consultation / Finalizing the Policy and Master Plan / Implementation Framework (Mid-June to December 2017)

Since engagement began in September 2016, Create Victoria has participated in 41 engagement activities, received feedback from 874 people online, and engaged 2,072 people in-person.



Overview

Phase 1 - Engagement Strategy (September to December 2016)

The first phase of engagement involved a soft launch of the branded Create Victoria initiative at the *Thinklandia* event, augmented by a media release and content on the City's website.



The Create Victoria pop-kiosk engagement station included an interactive wall banner, which invited the public to *Make Your Mark* by sharing *What Does a Creative City Look Like?* to capture their vision and to help us build a creative city.

Create Victoria branded postcards, bookmarks and coasters were used to invite people of all ages to be colourful and expressive in sharing their ideas in a visual way.



The Create Victoria pop-up kiosk participated in the following popular events that drew both large and intimate groups:

- Rifflandia Music Festival
- Moss Street Market
- Fairfield Gonzales Neighbourhood Plan Workshop
- Royal BC Museum "Unexpected Conversations" Workshop



An example of some of the input shared on an interactive wall banners is below.



Phase 1 also involved internal engagement with City staff who participated in Cultural Scorecard discussions – a self-assessment of their arts and culture service delivery. This included two sessions with the Arts, Culture and Events team to identify needs, gaps, strengths and opportunities, followed by a series of guiding questions distributed to key staff throughout the organization who regularly interact with this team.



This review and assessment tool helped guide staff planning sessions; generated directions for consideration regarding the Arts, Culture and Events staff team's portfolio; and resulted in a series of themes and strategic directions to guide the cultural policy and master plan. The results of the Cultural Scorecard process helped to inform emerging themes, which were tested at the cross-departmental staff workshop and with the Advisory Group.

Also during Phase 1, the consultant team reviewed the CRD Arts Strategy to identify needs and gaps, and assessed the arts and culture community's responses.

The following key themes were identified for engagement in Phase 2:

- Participation & Inclusion
- Diversity
- Access & Affordability

- Collaboration & Facilitation

- Celebration & Promotion
- Preservation & Conservation

- Innovation



The second phase of engagement took place from January to mid-April.

A range of engagement strategies were used to reach out to the public and encourage two-way conversation, and included a range of meetings and presentations, a targeted key influencer “Start-up Workshop”, and broad community engagement which featured a Public Cultural Café and a six-part series of industry-sector Cultural Cafes in the areas of visual arts and design, literary, special events and festivals, music, and performing arts.



The Cultural Cafés were successful in bringing together diverse groups of arts and culture industry workers in conversation, who would otherwise not normally meet, to discuss shared concerns and potential ideas for moving forward.



To go where the people are, the Create Victoria pop-up engagement station participated in the Indigenous Artist in Residence Information Session to reach out to First Nations artists; the Royal Theatre's matinee of the *All that Jazz* performance by the Naden Band and the Canadian College of Performing Arts; and two afternoons during spring break at the Crystal Pool and Fitness Centre.



Online Survey

The Create Victoria online survey captured the public's and creative practitioners' vision for arts and culture. The survey was divided into **two sections**. The first section was for the general public and practitioners to complete.

The second section informed part of the City's Economic Impact Assessment (EIA) study, which was aimed at creative practitioners (e.g. artists, designers, arts and cultural organizations, festival producers, etc.) and required previous fiscal year details.

Create Victoria Online Survey

Help us measure the impact of arts and culture in Victoria! Participate in our [online survey](#)!

The first section of the survey is open to the general public and should take approximately 5-10 minutes to complete.

The second section forms part of the City's Economic Impact Assessment (EIA) study and is aimed at creative practitioners (e.g. artists, designers, arts and cultural organizations, festival producers, etc.).

NOTE: The survey deadline has been extended to Thursday, April 13, 2017.



The survey was distributed widely by way of the City's website at www.victoria.ca/create, on the ArtsVictoria.ca website, the City's social media channels, the Create Victoria Advisory Group, the Cultural Café series, pop-up kiosks, handbills, and stakeholder emails.

Over a period of 60 days (February 17 – April 17, 2017), the survey captured information from 718 respondents.

NOTE: Results of the first section of the Phase 2 survey are available at the end of the report.

The Arts Victoria Cultural Map

Arts and culture workers, venues, businesses and organizations were invited to "Get on the Map" to ensure they are counted in the City's analysis of the Arts Victoria cultural inventory which currently maps out more than 1,000 City-owned and community run arts and culture assets in Victoria. Since September 2016, 43 new organizations/resources and 44 new artist/ensembles have been added on the Arts Victoria map, for a total of 1,022 assets and 540 artist profiles/ensembles.

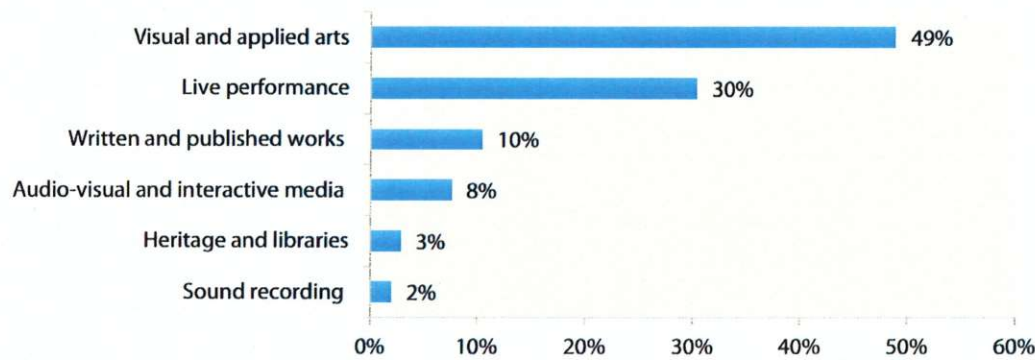


Phase 2 – What We Heard: Online Survey

Respondent Profile

Most respondents described their affiliation to Victoria's cultural sector through their participation in it (e.g. audience members, active involvement in events, users of facilities), followed by those working in the sector, either independently or as part of an organization.

Figure 6: Primary sector for independent cultural workers and artists (n=363)



When asked to identify their primary sub-sector, the following figure illustrates the most popular selection for independent cultural workers is visual art, followed by theatre.

Highlights: 718 respondents

- 83% attend/participate in arts and culture events
- 52% work as an artist/creator
- 37% donate to or sponsor arts and culture sector
- 27% represent an organization in arts and culture sector
- 6% represent a non-profit not focused on the arts
- 5% represent a tourism-related business
- 2% represent a public funding body that funds arts and culture

A strong cohort of younger generations were represented, with 42% ages 39 or under. The average respondent was approximately 44 years of age. Women comprised the majority of survey respondents at 61%, with 34% identifying as male and 5% who did not specify. Nearly half of the respondents were female between the ages of 25 and 59.

Most survey respondents (74%) indicated they reside in Victoria with 24% residing within the Capital Region. Of the 74% of respondents residing in Victoria, the neighbourhoods of Harris Green, Hillside-Quadra and James Bay were most represented.

Phase 2 - Key Feedback Themes

The following key themes relate directly to four strategic priorities of the Create Victoria Draft Plan.

- **Activating Spaces** – Many commented on the extent of under-used places in the city due to inadequate resource funding or plans on how to provide accessibility (e.g. zoning, parking restrictions). Some of these spaces include warehouses, industrial units, Harbour Air terminal, Fort Commons, Market Square, vacant offices, breweries, schools churches, libraries, parkades (e.g. Bastion Square Parkade), beaches and parks.

Respondents asked if the City could support a permitting process involving all necessary authorities in the assessment and regulation of events.

Another idea was to bring on board realtors and property management companies as a means of activating new cultural spaces, as well as a campaign targeting companies to donate office space on evenings and weekends for small-scale events.

Some suggested the City support major civic halls, and to bridge the old and established with new emerging, fringe organizations.

More public art opportunities to allow the public to participate in co-creating public art was a recommendation under this theme.

- **Building Capacities** – A significant number of respondents reported a need to place higher value on emerging artists in Victoria, from facilitating more grants, to support for more all ages shows, to ensuring more local acts get stage time at major summer festivals. The dearth of performance and exhibition spaces and opportunities for young artists was a common feedback theme.

A sub-theme highlighted was the need to encourage the development of digital capacities within and amongst artists and cultural organizations and that the City should brand itself as the place for emerging tech talent.

City-led facilitation of shared spaces and resources amongst the cultural community was raised as a particular means of building capacity, particularly in view of physical/sensory accessibility needs and gender-inclusive cultural facilities.

Many suggested a shared co-working space or “hub” with shared access to studios, performance spaces and training programs could be founded by the City, and dedicated to artists, cultural organizations and youth groups.

- **Building Audiences** – Feedback also identified the need to improve outreach and cultural event awareness in Victoria. A centralized “one-stop shop” platform.

Creating partnerships with news/media organization, the tourism sector, and educational institutions were other means of ensuring an audience platform.

There was a suggestion to create a “City Art Pass” for locals and tourists alike, and an “Artists Studio Brochure” could be distributed to tourists and cruise ship passengers. There needs to be a concentrated focus on the tourism industry promoting arts and culture events in Victoria.

Note: Please see Appendix C of this report for the Phase 2 Survey results.

Phase 2 – What We Heard: In-Person Events

The following is a summary of key discussion points based on input that was shared at the Indigenous Artist in Residence Information Session, the Makers' Workshop Small Business Information Session, the Create Victoria Start-up Workshop, and the six Create Victoria Cultural Cafes.

Note – this information was included in the Interim Engagement Summary in April 2017, but is included again as a recap of what we heard.

Indigenous Artist in Residence Information Session

Monday, January 9, 2017, 5:30 p.m. – 7 p.m.

Victoria City Hall, Antechamber

Provide opportunities for Indigenous artists. Fund infrastructure and art spaces that foster creativity. Hire Indigenous people at the City. Start by asking First Nations first. Feature First Nations arts in festivals, showcases, performances.

Makers' Workshop Small Business Information Session

January 31, 2017, 10:30 a.m. – noon

Victoria City Hall, Antechamber

Business skills needed. Don't know who to talk to. Workshops and business skill development. Link with Tourism on local products (especially in Ogden Point, Inner Harbour and Government Street). Maker tradeshow to promote local makers and products to local retailers. Buy local campaign. Branded marketing to support local makers. No consolidated space for makers: need proximity to each other from different mediums. Cut red tape for home based businesses. Grant fund and development grants for creative entrepreneurs. Micro lending for makers. Shipping containers for maker spaces (need storage and infrastructure). Art hub/incubator hub. Affordability of workshop space. Live/work space.

Create Victoria Start-up Stakeholder Workshop

Thursday, February 16, 2017, 5 p.m. – 9 p.m.

The Watershed, 500 – 1112 Fort Street

The City of Victoria is on the right track to becoming a Creative City. Arts and Culture are already at the table and need to continue to be at the table and be celebrated. Build relationships between the arts and culture sector and the private developers and creative entrepreneurs. There has been confusion around the City's role; leverage private sector; and leadership is needed from the City and the private sector to champion this plan.

Create Victoria (Public) Cultural Café

Saturday, March 4, 2017, 11 a.m. – 2 p.m.

Victoria City Hall, Antechamber

Create an art-lined pathway connecting neighbourhoods and sharing stories through arts (ABCD: Art Based Community Development). Sustainable funding streams. Start-up funding for the arts. Hub for arts orgs (shared building). Innovative policies and regulations to increase music venues in Victoria. Art spaces in all new developments to replace spaces lost to development. We have a business hub. Why not an arts hub? Pop Up spaces in unused spaces DOWNTOWN. Lack of one central calendar for arts and culture events. Build facilitate new partnering with business/art. More public art and collaborative visuals (murals, pop-up projects etc.).

More connection between the city level and individual artists. Need funding and workshops for information for what arts programs exist in the City of Victoria. New innovative policies and changed regulations to support businesses who support artist ventures. Our event venues downtown need major accessibility upgrades/considerations. Centennial Square is a prime space for community events. Revitalize it. Allow opportunities for temporary "pop-up" cultural spaces in underutilized vacant spaces...to activate some of the dead spots. When rebuilding Crystal Pool, create art making recreational space.

Create Victoria: Special Events and Festivals Cultural Café**March 6, 2017, 5 p.m. – 7 p.m.****Robert Bateman Gallery, 470 Belleville Street**

Streamline City processes including the electronic permit process. City can take on liaison role with the First Nations to support their roles in events. More flexible pop-up spaces and venues. City can act as a facilitator and champion to connect the private and public sectors for partnerships and sponsorship opportunities. Creative marketing solutions such as commissioned art work that also advertise festivals and/or events in the downtown area. City to review the Festival Investment Grant program to include two intakes per year and more funding. Update the Arts Victoria database to include venues. Develop a toolkit for Festivals and Events organizers.

Create Victoria: Visual Art & Design Cultural Café**Monday, March 21, 2017, 5 p.m. – 7:30 p.m.****Cinderbloc Studio, 620 Esquimalt Road**

Bringing people together. Facilitating collaboration between private and public. Connections between industries, levels of government, public and private. Artistic communities to build and share influence. Transparency of where the opportunities are. Knowledge sharing to maximize existing infrastructure. The City and arts advocates need to communicate the value of diverse forms of art, including graffiti. Healing arts, the capacity of the creative sector to act as a tool to heal and transform both personal lives (including mental health) and the broader community by bringing diverse groups together.

Victoria: Literary Cultural Café**Tuesday, March 22, 2017, 5 p.m. – 7:30 p.m.****Cinderbloc Studio, 620 Esquimalt Road**

New central library facility; a creative resource hub to assist literary artists navigate available opportunities; integrate the literary arts into Victoria's brand; connect artists across disciplines and generations; need for increased grant funding and guidance on how to navigate existing opportunities. Bridging communication between the sectors, private, public and disciplines. A desire to see professional development support.

Create Victoria: Music Cultural Café**Monday, April 3, 2017, 7 p.m. – 9 p.m.****Northern Quarter, 1724 Douglas Street**

Need to support existing venues and encourage more venues to fill in some gap; need for all-ages spaces and engaging the next generation; "micro-loans" or "living stipends" for artists; City playing an intermediary role with the third party stakeholders – e.g. library, liquor licensing(LCLB), and vacant property owners; support for the diverse, emerging, underground, avant-garde scene; outdoor stage at Ship Point and further activations of Beacon Hill Park; support for artists to tour off the island; reviewing and relaxing some bylaws that indirectly hinder music; advocacy and awareness campaigns for what is already happening need to recognize Victoria is already a 'Music City' and to celebrate our rich music heritage.

Create Victoria: Performing Arts Cultural Café**Wednesday, April 5, 2017, 4 p.m. – 5:30 p.m.****Langham Court Theatre, 805 Langham Court**

Venues for creation, production and performance. Possibly look at it as audience development/community development instead of free content for Festival Investment Program. A collective, collaborative, affordable, useful space is needed. Retaining artists – not enough opportunities for artists to stay. Cross fertilize sectors can be useful. City can leverage the dollar investment of businesses and corporations to create public space for art. Key recommendation of the density program that includes culture. Funding of this plan needs to be innovation. Need to tap into sectors beyond arts and culture (tourism, tech, business etc.). Crystal Pool to include performance space. Promotions, audience development is key for audience to experience arts. Would be good to have something like the Active Pass for arts so arts are part of a daily life. Is there way for the city to capture people in the public realm on behalf of the arts? Would be great if people could share knowledge about business practice. Cameron Bandshell needs to be more accessible for arts groups. Remove restrictions. A venue granting program – allows subsidies to allow groups to use larger venues for one-off performances. Loads of red tape when you have a space that needs permits, rezoning and meeting retirements. Would be helpful to cut that out. Insurance and liability – hard for artists to get a hold of.

Phase 3 - Engagement Strategy (June 19 – September 30, 2017)

During Phase 3 of engagement, the public was invited to view the Create Victoria Draft Plan and provide feedback. Input collected will inform the draft Arts and Culture Master Plan and Implementation Framework that will be presented to City Council for consideration.

Create Victoria Branding

To differentiate the first two phases from the third phase of engagement, and to visually express how the community's input was making its mark, the "Create Victoria" branding was filled in with vibrant colours using the established colour palette. The phrase "make your mark" continued to be used to identify the initiative and invite feedback.



Key messages during Phase 3 included:

- We're now seeking your input on the Create Victoria Draft Plan.
- Learn what the Create Victoria Draft Plan may mean to you and let us know if we've got it right.
- Make your mark. Help us build a creative city.

A range of engagement tools and strategies was used to reach out to the community to solicit input on the draft plan.

Draft Plan and Online Survey

The Create Victoria Draft Plan was launched on the City's website on June 19. The community was asked to view the draft plan and tell us what they thought by way of an online survey at www.victoria.ca/create, email to culture@victoria.ca or to tweet @CityofVictoria #CreateVictoria.



Engagement Station Pop-Up Kiosk

Two engagement station pop-ups were held in the community -- one during the Spirit of 150 Victoria youth-themed festivities at Ship Point (June 22) and another at an Eventide Music Series live performance in Centennial Square (July 6). A Create Victoria branded banner was produced for use at Phase 3 engagement events.



Open House

An open house was held at City Hall, aligned with Festival Mexicano in Centennial Square on Saturday, July 8 from 1 p.m. – 4 p.m. With it being a hot summer afternoon and competing events around town, it was challenging to draw people into City Hall.

Drop-In Sessions at CityStudio Victoria

In September, the community was invited to drop by CityStudio Victoria to learn more about the Create Victoria Draft Plan and provide input.

Five drop-in sessions were offered at CityStudio Victoria located at 742 Johnson Street, and were promoted on the City's website, social media, and by way of targeted stakeholder emails. A range of days and times were offered:



Wednesday, September 13, 11 a.m. – 2 p.m.

Thursday, September 14, 11 a.m. – 2 p.m.

Saturday, September 23, noon – 4 p.m.

Tuesday, September 26, 4 p.m. – 7 p.m.

Saturday, September 27, noon – 4 p.m.

Key Influencer Gathering

The key influencers who were invited to participate in a Phase 2 kick-off engagement event, were again invited to a workshop-style event to provide initial feedback on the draft plan at the Royal BC Museum.

Youth Engagement Assistant Meeting

Arts, Culture and Events staff met with the City's Youth Engagement Assistant to discuss how the Create Victoria Draft Plan could involve and benefit youth.

Indigenous Artist in Residence Meeting

City staff met with City of Victoria Indigenous Artist in Residence Lindsay Delaronde to review and discuss the draft plan in a one-on-one session.

Advisory Group

Two meetings were held with the Create Victoria Advisory Group to provide feedback on the draft plan – once before it launched – and again to review and discuss the feedback that had been collected and next steps.

Phase 3 - What We Heard: Online Survey

The Create Victoria Draft Plan – Have Your Say online survey ran for just over three months and had 156 respondents. The greatest number of respondents (19.86%) reside outside of the City of Victoria. The highest number of respondents within Victoria reside in the Fairfield neighbourhood (17.81%), followed by the neighbourhoods of Vic West and Downtown who tied at 10.27%.

54.19% of respondents were female, with 35.48% male and 10.32% who preferred not to say. Those ages 25-39 were the most engaged at 37.42% followed by those ages 40-59 at 34.19%. Youth under 18 did not participate, whereas 12.26% identified as being 18-24 years of age and 16.13% of participants were 60+.

In response to the question “Are you a member of the arts, culture and heritage industry and currently working in the City of Victoria?” 52.26% of respondents said yes, while 47.74% said no – meaning that there was close to equal representation of these two groups.

Vision

Respondents were asked if they support the draft plan’s vision. The majority of the 141 respondents (62.41%) agreed with the vision statement:

“Victoria radiates creativity and thrives as a home to creative people and everyday artistic encounters”.

Key Feedback Themes: Some felt that there needs to be more sophisticated public art in Victoria. First Nations should be framed. Some felt the draft plan had too much art-speak and needed to be clearer. There was mention of a typo where “create people” should have read “creative people”, but most understood what was meant.

Cultural Policy

82.8% of 134 respondents agreed the cultural policy statement aligns with the vision. The cultural policy statement reads:

“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 Capital City, it is upholding Truth and Reconciliation; preserving its artistic and heritage legacy; animating public spaces; and seizing opportunities for collaborative, culture-led economic development.”

Key Themes: Limit it to visual art. Protection of heritage is missing. Cool language but not sure what it means. How does Truth and Reconciliation fit? City processes and bodies are not inclusive - it’s who you know. Sport should be mentioned as it is part of city’s culture.

Strategic Priorities and Goals

The survey asked respondents to rate their support for the draft plan's four strategic priorities and goals to achieve the vision. The Strategic Priorities and Goals were rated in the following order (1, 4, 2 and 3).

Strategic Priority 1: Connecting People and Spaces

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

Significant support at 90.32% (71.77% strongly support + 18.55% support) this priority and goal.

OBJECTIVES:

(123 respondents) Of the four objectives, there was significant support (89.35%) for Objective 1.3: *Serve a range of ongoing creative space needs for artistic and creative production, display, enjoyment and participation.*

Rated second was Objective 1.4 *Facilitate social inclusion, promote diversity, community wellness and accessibility in cultural spaces* (81.30%). Ranked close behind was Objective 1.2. *Determine the short, medium and long-term phasing of the development of a multi-use arts and cultural centre, and arts district* (80.33%). And there was 75.21% support for Objective 1.1 *Where possible, ensure a distributed model of creative place-making experiences through neighbourhood planning.*

Key Feedback Themes: Actively foster and encourage collaborations between artists and cultural organizations and local businesses. Provide opportunities for apprenticeships. Include everyone youth to elderly. Better transportation (parking and transit) needed. Protect existing spaces for artists. Do we need an arts district? Development plans need to ensure space for artistic centres. Ease licensing and turn empty storefronts into arts and culture hubs. Annual art pass. How will affordability be addressed?

ACTIONS:

56.52% of 92 respondents agreed with the proposed actions in the draft plan to achieve the objectives of Goal 1, while 36.96% said they agreed with some of them, and 6.52% did not agree.

Key Feedback Themes: Looks comprehensive. Missing tax incentives and subsidies. City events need to enable business community to become stakeholder. Better use of the libraries. Include school district in plans/discussions. Incorporate donations at events to help offset costs. Need to revisit Folk Festival; not so many music festivals. Actions are vague. . Need more publicity for events.

Strategic Priority 4: Being Future Ready

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

79.51% (59.02% strongly support + 20.49% support) this priority and goal.

OBJECTIVES:

(86 respondents) Of the four objectives, there was greatest support for Objective 4.1 *Increase prosperity within the creative community, and in turn, the whole region by further integrating creative economy strategies into economic development planning* (81.17%).

Ranked second in support was Objective 4.2 *Develop collaborations with Victoria's tech sector to generate tech-based solutions for arts, culture and creative community challenges* (74.42%). These were followed in support for Objective 4.3 *Work with creative entrepreneurs on skills development* (72.61%) and Objective 4.4 *Develop cultural and creative exports to global markets* (63.09%).

Strategic Priority 4: Being Future Ready (cont'd)

Key Feedback Themes: Improve by not getting into this money pit area. Would like to see City do this through an Arts and Culture centre/multi-functional space. Why not contract to Victoria Arts Council to do this? Pay artists properly. What does 4.4 mean? City's Planning and Engineering Departments need to be on board to support arts and culture infrastructure. Simpler language needed in plan.

ACTIONS:

55.13% of 78 respondents agreed with the proposed actions to achieve the objectives of Goal 4. 35.90% agreed with some of the actions and 8.97% disagreed.

Key Feedback Themes: Too many buzz words. Mixed response regarding partnering with the tech sector. Cut red tape and make spaces available free or cheap, with affordable spaces for artists to live and flourish. Invite artists to collaborate with these industries through grant funding and education. Need to support emerging artists without needing to be a company (art grants). Literature and books need to be featured more prominently. Perhaps video games and apps amplify writer's festivals. An affordable city for all.

Strategic Priority 2: Building Cultural Leadership

GOAL: The City facilitates cultural leadership by collaborating with partners, and supporting and guiding initiatives.

78.05% (40.65% strongly support + 37.40% support) this priority and goal.

OBJECTIVES

(88 respondents) Of the five objectives, there was the greatest support for Objective 2.4 *Help build an increased awareness and understanding for the need of private sector and individual philanthropic support in the creative community* (75.87%).

Rated second and third were Objective 2.3 *Continue to lead a creative ecosystems approach to encourage cross pollination among creative sectors (e.g. culture, technology, entrepreneurship)* 74.72%, and Objective 2.5 *Build cultural knowledge capital through organizational development and training in partnership with arts service organizations (ASOs), educational institutions and the Capital Regional District* (74.41%).

There was 70.12% support for Objective 2.2 *Through the Arts, Culture and events Office, the City welcomes new ways of working together;* with 65.91% support for 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.*

Key Feedback Themes: ACE will never be a one-shop stop until all municipalities and CRD work together. Free vending space for starving artists and artisans. Not enough start-up money. More plain language in plan needed. Involve university and college students. Don't assume the City knows best. Ease up on sponsorship guidelines.

ACTIONS:

55.95% of 84 respondents agreed with the proposed actions in the draft plan to achieve the objectives of Goal 2. 34.52% agreed with some of the actions and 9.52% disagreed.

Key Feedback Themes: City should not broker relationships with business and private sector. Strengthen ACE but also support other City departments that support the arts (parks, public space requirements). Need City funded exhibitions and support for mature artists. Does City Hall's current culture and licensing align with the plan's actions? Need to be clear when City leads or partners in the plan. Maybe change name of ACE to Arts 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.

72.36% (44.72% strongly support + 27.64% support) this priority and goal.

OBJECTIVES:

(90 respondents) Of the five objectives, there was greatest support for Objective 3.1 *Ensure that Indigenous voices and stories are reflected in planning* (82.22%). Rated second was Objective 3.3 *Develop and implement a comprehensive arts and creativity communications campaign to build audiences* (77.01%).

These were followed by Objective 3.2 *Preserve Victoria's artistic foundation and heritage legacies while welcoming new voices* (70.79%); Objective 3.5 *With lead partners, the City will work towards further strategically promoting itself as a cultural tourism destination through the development of a Cultural Tourism Plan* (66.67%); and Objective 3.4 *Build on the growing music scene by supporting and directing the positioning of Victoria as a "Music City"* (64.04%).

Key Feedback Themes: Cultural Tourism needs to be 21st century even when dealing with heritage. Leave it to Tourism Victoria. Don't single out only one of the arts to encourage. Why is music singled out? What kind of heritage and foundations should be preserved? Need more professional musicians and music venues. Who are the leads? Affordability to live and work in Victoria.

ACTIONS:

48.19% of 83 respondents agreed with the proposed actions to achieve the objectives of Goal 3, while 40.96% agreed with some of the actions, and 10.84% disagreed.

Key Feedback Themes: Inclusiveness. Communication systems and empty storefronts should be made available. New library space would help support the arts. Avoid term such as "easy wins". Support all arts, just not music. Hard to read. Have Indigenous creators and makers lead the way in which their stories will be told. Affordable housing and rental accommodation is crucial to fostering a vibrant arts community where residents have disposable income to participate in arts and culture.

Overall Strategic Priority Key Feedback Themes

Support those who are already leading. Empower citizens to participate and cultivate artistic endeavours. Cooperation is more important than competition. More inclusivity for age and background. Accessible needs to mean more than just affordable. Need temporary legal graffiti art exhibits. Too much focus on music. Goals are vague. Too little input from community on what gets funded – the same people in arts community always the decision makers. Value of heritage needs to be integrated in plan. Need for short-term accommodation for visiting artists. Art should not just be for the elite who can afford classes and supplies, and event tickets. Needs to be accessible to all.

Support for Bold Moves

83 respondents rated their support for the draft plan's Bold Moves as follows:

1. **Invest in and advance real solutions for Cultural Spaces.** 81.71%
2. **Cultural Leadership: Champions Step Up and Join!** 66.66%
3. **We're not only tea, orcas and gardens (and those are great too!)** 62.19%
4. **Capitalizing on the Creative Economy.** 78.05%

Key Feedback Themes: Tap into youth and young adults. Take out "punk and polite". Let tourism create tourism industry. Mild steps; no solutions. Don't focus on the negative (#3). Need a commitment to fund the arts directly. Do something to help with housing.

General Feedback

Ready to take part. Be realistic in goals and don't promise what you can't deliver. Fabulous initiative. Be more specific on what types of music to focus on. Be clear on economic development focus. Need legal graffiti space. Re-write for ease of understanding for those not in the industry. Great work. Support the development of a new library to offer creative space. Central arts resource for what's going on around town. Grant structure to be less restrictive and open to all art forms. Remove road blocks of zoning and expense for creative spaces. Encourage volunteering to support the arts. Little mention of supporting cultural businesses. Look at collaboration for "Cultural Hub" with "Business Hub" at City Hall. Need to spell out actions, implementation and costs.

Phase 3 – Email Correspondence

The City received 11 emails from which the following key feedback themes were identified:

Key Feedback Themes:

- Language in draft plan needs to be simplified
- Need a focused strategy to address the Royal/McPherson and other existing infrastructure. Recommend an objective that focuses on existing facilities and performing arts centres
- Need a broader perspective on philanthropy
- Support the focus of Indigenous voices and positioning Victoria as a Music City. But need to include a focus on multicultural artistic practices and audiences
- Include an objective to address community needs (equity, diversity, inclusion and social change)
- Broaden 4.3 to include organizational development, innovations through partnerships, and skills development
- In 4.4, include actions to address regional issues
- Check out the non-profit called Cool Culture in New York, created to connect children with the arts: <https://www.facebook.com/CoolCulture>
- Most serious obstacle for local visual artists is lack of affordable venues for displaying their work. City could offer exhibition spaces, free of charge or on a low fee basis.
- Include a regular book festival or themed festival for writers, illustrators and book buyers with discussions, lectures reflecting Victoria's highly literate and engaged reading public
- Revive Folk Fest along the lines of WOMAD with central and satellite venues
- Create urban spaces more conducive to social human activity
- Move cultural and art activity around to different neighbourhoods
- Create greater awareness of First Nations cultural life with more visible and informative events and interactions for residents and tourists
- There should be an overarching and visibly engaged Arts Council with Provincial funding
- Draw the entire island into this initiative
- To increase attendance for summer programming at Centennial Square consider solar roofs/covering sections to generate power and mitigate rain and too much sun. Schedule bands that only want to play for crowd donation to direct funds to sustainable energy in Centennial Square
- Need to pool talent and invite the big people that have a voice to say everyone must see this.
- Need more infrastructure to support more of the arts
- The Master Plan only encompasses actions or funds that go through the City's Arts, Culture and Events Office
- Need to acknowledge the City's role in the McPherson Playhouse and Royal Theatre
- Include the City's funding role for CRD Arts Commission
- The draft plan needs to include a checklist for accessible venues

Phase 3 – What We Heard: In Person

The following is a summary of key discussion points based on input that was shared at the Key Influencers Workshop, the meeting with City of Victoria Indigenous Artist in Residence Lindsay Delaronde, two meetings with the City's Youth Engagement Assistant, and the five-part series of Drop-Ins held at CityStudio Victoria.

City Staff Feedback

July 1 – 9, 2017

Overall City staff support the draft plan. There was consensus among staff that the draft plan needs to be written in more plain language for ease of understanding for all end users, whether that be City staff, elected officials, or arts and culture practitioners and organizations.

Key Influencers Workshop

Monday, June 19, 2017, 4 p.m. – 6 p.m.

Royal BC Museum

This by-invitation workshop was designed as a follow-up to the February launch event with key influencers who provided important directions for the plan, including the Bold Moves. Those who were active throughout the Phase 2 engagement process were also invited to attend, and a complementary mix of artists, administrators, staff, Advisory Group members, and cultural leaders were represented.

Following an introductory overview of the plan, general feedback about the draft plan was positive, however, there was a request for more simple language to be used throughout. Many were pleased to see a formalized policy included; the synthesis of input reflected in the plan; particularly the emphasis on spaces, affordability, inclusion and diversity; and that "having it on paper" was an important step in the development for the arts in Victoria. There was interest in what the Implementation Framework will look like and its function which the engagement team explained. Questions from two attendees who had not previously attended any sessions (though had been invited) focused on Indigenous engagement. Staff followed up post-session with these individuals, and held a one-on-one meeting with Indigenous Artist in Residence Lindsay Delaronde to review and discuss her feedback on the draft plan.

Open House

Saturday, July 8, 1 p.m. – 4 p.m.

Victoria City Hall

Though widely promoted, this Saturday daytime event had 12 attendees. One attendee had a number of questions and comments that the consultant listened to and discussed with the attendee. A few younger artists dropped by and showed interest and positive reactions to the plan. Two members of the Advisory Group attended as well, and half a dozen members of the public stopped by to view displays, make Create Victoria buttons and pick up a handbill with information about the online survey.

City of Victoria Indigenous Artist in Residence

Lindsay Delaronde Meeting

September 20, 2017

Victoria City Hall

City staff met with Lindsay Delaronde to review and discuss her feedback on the draft plan. Overall, Delaronde supports the plan but shared the following feedback.

What does a creative city look like? (Redevelop)

Role of the City (page 21): Art Managers: increase internal employment for art administrators

Bold Moves: Intro Art as Activism (social art practice), Healing communities through art!

Bold Move #4: Arts infiltrate in all aspects of urban institutions and organizations

Strategic Priority #1:

Under Objective 1.2.b: please include master list of availability and funding options

Under Objective 1.4: Employment availability; Offer job services so the work can get done;

Cultural space role and functions section: Importance of clear communication and respect; Respecting all roles equally; Develop templates to help artist administer their arrangements (workshops); Helpful to have a definition of cultural spaces

Cultural Spaces Roadmap: Visibility of these initiatives (past/current examples)
Shared arts administration space: location/art centre?

Strategic Priority #2:

Leadership: Through training: Arts Education/Funding/Scholarships/available resources.

Why this is important? "So art can be inclusive of our everyday lives, to learn from it. Art is the visibility of our civilization at this point of time"

Under Objective 2.4.2: Grassroots (underground, building a relationship)

Strategic Priority #3:

In the intro include be responsible, accountable, following through on implementing the vision

Under Objective 3.1: For Example: position for Indigenous Artist in Residence

Under objective 3.2: Inclusion: youth art programs, emerging artist

Strategic Priority #4:

Bring in some of these themes into the intro could be helpful: What is our culture as the City of Victoria? and What are the values *teachings virtues of this vision?

Colonial History: Complex and unique relationship – history/diversity

Liked/Support these action items: Develop collaborations and Working towards developing a Creative Worker Attraction Strategy

What's Ahead in the New Arts Era: Expand and Connect with outside of the box i.e. underground art; Opportunities for marginalized/low income/mental health

Acknowledgement page: First priority: Acknowledge Lekwungen Territory

Objective: To increase inclusivity of more communities, diverse communities. Needs to be a strong aspect of the master plan (not just the elite and privileged); Indigenize/Decolonize – cultural resurgence

City of Victoria Youth Engagement Assistant Meetings

August 3 and September 27

Arts, Culture and Events Office

Staff met with the City's Youth Engagement Assistant twice to discuss how the Create Victoria Draft Plan can support youth in Victoria's arts and culture sector. The following feedback was shared.

Broader range of festival and events use in Beacon Hill Park to include opportunities for modern music and youth programming. Art and culture connections will be discussed as Engagement builds relations with school district. Examine possibilities for Youth Artists in Residence. In approaching stakeholders for opportunities to provide cultural spaces for rehearsal and small performances, include opportunities for small, youth shows. Allow house concerts and small spaces to host without need for zoning or with low-cost permits; also allow for small all-ages shows to take place with less difficulty. Opportunities to include creative spaces within existing City projects—there is also opportunity to join in with Youth Hub (which is currently in a needs assessment stage, and possibility for building this inside the new Crystal Pool will also be examined). Create awareness of tools and resources – need to target youth for awareness. Inclusivity initiatives. New ways of working together. Ticket access – should include making tickets and participation accessible to youth. Create Victoria Leadership Group should aim to include a youth ambassador, someone who serves youth in art and can connect with youth as Create Victoria moves forward. Improve youth communications, in line with products of Youth Strategy and promotion material. Music Strategy – to include examining the possibility of a leftover ticket program, to be facilitated by the City. Support all-ages shows and venues. Target youth as Creative Workers to attract and retain. Create internships and co-ops in Art and Culture. Open volunteer opportunities in Art and Culture (within youth volunteer program).

Drop-Ins at CityStudio Victoria (5 events)**Wednesday, September 13, 11 a.m. - 2 p.m.****Thursday, September 14, 11 a.m. - 2 p.m.****Saturday, September 23, Noon - 4 p.m.****Tuesday, September 26, 4 p.m. - 7 p.m.****Saturday, September 30, Noon - 4 p.m.**

Provide access to both artists and musicians to gain exposure, skills and provide entertainment in both local communities and downtown. Utilize stages that are permanent (not put up/take down) with adequate sound system. Get recognized talent for events (i.e. Canada Day) that appeals to a wide audience. Use media i.e. a regular column in Vic News to inform the public so they can follow up and create more sense of community. Ensure financing of local/national artists. Problem: lack of housing here means locals will soon be forced to commute to work. Our community is "undermined" by the real estate industry. It's a common complaint that artists/craft/musicians can no longer find workshop/rehearsal space to create, share and celebrate. In Objective 4.2 change the work partnerships rather than solution. Under Goal #4: not clear on what you mean, feels like jargon. Under Objective 1.4 facilitating diversity not promote.

Advisory Group Meeting**(Pre-Phase 3 Engagement)****Friday, June 2, 2017****Victoria City Hall**

Key points discussed at this draft plan pre-launch meeting included the following: There is great optimism around the potential for private sector donors, but will take creativity, organization and profession development to identify and cultivate. We need to build awareness of the draft plan. How can we connect the arts and tech industries? Implementation Plan to be included with the Master Plan. First priority items are cultural tourism, cultural spaces and artists. Need to connect with school district and youth.

Advisory Group Meeting**(Post-Phase 3 Engagement)****Wednesday, October 14, 2017****Victoria City Hall**

Advisory Group members commented on the need for cultural tourism advocacy. Results of the Economic Impact Assessment need to be presented in graph form – the results demonstrate the value of arts and culture to Victoria's overall economic health and vibrancy. Engagement throughout has been strong. Need to identify in upcoming Implementation Plan when the City leads and when it is a partner. City needs to help remove barriers/red tape. The Implementation Plan will have a timeline, resources and a budget in order to achieve results.

Create Victoria Engagement Activity Summary

| ENGAGEMENT ACTIVITY | DATE/TIME | LOCATION | # PARTICIPANTS ATTENDEES |
|---|---------------------------------------|--|---|
| PHASE 1 ENGAGEMENT | | | |
| Thinklandia (Launch by Mayor) | September 11, 2016 4 p.m. – 9 p.m. | Dockside Green | 54 |
| Rifflandia | September 16 – 19 Noon – 9 p.m. | Royal Athletic Park | 900 |
| Moss Street Market | October 8 and 22 10 a.m. – 3 p.m. | Moss Street (Fairfield) | 150 |
| Royal BC Museum “Unexpected Conversations” | November 23 6 p.m. – 7:30 p.m. | Royal BC Museum | 100 |
| Fairfield Gonzales Neighbourhood Plan Workshop | October 2 1 p.m. – 2 p.m. | Fairfield Gonzales Community Place | 30 |
| City of Victoria staff (3 workshops) | December Various | Victoria City Hall McPherson Theatre | 30 |
| Phase 1 # of events: 12 | | | Phase 1 # of people engaged in person: 1,264 |
| PHASE 2 ENGAGEMENT | | | |
| Indigenous Artist in Residence Information Session | January 9, 2017 5:30 p.m. – 7 p.m. | Victoria City Hall | 8 |
| Huddle in the Hub | January 17 8 a.m. – 9 a.m. | Victoria City Hall | 10 |
| Maker's Small Business Workshop | January 31 10:30 a.m. – noon | Victoria City Hall | 25 |

| ENGAGEMENT ACTIVITY | DATE/TIME | LOCATION | # PARTICIPANTS ATTENDEES |
|--|---|--|--------------------------|
| Presentation to Downtown Victoria Business Association Board Members | February 15 7 a.m. – 8 a.m. | Downtown Victoria Business Association offices | 14 |
| Create Victoria Start-up Stakeholder Workshop | February 16 5 p.m. – 7 p.m. | Watershed | 20 |
| Create Victoria Cultural Café: Public | March 4 11 a.m. – 2 p.m. | Victoria City Hall | 300 |
| Cultural Café: Special Events and Festivals sector | March 6 5 p.m. – 7 p.m. | Robert Bateman Gallery | 24 |
| Indigenous Artist in Residence Meet and Greet | March 16 5 p.m. – 7 p.m. | Victoria City Hall | 50 |
| Pop-up Kiosk at Naden Band concert/Canadian College of Performing Arts | March 18 Noon – 2 p.m. | Royal Theatre | 100 |
| Cultural Café: Visual Arts and Design sector | March 21 5 p.m. – 7:30 p.m. | Cinderbloc Studio | 26 |
| Cultural Café: Literary sector | March 22 5 p.m. – 7:30 p.m. | Cinderbloc Studio | 27 |
| Pop-Up Kiosk at Crystal Pool and Fitness Centre | March 23 and 24 3 p.m. – 5 p.m. | Crystal Pool and Fitness Centre | 8 |
| Cultural Café: Music sector | April 3 7 p.m. – 9 p.m. | Northern Quarter | 59 |
| Cultural Café: Performing Arts sector | April 4 4 p.m. – 5:30 p.m. | Langham Court Theatre | 15 |
| Phase 2: # Engagement Events: 15 | Phase 2 # Survey Respondents: 718 | Phase 2 # of People Engaged in Person: 643 | |

| ENGAGEMENT ACTIVITY | DATE/TIME | LOCATION | # PARTICIPANTS ATTENDEES |
|--|---|---------------------|-----------------------------|
| PHASE 3 ENGAGEMENT | | | |
| Advisory Group meeting | Friday, June 2 | Victoria City Hall | 8 |
| Arts, Culture and Events key staff | June 1 – 9 | City of Victoria | 7 |
| City wide staff engagement | Tuesday, July 11 | Various | 13 |
| Email Correspondence | June 19 – September 30 | Online | 8 |
| Key Influencer Workshop | Monday, June 19 4 p.m. – 6 p.m. | Royal BC Museum | 34 |
| Engagement Station – Spirit of 150 Victoria | Thursday, June 22 11 a.m. – 7 p.m. | Ship Point | 25 |
| Engagement Station – Eventide Music Series | Thursday, July 6 6 p.m. – 9 p.m. | Centennial Square | 23 |
| Open House | Saturday, July 8 1 p.m. – 4 p.m. | Victoria City Hall | 12 |
| Youth Engagement Assistant meeting | July September 27 | Victoria City Hall | 1 |
| Indigenous Artist in Residence meeting | September | Victoria City Hall | 1 |
| CityStudio Drop-Ins (5) | Wednesday, September 13 11 a.m. - 2 p.m. Thursday, September 14 11 a.m. - 2 p.m. Saturday, September 23 Noon - 4 p.m. | CityStudio Victoria | 27 |

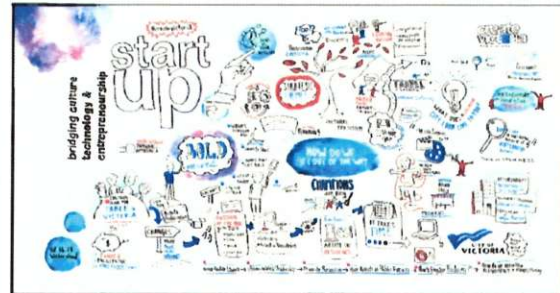
| ENGAGEMENT ACTIVITY | DATE/TIME | LOCATION | # PARTICIPANTS ATTENDEES |
|---|---|---|-----------------------------|
| | Tuesday, September 26 4 p.m. - 7 p.m. Saturday, September 30 Noon - 4 p.m. | | |
| Advisory Group meeting | Wednesday, October 4 Noon – 1:30 p.m. | City Hall | 6 |
| | | | |
| Phase 3 # Events: 14 | Phase 3 # Surveys: 156 | Phase 3 # Engaged in Person: 165 | |
| Phases 1 # Events: 12 Phase 2 # Events: 15 | Phase 1 # Surveys: N/A Phase 2 # Surveys: 718 | Phases 1 # Engaged in Person: 1,264 Phase 2 # Engaged in Person: 643 | |
| TOTAL Create Victoria Events: 41 | TOTAL Create Victoria Survey Respondents: 874 | TOTAL Create Victoria Engaged in Person: 2,072 | |

Phase 2 Engagement Tactics

The official launch of Phase 2 engagement took place on February 17, 2017. The call to action was to attend the public Create Victoria Cultural Café on March 4, complete the Create Victoria online survey at www.victoria.ca/create, email input to culture@victoria.ca, and for arts and culture practitioners to make sure to get on the ArtsVictoria.ca/create culture map of arts and culture resources/events in Victoria.

To raise awareness and motivate target audiences to action, the following tools were used:

- City website
- media release
- handbills
- social media
- stakeholder emails
- poster
- Connect newsletter and City e-News
- fact sheets
- and sounding boards



Phase 3 Engagement Tactics

The following communications tactics were used during Phase 3 to raise awareness of and invite feedback on the Create Victoria Draft Plan.

Poster Campaign

A downtown poster campaign was designed to create awareness of the draft plan and online survey feedback opportunities, an open house and two pop-up engagement station kiosks in July.



Handbill

A handbill was developed for Advisory Group members to share with their networks, and for distribution at City Hall and engagement events to promote the draft plan and online feedback opportunities (survey, email and Twitter).

Stakeholder Emails

An email was distributed to stakeholder groups when the draft plan and survey were launched on June 19, and again to promote the drop-in CityStudio opportunities in September and online survey.

Media Release

A media release was developed to launch and generate awareness of the Create Victoria Draft Plan, feedback opportunities, and next steps.

What's in it for Me? Fact Sheet Series

To make it easier for the community and specific arts and culture sectors to understand what the Create Victoria Draft Plan was proposing, a five-part fact sheet series was developed and made available on the City's website and as hand-outs at engagement events. The "What's in it for Me?" series featured:

- What's in it for Me – I am an Artist
- What's in it for Me – I am an Arts Organization
- What's in it for Me – I am a Cultural Facility Owner/Manager
- What's in it for Me – I am a Resident
- What's in it for Me – I am a Business



Social Media

The City's Facebook and Twitter channels were used to promote upcoming engagement events and invite the community to provide feedback on the draft plan. The "What's in it for Me" fact sheet series was also promoted, and specific questions were posed to generate interest and input, always linking back to the City's website and survey.



Backgrounder and Key Highlights

To further breakdown the key concepts and components of the Create Victoria Draft Plan, a Backgrounder and Key Highlights document were developed and made available in print and at engagement events and on the City's website.

Display Panels

A set of four display panels were developed to outline the four strategic priorities of the Create Victoria Draft Plan for viewing and discussion at engagement events.

Draft Create Victoria Arts and Culture Master Plan

Key Highlights

1. The draft Create Victoria Arts and Culture Master Plan is based on the results of an eight-month design assessment and consultation process.
2. The plan is a strategic framework for the City of Victoria's arts and culture sector, providing a vision, goals, and strategies for the future.
3. The plan is a living document that will be updated as the sector evolves.
4. The plan is a collaborative effort between the City of Victoria and the arts and culture community.
5. The plan is a key tool for the City of Victoria to support and promote the arts and culture sector.

Strategic Priority 1: Connecting People and Spaces

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

- Objectives:**
1. Where possible, ensure a distributed model of creative place-making experiences through neighbourhood planning.
 2. Consider the short, medium and long-term shaping of the development of a multi-use arts and cultural centre, and arts district.
 3. Serve a range of ongoing creative needs for artistic and creative production, display, enjoyment and participation.
 4. Facilitate social inclusion, promote diversity, community wellness and accessibility in cultural spaces.

Strategic Priority 2: Building Cultural Leadership

Goal:
The City facilitates cultural leadership by collaborating with partners, and supporting and guiding creative initiatives.

- Objectives:**
1. The Arts, Culture and Events (ACE) Office is the "One-Stop-Shop" and first point of contact for creative and cultural development requests and assistance. It acts as a "Go-To" resource for the community.
 2. Through the Arts, Culture and Events Office, the City welcomes new ways of working together.
 3. Continue to lead a creative ecosystemic approach to encourage cross-pollination among creative sectors (e.g. culture, technology, and entrepreneurship).
 4. Help build an increased awareness and understanding for the need of private sector and individual philanthropic support in the creative community.
 5. Build cultural knowledge capital through organizational development and training in partnership with arts service organizations (ASOs), educational institutions and the Capital Regional District.

Strategic Priority 3: Telling Our Story

Goal:
Victoria champions and promotes artistic excellence and creative spaces, and contributes to positive and innovative arts and heritage legacies.

- Objectives:**
1. Ensure that Indigenous stories and values are reflected in planning.
 2. Preserve Victoria's artistic foundation and heritage legacies while embracing new voices.
 3. Develop and implement a comprehensive arts and creativity communications campaign to build audiences.
 4. Build on the growing media scene by supporting and creating the leadership of Victoria as a "Media City".
 5. With local partners, the City will work towards further strategically promoting itself as a cultural tourism destination through the development of a Cultural Tourism Plan.

Strategic Priority 4: Being Future-Ready

Goal:
Victoria leads as a Creative City through innovation in planning, a thriving creative ecosystem.

- Objectives:**
1. Be a leader provincially in the field of creativity as a driver of future-ready economic, social and environmental growth.
 2. Develop a creative vision for Victoria as a future-ready, inclusive, and vibrant city.
 3. Work with a leadership framework to build a creative ecosystem.
 4. Develop and implement a comprehensive plan to build a creative ecosystem.

ATTACHMENTS: Phase 3 Engagement Input

This section includes the following engagement input attachments:

- Email Correspondence
- Media
- Key Influencer Meeting Notes/Open House Notes
- Indigenous Artist in Residence Lindsay Delaronde Meeting Notes
- Youth Engagement Assistant Meeting Notes

Note: Please see Appendix B of this report for the Phase 3 Survey.

Rob Gordon

From: proartalliance@gmail.com on behalf of ProArt Alliance <info@proartalliance.ca>
Sent: Friday, Jun 16, 2017 1:33 PM
To: Nichola Reddington
Subject: Re: Invitation: Create Victoria Key Influencer Gathering
Attachments: image003.gif; image002.png; image010.png; image008.png; image004.gif; image005.gif

Hi Nichola, I believe I have already let you know that I plan to attend on Monday.

I have also had a chance to make my way through the draft document. I agree that a lot of the language is very consultant speak. The suggestion of specific examples will certainly help.

Bold Moves #4 talks about "a new arts era that sees a move away from traditional funding models..." I understand this and the move towards diversified revenue streams, but this reads a bit like it is addressing newer organizations and structures, rather than engaging the full spectrum of arts organizations that already exist in the city. Tech is a good draw, but a deeper engagement with this sector should add to the already rich landscape of the creative city, rather than realize it.

Thanks for all your hard work on this.

Cheers,
Doug

On Fri, Jun 16, 2017 at 10:33 AM, Nichola Reddington <NReddington@victoria.ca> wrote:

Just a reminder for our meeting on Monday June 19th at the Museum. If you haven't RSVP'd please do so today.

Enjoy Ska and Reggae, FernFest and Car Free Day this weekend!

Join us from 4-6:30pm on Monday June 19th at the Royal BC Museum to attend an overview of the draft Create Victoria Arts and Culture Master Plan and take part in conversation and exchange about the future of creativity in Victoria.

Beer and bites will be provided.

We look forward to seeing you there,

victoria.ca/create

artsvictoria.ca/create

"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

Nichola Reddington
Senior Cultural Planner
Arts, Culture and Events Office
City of Victoria
1 Centennial Square, Victoria BC V8W 1P6

T 250.361.0363 <tel:(250)%20361-0363> C 250.213.3142 <tel:(250)%20213-3142> F 250.361.0385
<tel:(250)%20361-0385>

<<http://www.victoria.ca/>>

<<https://www.facebook.com/CityofVictoriaPage>>

<<https://twitter.com/cityofvictoria>>

<<http://www.linkedin.com/company/city-of-victoria-bc?trk=biz-companies-cym>>

--
Administrator
ProArt Alliance of Greater Victoria
info@proartalliance.ca
www.proartalliance.ca
1609 Blanshard St., Unit B

Rob Gordon

From: Patricia Huntsman personal information
Sent: Tuesday, Jun 6, 2017 10:11 AM
To: Ian Rye
Cc: Nichola Reddington
Subject: Re: Draft Master Plan

Thank you, Ian. Thoughtful feedback. Total agreement on 2.4. It certainly reads as too narrow of a focus. I will also further emphasize the skills and org development piece; I have that addressed elsewhere but I agree that it does need more emphasis. I will add to Strat 3 as you're suggesting and give further thought on the latter part of Strat 4 suggestion. We need to wait on the current RMTS process to unfold to have our 'go forward' position, so likely more to add by the time we get to final version of the plan so that there is alignment. Definitely not a footnote, more like a tome.

Very best and thank you again,
P

Sent from my iPhone. Please forgive typos!

On Jun 6, 2017, at 09:28, Ian Rye <irye@pov.bc.ca> wrote:

Patricia, Nichola

Congratulations on the Create Victoria engagement and the Draft master plan. While I haven't had time to do a deep dive, I do have a few thoughts from my first reading of the document:

Strategic Priority 1

I applaud the work on cultural spaces, and its efforts to address community participation, work and exhibit spaces for artists, as well as Objective 1.2 a new library. Lacking is focused strategy to address the Royal/McPherson and other existing infrastructure. I recommend a new Objective that focuses on existing facilities and performing arts venues. I couldn't support these as a footnote in the master plan, which is how it currently reads .

Strategic Priority 2

I support the ACE concept and its focus on cultural service, partnership and collaboration. Objective 2.4 needs a broader perspective on philanthropy than the narrow focus of crowd sourcing, micro funding and partnership with tech. While I agree they are new prospects, none of these examples are critical factors in the current philanthropic arena. I would support broadening this objective to encompass the depth and breadth of philanthropic practice. I would challenge us to suggest ways the city could incentivize giving of all kinds.

Strategic Priority 3

I celebrate the focus on Indigenous voices and the positioning of Victoria as Music City. Missing from this priority is a focus on multicultural artistic practices and audiences. We could use a new objective to address community needs, equity/diversity/inclusion objectives and social change. I would support the City incentivizing practices that address matters of social and civic importance.

Strategic Priority 4

I support innovation including strategies for economic impact and digital initiatives, but I suggest broadening objective 4.3 to include organizational development, innovations through partnerships, and skills development. I suggest Objective 4.4 include actions to address regional issues including population growth (densification and suburbanization), the regional governance model, etc.

Please let me know if any of this needs clarification or if you'd like more input.
I look forward to the evolution of the Plan.

Thanks
Ian

Ian Rye | CEO
Pacific Opera Victoria
250.382.1641 office
personal information cell
irye@pov.bc.ca
www.pov.bc.ca

The Baumann Centre
925 Balmoral Rd
Victoria, BC V8T 1A7

Rob Gordon

From: Kim Kuemper
Sent: Wednesday, Sep 27, 2017 3:44 PM
To: Michelle Harris
Cc: Nichola Reddington
Subject: Youth in Create Victoria
Attachments: Youth in Create Victoria MP.docx; image001.gif; image002.png; image003.gif; image004.gif; image005.gif

Hi Michelle,

Today Nichola and I went over Create Victoria and came out with some ideas to flag or add to the Master Plan. Many of them will probably only come into play in the implementation plan, and Nichola has everything we talked about written down and noted, but I thought I would share my notes with you on this one too!

Let me know if you've got any questions!

Kim Kuemper

Youth Strategy Assistant

Engagement

City of Victoria

633 Pandora Ave, Victoria, BC V8W 1N8

T 250.361.0603 C 250.661.5386

<<http://www.victoria.ca/>>

<<https://www.facebook.com/CityofVictoriaPage>>

<<https://twitter.com/cityofvictoria>>

<<http://www.linkedin.com/company/city-of-victoria-bc?trk=biz-companies-cym>>

Rob Gordon

From: K RC personal information
Sent: Saturday, Mar 4, 2017 5:36 PM
To: Culture
Subject: An idea to include in the Arts and Culture Plan

Check out this idea from New York. A non-profit called Cool Culture created to connect children with the arts. Perhaps the city can either partner (or connect with school districts to partner) and create something similar for Victoria. By encouraging arts education...It breaks down barriers to understanding art, and generates a new generation of creativity in the city. <https://www.facebook.com/CoolCulture/>

Karen
Vic West resident

Get Outlook for Android

Rob Gordon

From: Randy Joynt <RJoynt@rmts.bc.ca>
Sent: Wednesday, Jun 7, 2017 3:44 PM
To: Nichola Reddington; Patricia Huntsman
Cc: Lloyd Fitzsimonds
Subject: Create Victoria feedback
Attachments: image001.png; image002.jpg; image003.jpg; Create Victoria feedback.docx

Hi Nichola and Patricia,

Thanks for the meeting this morning.

I've attached some language for you to consider.

Thanks,

Randy

Randy Joynt

Manager of External Affairs

Royal & McPherson Theatres Society

Office: (250) 361-0802

Mobile: personal information

rjoynt@rmts.bc.ca <<mailto:rjoynt@rmts.bc.ca>>

<<http://www.rmts.bc.ca/>> <<http://www.facebook.com/TheRoyalMcPhersonTheatres>>
<http://twitter.com/#!/RMTS_Victoria>

This message is intended only for the use of the individual or entity named above, and may contain information that is privileged, confidential or exempt from disclosure under applicable law. If you are not the intended recipient or their employee or agent responsible for receiving the message on their behalf your receipt of this message is in error and not meant to waive privilege in this message. Please notify us immediately, and delete the message and any attachments without reading the attachments. Any dissemination, distribution or copying of this communication by anyone other than the intended recipient is strictly prohibited. Thank you. Please consider the environment before printing this email.

Rob Gordon

From: info@focusonwild.com
Sent: Thursday, Apr 6, 2017 11:59 AM
To: Culture
Subject: Create Victoria Survey

Hello,

Many thanks for organizing the Create Victoria Cultural Café in March.

At the event, you mentioned that I could provide my suggestions by email, at a later date.

One of the most serious obstacles for local visual artists, in my view, is lack of affordable venues for displaying their work.

If you could offer exhibition spaces, free of charge or on a low fee basis, for example similar to the three exhibition areas at Saanich Municipal Hall, this would definitely benefit both the public and the art community.

Thank you in advance for considering my suggestion,

Mikhail

Rob Gordon

From: Culture
Sent: Tuesday, Jul 11, 2017 7:57 AM
To: Nichola Reddington
Subject: FW: Draft Arts & Culture Plan suggestions

For you J

From: Julia and Keith Milton [mailto: personal information]
Sent: Monday, July 10, 2017 6:43 PM
To: Culture <culture@victoria.ca>
Subject: Draft Arts & Culture Plan suggestions

Draft Arts & Culture Plan.

City of Victoria.

Dear Sir/Ms.,

Apologies for the very late list of suggestions below. I hope that I meet the deadline.

Firstly, thank you for all the thought & efforts put into the Arts & Culture Plan. I sincerely hope that it succeeds in energising further a vibrant Victoria Arts environment.

As my contribution to the 'brainstorming' process I'd like to suggest the following (in no particular order) :

A regular Book Festival or themed festivals – with writers, illustrators, book buyers etc., discussions, lectures reflecting Victoria's highly literate & engaged reading public. If Hay-on-Wye can do it then why can't we ?

The revival of a Folk Festival along the lines of WOMAD, with central & satellite venues (not just the tourist trap of Ship Point)

The greater use of pedestrianisation areas downtown with additional tree planting – creating urban spaces that are clean, healthy, quiter, and more conducive to social human activity rather than speedy consumerism (Western European cities have these and they have reinvigorated urban living and cultural engagement)

The identification of satellite neighbourhood cultural nodes/sites – moving cultural & artistic activity around the peninsula rather than concentrating it exclusively in the retail dominated downtown & harbor .

A greater awareness to be shown of the thousands of years of First Nations cultural life on these lands, with more visible and informative events/interactions with residents and tourists. Rather than commodifying First Nations culture we should be integrating with it holistically.

There should be an overarching and much more visibly engaged Arts Council with Provincial Funding that could act to engage everyone more fully into the multiplicities of cultural expression (at present I feel there is a compartmentalisation of efforts and attitudes that implicitly creates cultural barriers between Victorians).

The entire Island (& Gulf Islands) should be drawn into this Initiative – Victoria is the main metropolitan area and capital, and should assert its leadership far further up the Island, seeking creative energies from outside the normative zones of high density population.

Best wishes for all your future activities,

Keith Milton,

James Bay

Ever tried Ever failed No matter
Try again Fail again Fail better

~ Samuel Beckett

Rob Gordon

From: Michelle Harris
Sent: Monday, Oct 23, 2017 5:05 PM
To: Michelle Harris
Subject: FW: idea for art/culture direction
Attachments: image001.gif; image002.png; image003.gif; image004.gif; image005.gif



From: K. Sam Torrance [[mailto:](#)

personal information

Sent: Saturday, October 07, 2017 10:22 AM

To: Culture <culture@victoria.ca>

Subject: idea for art/culture direction

Hi Nicola and department, sorry I'm a bit late here. Just saw the newspaper article about Create Vic.

I'm playing two roles in this idea as I'm both a musician (you've booked us before "Bijoux du Bayou") and a committee member of BC Sustainable Energy Association. I'm prioritizing here as everyone needs to in regard to the more important issue of Climate Change and or sustainable societies.

I regularly attend the Centennial and Cameron entertainment and both have suffered in attendance these last two seasons.

Cameron does better (week-end and tourist crowds) but Centennial averages 50 or less people, frequently less in poor weather.

I and we (BCSEA) have been supporting Councils 100% renewables direction and I have presented the idea of solar roof/s covering sections of Centennial to generate power and mitigate rain and too much sun. It was received, but nothing done as yet.

So I'm proposing that you schedule bands that want to play for only crowd donations in order to direct funds to sustainable energy in the square. This would be a well communicated effort so that attendees and public knew that bands we playing for donations only to support this cause. Yes you may get a slightly more inconsistency musical product but, it's free and the money saved (\$20k? plus per season Centennial) could be a great start to installing "high profile" energy change. I am confident that many entertainers will get behind this and will come out. Need only be for a season or two until project accomplish. Thanks Sam

Rob Gordon

From: Culture
Sent: Monday, Aug 28, 2017 8:24 AM
To: Nichola Reddington; Darb Erickson; Jeff Day
Subject: FW: Thoughts

Lori Stewart
Arts, Culture and Events Office
City of Victoria
1 Centennial Square,
Victoria, BC V8W 1P6

T 250.361.0246 F 250.361.0385

Office Location: 720 Douglas Street
Victoria, BC V8W 3M7

-----Original Message-----

From: Justin Ritter [mailto:] personal information
Sent: Friday, August 25, 2017 11:15 PM
To: Culture <culture@victoria.ca>
Subject: Thoughts

All that talk about focus on the arts and all I get is more festivals, music and events out of all the words used in the master plan. For all the work that has been done I expect less elaborate words of describing nothing useful and actually have some real plans laid out. Seems like another way to get money in someone's pocket. You want the industry to

grow you need to pool talent and invite the big people that have a voice to say everyone must see this. also we need more infrastructure to support more of the arts. Plans in the area of infrastructure would really get my passion going. I believe with that in place support would be there to sustain in the long run a culture of arts.

Sent from my iPad

Rob Gordon

From: Lloyd Fitzsimonds <lfitzsimonds@rmts.bc.ca>
Sent: Wednesday, Jun 7, 2017 4:43 PM
To: Nichola Reddington; Patricia Huntsman
Cc: Randy Joynt
Subject: Master Plan

Hello Nichola / Patricia

Thanks for the hour to meet this morning.

I learned a key piece of information this morning.

What I learned was that Master Plan as developed, only encompass actions or funds that go through the City of Victoria, Arts and Culture and Events Office.

In my opinion this is problem for a Master Plan that is being developed to help the City of Victoria Councilors establish goals and priorities. I see it as a problem because the City of Victoria Councilors have input and leverage in the Arts and Culture field that goes well beyond the scope of the City of Victoria Arts and Culture and Events Office.

Many of the professional and some of the amateur arts and culture producers in Victoria are not funded by the City of Victoria Arts and Culture and Events office, but they are affected by the City of Victoria's funding in other areas.

I hope we can find a way to include an acknowledgement of this influence in the Master Plan even if we are not in a position to directly comment on the funding that is not managed by your office.

Could we acknowledge:

the City of Victoria owns the McPherson Playhouse and is its' only funder at this time.

that the City of Victoria is a substantial supporter of the Royal Theatre.

that the City of Victoria is a substantial supporter of the CRD Arts Commission.

that the funds forwarded to the CRD to be distributed to the Arts Commission and the Theatres are part of the City of Victoria's arts and culture support.

that City of Victoria Council has representation on the Board of Directors of the RMTS and on the CRD Arts Commission.

that through those board positions the Councilors of the City of Victoria can, and do, carry the vision of the City Council far beyond the confines of the City of Victoria Arts and Culture and Events office.

It is my opinion that a document called Arts and Culture Master Plan may be taken to be a directional document referring to the entire Arts and Culture topic in the City of Victoria.

It appears the City of Victoria's influence over the future of Arts and Culture may in fact be greater in the areas that are not in the City's direct control, but are in areas cooperatively managed through the CRD.

If we are unable to acknowledge that Victoria City Council has extensive reach into the Arts and Culture areas that are managed by the City of Victoria and others, we may be at risk of misleading the recipients of the document about the scope of the goals and priorities contained within the Arts Master Plan.

Thanks

Lloyd Fitzsimonds

Executive Director

Royal & McPherson Theatres

PO Box 1000,

625 Fisgard St.

Victoria BC CA

V8W 2S6

Ph 250 361 0801

Web: www.rmts.bc.ca

This message is intended only for the use of the individual or entity named above, and may contain information that is privileged, confidential or exempt from disclosure under applicable law. If you are not the intended recipient or their employee or agent responsible for receiving the message on their behalf your receipt of this message is in error and not meant to waive privilege in this message. Please notify us immediately, and delete the message and any attachments without reading the attachments. Any dissemination, distribution or copying of this communication by anyone other than the intended recipient is strictly prohibited. Thank you. Please consider the environment before printing this email.

Rob Gordon

Sent: Wednesday, Oct 25, 2017 9:04 AM
To: Michelle Harris
Subject: RE: Accessible venues checklist

From: Robin Bayley personal information
Sent: Monday, October 16, 2017 9:23 AM
To: Culture <culture@victoria.ca>
Subject: Accessible venues checklist

I recently looked at material for the new arts and culture plan. In it, there was something in the material about needing a checklist for accessible venues. I'm sorry I can't provide more of a reference and I'm not sure if it was in a comment or part of the draft plan.

It surprised me because the City's own Accessibility Working Group devised such a checklist and shared it with Engagement. I thought it would have been shared more widely within the organization. If you cannot obtain it from Engagement, I suggest you contact Brad Dellabuor, Staff Liaison to the committee or Linda Bartram, Chair

Robin Bayley

Michelle Harris

Subject: FW: What is the biggest question facing artists today?



From: Vancouver Island School of Art

[\[mailto:director@vancouverislandschoolart.com\]](mailto:director@vancouverislandschoolart.com)

Sent: Wednesday, October 25, 2017 12:11 PM

To: Nichola Reddington <NReddington@victoria.ca>

Subject: What is the biggest question facing artists today?

Having trouble viewing this email? [Biggest questions](#)

October 25, 2017

VISA Newsletter

**Support art in Victoria and become a monthly donor to the
Vancouver Island School of Art.**

For as little as \$10/month you could make a big difference to our community art school. We receive no government funding and rely entirely on tuition and donations from our generous supporters. To make a monthly donation or a one-time donation click on link below:

[Donate](#)

Registered Charity # 86392 1433 RR0001

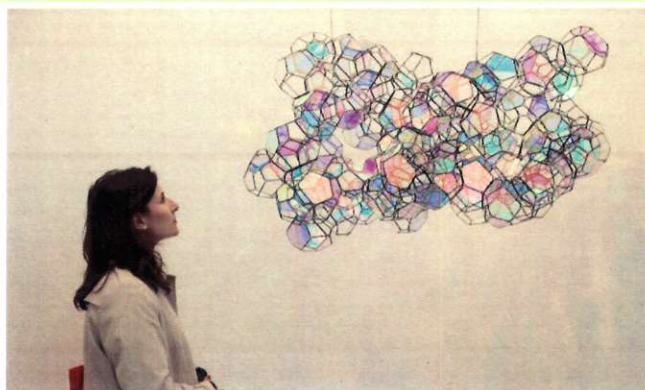
All donations are tax deductible. If you choose to make a monthly donation you will receive a tax receipt at year end.

What is the biggest question facing artists today?

The [Guardian](#) asked this question to several contemporary artists. Most of the responses related economic issues, with some referring to questions about morality, ethics and equality. Money issues tend to be high on the list because it is definitely a struggle to make a living as an artist, even it seems, if you are a well-known artist.

The main concern artists have is about space: space to live, space to make work and space to show work. Affordable space. Many cities want to be known for their vibrant arts and culture scene and are actively incorporating this concept into their long-term strategic plans. While I applaud the CRD

Arts Service for coming up with a comprehensive [Strategic Plan 2015-2018](#), there is no mention of the need for space for artists. The City of Victoria is working on an Arts and Culture Master Plan called "[Create Victoria](#)" and it is encouraging to see that they have heard artists' feedback, and have listed "space" as a number one strategic priority. Funding and grant initiatives for artists are wonderful, however the best way to create a dynamic cultural city, is to have affordable spaces for artists to live and work. It is important to acknowledge in the ever-increasing desire for density in city centres, we are creating a mono culture of upper middle class individuals with little room for artists to be part of the fabric of this society. Mark Gimein discusses this issue in a New Yorker article called: [Why the High-Cost of City Living is Bad for Everyone](#).



A visitor poses in front of an art installation by Argentinian artist Tomas Saraceno, entitled 'Altostratus/M+1, 2017' during the Frieze Art Fair in London.

There are various initiatives to help artists find spaces such as [Bow Arts](#) in London. They use an online tool called [Artist Studio Finder](#) to match artists with studio space (this will make you want to move to London!). Vancouver has started a program for [Artist Live Work Spaces](#) where you get a 1,075 square feet space over two levels, with a bright living space upstairs and a studio space below with high ceilings. The space also includes a living area with a full kitchen and room for a large dining table, couch, bed and more. All this for \$440/month! The catch is that there are only seven of these spaces available and they are distributed on an "award" basis. More information on this program can be found here: [Artist Studio Award Program](#).

Another space issue is where to exhibit work. Tacita Dean in response to the Guardian's question says "I think the biggest problem for artists is balancing a need for the market with a detachment from it. The demise of public funding and the overbearing existence of large, commerce-oriented galleries that even museums rely on these days, has distorted the capacity of artists to work freely. We are increasingly mollified by commercial obedience. There needs to be plurality again: other ways, more confusion, fewer defined routes." "We need to make work whether or not there is a market for it."

Artists will make work whether or not they have a studio space or a place to exhibit. As artist and VISA instructor Xane St Phillip likes to say, "art is its own reward". Artists are finding alternative spaces such as borrowed or rented space for short term exhibitions, or by inviting people to their home/studio to see work there. And it is true we do need to continue making work despite lack of support from government and society at large, however it is important for

this society to understand the role artists play in making our world a better place to live. Including a few paragraphs about "arts in culture" in strategic plans or government White Papers is not enough. As cities expand and develop, a serious consideration needs to be made for the artists that are going to make these cities exciting, diverse and interesting places to call home.



Image: Tacita Dean, white chalk on slate (from Documenta 13)

Wendy Welch

Executive Director, Vancouver Island School of Art

VISA Events

Saturday Night Art Lectures, Next Lecture November 4, 6:30-9:30

FLOW



Make your mark at Create Victoria

Organization wants input from community on where to take arts and culture over the next five years

DON DESCOTEAU / Sat Sep 16th, 2017 2:30pm / [COMMUNITY](#) [VIDEO](#)

A series of drop-in sessions at a downtown storefront will be the final chance to give input on how the City of Victoria should be investing in arts and cultural initiatives.

Known as Create Victoria, the arts and culture master plan will be presented to council sometime in the coming weeks and give them a sense of the priorities that artists, organizations and residents feel are important for the next five years, says Nichola Reddington, senior cultural planner for the City.

"We really want everyone to have an opportunity to have a say ... whether you're a resident, an arts organization, a facility owner or operator, an artist ... we really do want to hear from everyone, because culture is all around us and it's part of your everyday experience," she says.

"What is most important, what are the big priorities for you and what would you like to see happen in the next five years in arts and culture?"



The public engagement began in March and has seen city staffers hear from a variety of sources. One group that has been particularly enthusiastic in this process, Reddington says, are individual artists who may not otherwise qualify for arts grants.

Ideas being bounced around include the development of a creative worker attraction and retention strategy, a microloan program for creative entrepreneurs, an arts incubator program or ways to enhance arts education in schools. Others could see the city begin to facilitate connections between artists with spaces, or cultural venue operators with other potential funding sources.

The upcoming drop-in schedule at 742 Johnson St. will see the space open from noon to 4 p.m. Sept. 23, 4 to 7 p.m. on Sept. 26 and noon to 4 p.m. on Sept. 30. Or you can go online to complete a survey at victoria.ca/create.

editor@vicnews.com



Victoria residents embrace arts and cultural opportunities, as the heavily attended Symphony Splash illustrates annually. The City of Victoria is looking for input on its long-range plan for increasing such opportunities. Victoria News file photo

Have your say on Victoria's arts and culture plan

The plan will guide investments in arts and culture for the next five years

KENDRA WONG ([HTTP://WWW.VICNEWS.COM/AUTHOR/KENDRA-WONG/](http://www.vicnews.com/author/kendra-wong/)) / Tue Jun 27th, 2017

6:30am / [LOCAL NEWS \(HTTP://WWW.VICNEWS.COM/LOCAL-NEWS/\)](http://www.vicnews.com/local-news/)

[NEWS \(HTTP://WWW.VICNEWS.COM/NEWS/\)](http://www.vicnews.com/news/)



The City of Victoria is seeking feedback on a master plan to guide future arts and culture investments.

The draft Create Victoria Arts and Culture Master Plan is designed to strengthen conditions for creativity, innovation and artistic excellence to flourish. It includes a cultural policy and aligns ideas, people and resources around a shared vision, and contains strategies, goals and actions to guide initiatives and investment over the next five years.

The city wants feedback on the latest version of the plan, which identifies four strategic priorities: connecting people and spaces, building cultural leadership, telling the city's story and being future-ready.

To give your input, visit [victoria.ca/create](http://www.victoria.ca/create) (<http://www.victoria.ca/EN/main/residents/culture/create-victoria.html>) by July 11 and complete a short survey. Or you can email

(mailto:culture@victoria.ca)comments to culture@victoria.ca

(mailto:culture@victoria.ca), or drop and speak with staff at the engagement station at the Eventide Music Series on July 6 between 6 and 9 p.m. in Centennial Square.

Input can also be provided during Festival Mexicano in the Square on Saturday, July 8 from 1 to 4 p.m. The final plan is due to be presented to council in September, followed in late fall by the development of an implementation plan.

editor@vicnews.com (mailto:editor@vicnews.com)

0 Comments

Sort by Newest



Add a comment...

Facebook Comments Plugin

Most Read





Upcoming



Position



A

Create Victoria Draft Plan Open House

city of victoria - local government



Begins

Sat 13:00, 2017-07-08



Ends

Sun 16:00, 2017-07-09

Status: passed Duration: 1d 3h

Event description:

Based on extensive public input, we've developed the "Draft Create Victoria Arts and Culture Master Plan", designed to strengthen conditions for creativity, innovation and artistic excellence to flourish in the Capital City.

During Festival Mexicano in Centennial Square, drop by City Hall from 1 p.m. – 4 p.m. to view informative displays, enjoy cool treats and art activities, and take the opportunity to learn more and speak with City staff.

View the draft plan and learn how it may benefit you as an artist, arts organization, cultural facility manager/owner and as a resident and local business in our "What's In It for Me?" fact sheet series.

Please tell us if we're on track and what may be missing in an online survey at www.victoria.ca/create. survey is open until midnight on on July 11, 2017. Or provide feedback by email to culture@victoria.ca tweet @CityofVictoria #CreateVictoria.

The draft Create Victoria Arts and Culture Master Plan includes a cultural policy and aligns ideas, people and resources around a shared vision and a set of strategies, goals, objectives and actions to guide initiatives and investment over the next five years.

Have your say at www.victoria.ca/create

Website: <https://www.facebook.com/events/2120184408208639>

Provider: facebook

**Create Victoria Draft Plan Overview and Feedback Session
Key Influencers Workshop
Royal BC Museum – June 19, 2017**

Attendees: 34

Summary:

This by-invitation session was designed as a follow-up to the February launch event with key influencers who provided important directions for the plan, including the “Bold Moves”. Those who were active throughout the Phase 2 engagement process were also invited to attend and a complementary mix of artists, administrators, staff, Advisory Group members, and cultural leaders were represented.

Following an introductory overview of the plan, general feedback about the draft plan was positive. Many were pleased to see a formalized policy included; the synthesis of input reflected in the plan; particularly the emphasis on spaces, affordability, inclusion and diversity; and that “having it on paper” was an important step in the development for the arts in Victoria. There was interest in what the Implementation Framework will look like and its function which the consultant and staff explained. Questions from two attendees who had not previously attended any sessions (though had been invited) surrounded Indigenous engagement. Staff followed up with a one-on-one session with these participants who felt heard and were pleased to learn more of the participation from Indigenous artist-in-Residence, Lindsay Delaronde, and diversity representation at the various sessions, including Indigenous artists. More simplified language in the plan was requested.

Tabletop exercises allowed participants to write directly on large sheets that captured each of the Strategic Priority areas, goals, objectives and actions of Create Victoria. These comments are transcribed below.

Strategic Priority 1: Connecting People and Spaces

- Visibility of Services and faster responses important (Objective 1.3, Action 6)
- ‘and in person’ (Objective 1.3 Action 2)
- Is this helpful (in relation to expanding artsvictoria.ca)
- Sliding range of risk and space; spaces for those who to push limits and those who to play it safe--- this is important
- Affordability/appearance of being accessible--- City to leverage \$ and support
- Make it so the City is seen as the Go To for artists- both punk and polite. Not necessarily a connection for the underground/punk groups
- Objective 1.2 Action 1.d. Good idea but not enough \$ (\$100K is peanuts) but can be used to leverage more funding (i.e. Province).
- Want the City to go after Province for \$ for arts and culture

- Needs to be a higher priority
- “Develop a memorial and commemorations policy and guidelines”--- absolutely necessary
- Very few affordable spaces--- cannot live/work in Vic at current rental conditions; need to work with releasing red tape so underused or unique spots can be used
- Notion that Indigenous Artists are successful
- Need healthy communities—arts and health
- Advance this idea further i.e. microloan

Strategic Priority 2: Building Cultural Leadership

- Cut the red tape: ease processes around grants and permits (Objective 2.1)
- Facilitate networking-mixers: GLAM (gallery, library, archives, museums); coordination/cross section lead role (POV, GVPL, 8 culture passes); use GVPL more and build partnerships; under-explored opportunities with GVPL
- Literary landmarks/ creative placemaking and wayfinding strategy
- City facilitating networking between arts organizations

Strategic Priority 3: Telling our Story

- The City of Victoria needs to be a leader and empower the other municipalities who are not contributing to contribute. OR if they are at Tier 2, to move to Tier 1. Showing/recognizing how many other municipalities enjoy the arts and culture in Victoria. (Objective 3.3. Action 1)
- Add to Objective 3.1. main action: Include Indigenous leaders (art, culture, elders in these objectives. Hire an Indigenous artist to lead this action. Create new position
- “Attract and retain creative talent and investment”---Should be for all artistic sectors; all artists could benefit from these actions (not just music)
- Tap in and mine that money (Private sector and philanthropic support)
- Do we make sure that this recognizes and showcases what our artists can do and attract people here?
- Need more affordable housing to make it viable to live and work here
- Get away from Victoria being a living museum
- Goal: needs to be forward-thinking; active and energizing; and exciting. Too strategic; Tourism Victoria and Chamber of Commerce
- Indigenous can’t be just open communicator; the Indigenous Artists need ongoing talk
- Budget \$90K- no proposed change
- Preserving Victoria’s heritage is important but I think the City has already nailed it. These objectives should promote growth in the arts. New art opportunities and pushing art forward
- Budget for it

Strategic Priority 4: Being Future-Ready

- Take Risks and Try Things
- Speak like a human
- Innovation needs to be reclaimed by community
- Hunger in the country for Indigenous art/artists
- First art project is to rewrite the draft plan
- Goal is to excite and inspire
- Will Vic have meaningful relations Indigenous community in 6-7 years?
- What is a creative ecosystem?

Create Victoria Draft Plan Open House at City Hall Saturday, July 8, 2017

Attendees: 12

Summary:

Though widely promoted, this Saturday daytime event has 12 people attend. One attendee had a number of questions and comments that the consultant listened to and discussed with the attendee for more than thirty minutes. A few younger artists dropped by and showed interest and positive reactions to the plan. Two members of the Advisory Group attended the Drop In as well. About half-a-dozen stopped by to view displays, make Create Victoria buttons, and picked up the feedback opportunities handbill.

Lindsay Delaronde's Feedback on Create Victoria Draft Plan

Our Process Page: (Page 16)

??? What does a creative city look like? (Redevelop)

Role of the City (page 21):

Art Managers: increase internal employment for art administrators

BOLD MOVES:

Intro: Art as Activism (social art practice)
Healing communities through art!

Bold Move #4: Arts infiltrate in all aspects of urban institutions and organizations

Strategic Priority #1:

Under Objective 1.2.b: please include master list of availability and funding options

Under Objective 1.4: Employment availability. Offer job services so the work can get done.

Cultural space role and functions section:

Importance of clear communication and respect. Respecting all roles equally.

Develop templates to help artist administer their arrangements (workshops)

Helpful to have a definition of cultural spaces

Cultural Spaces Roadmap: Visibility of these initiatives (past/current examples)

Shared arts administration space: location/art centre?

Strategic Priority #2:

LEADERSHIP: Through training: Arts Education/Funding/Scholarships/available resources.

Why this is important? "So art can be inclusive of our everyday lives, to learn from it. Art is the visibility of our civilization at this point of time"

Under Objective 2.4.2: Grassroots (underground, building a relationship)

Strategic Priority #3:

In the intro include be responsible, accountable, following through on implementing the vision

Under Objective 3.1: For Example: position for Indigenous Artist in Residence

Under objective 3.2: Inclusion: youth art programs, emerging artist

Strategic Priority #4:

Bring in some of these themes into the intro could be helpful

Q: What is our culture as the City of Victoria?

Q: What are the values *teachings) virtues of this vision?

Colonial History: Complex and unique relationship – history/diversity

Liked/Support these action items:

- Develop collaborations
- Working towards developing a Creative Worker Attraction Strategy

What's Ahead in the New Arts Era:

Expand and Connect with outside of the box ie underground art
Opportunities for marginalized/low income/mental health

Acknowledgement page:

First priority: Acknowledge Lekwungen Territory

Objective: To increase inclusivity of more communities, diverse communities. Needs to be a strong aspect of the master plan (not just the elite and privileged)

Indigenize/Decolonize – cultural resurgence

Create Victoria

Feedback from Kim and Nichola, to ensure youth support in the Master Plan (Sep 27)

| | |
|--|---|
| Bold Move 1 Bullet 2 | "Broader range of festival and events use" in BHP to include opportunities for modern music and youth programming |
| Objective 1.1-5 | Art and culture connections will be discussed as Engagement builds relations with school district |
| Objective 1.1-3 | Examine possibilities for Youth Artists in Residence |
| Objective 1.3-3 Cultural Spaces Role | <p>Bullet 2 - In approaching stakeholders for opportunities to provide cultural spaces for rehearsal and small performances, include opportunities for small, youth shows.</p> <p>Bullet 5 – allowing house concerts and small spaces to host without need for zoning or with low-cost permits: will also allow for small all-ages shows to take place with less difficulty</p> |
| Objective 1.3-6 | Opportunities to include creative spaces within existing City projects—there is also opportunity to join in with Youth Hub (which is currently in a needs assessment stage, and possibility for building this inside the new Crystal Pool will also be examined) |
| Objective 1.4-2 | Create awareness of tools and resources – need to target youth for awareness |
| Objective 1.4-6 | Inclusivity initiatives and ticket access – should include making tickets and participation accessible to youth |
| Objective 2.2 | New ways of working together – will include school district partnerships, which Engagement is beginning to build |
| Objective 2.3-1 | Create Victoria Leadership Group should aim to include a youth ambassador, someone who serves youth in art and can connect with youth as Create Victoria moves forward |
| Objective 3.3 | Improve youth communications, in line with products of Youth Strategy and promotion material |
| Objective 3.4 | <p>Music Strategy – to include examining the possibility of a leftover ticket program, to be facilitated by the City</p> <p>Add an item to 3.4: Support all-ages shows and venues</p> |
| Objective 4.1-3 | Target youth as Creative Workers to attract and retain |
| Objective 4 | <p>Create internships and co-ops in Art and Culture</p> <p>Open volunteer opportunities in Art and Culture (within youth volunteer program)</p> |

ATTACHMENTS: Phase 3 Engagement Tactics

This section includes the following Phase 3 engagement tactic attachments:

- Media Release
- Backgrounder
- Stakeholder Emails
- Website
- Poster
- Handbill
- Fact Sheet Series: "What's in it For Me?"
- Key Highlights
- Display Panels
- Social Media (samples)
- Banner



Make Your Mark! Share Your Feedback on Create Victoria Draft Plan

Date: Monday, June 19, 2017

For Immediate Release

VICTORIA, BC – Starting in February, the community was asked “What does a creative city look like?” to guide the City of Victoria’s cultural planning. Based on extensive public input, the City has developed the *Draft Create Victoria Arts and Culture Master Plan* designed to strengthen conditions for creativity, innovation and artistic excellence to flourish in the Capital City.

The draft plan includes a cultural policy and aligns ideas, people and resources around a shared vision and a set of strategies, goals, objectives and actions to guide initiatives and investment over the next five years. The vision for the City’s cultural development is “Victoria radiates creativity and thrives as a home to creative people and everyday artistic encounters.”

Based on the input to date, the City is now seeking further feedback on the draft plan which identifies four strategic priorities: Connecting People and Spaces; Building Cultural Leadership; Telling Our Story; and Being Future-Ready.

The Draft Arts and Culture Master Plan employs a “creative ecosystem” approach to reflect a shift in Victoria’s cultural development – one that reaches out beyond the arts community to connect with tourism and private sectors, as well as culture, technology and entrepreneurship to engage in broader community conversation.

The draft plan recognizes and responds to the needs of local artists, creative practitioners, arts and culture facilities and organizations, as well as residents and local businesses. All are inter-connected, and in turn, support the health and vitality of a vibrant creative city.

While some proposed actions may be achieved straight away such as addressing the need for cultural spaces, other actions such as new cultural infrastructure and investment will require the development of partnerships and budget requests over the next five years.

Have Your Say!

The community is invited to learn more about the draft plan and provide feedback by way of:

- **Online Survey:** View the draft plan at victoria.ca/create and complete a short survey by July 11, 2017.
- **Email to:** culture@victoria.ca
- **Tweet** @CityofVictoria #CreateVictoria

- **Create Victoria Pop-up Engagement Stations:** Drop by the Create Victoria kiosk to learn more and provide feedback on what's being proposed for Victoria's arts and culture scene. Participate in hands-on art projects for the whole family and enjoy some complimentary cool treats at:
 - Spirit of 150 Victoria's 'Youth Day', Thursday, June 22 from 11 a.m. – 7 p.m. at Ship Point|
 - Eventide Music Series, Thursday, July 6 from 6 p.m. – 9 p.m. at Centennial Square
- **Create Victoria Open House:** During Festival Mexicano in Centennial Square on Saturday, July 8, drop by City Hall from 1 p.m. – 4 p.m. to view informative displays, enjoy cool treats and art activities, and take the opportunity to learn more and speak with City staff.

Public feedback will inform the *Draft Create Victoria Arts and Culture Master Plan* that is presented to City Council in a workshop in late July. The final plan will be presented for adoption in September. Once adopted, a work plan will be developed for implementation to begin late fall.

For more information go to victoria.ca/create.

ATTACHMENT: Backgrounder

— 30 —

For More Information:

Nichola Reddington
Senior Cultural Planner
Arts, Culture and Events Office
250.361.0363



Draft Create Victoria Arts and Master Plan Backgrounder

Planning Process Summary

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

The project team consisting of City staff and the Advisory Group began by examining the following:

- 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 impact the plan?

An analysis of the City's key initiatives and policies was also conducted to identify links to cultural planning and opportunities to further align current practices in culture, Indigenous relationships, and heritage policy-making. These findings are summarized in the Planning Context Report at victoria.ca/create.

What is an Arts and Culture Master Plan and why do we need one?

Cultural planning is a process of inclusive community consultation, research and assessment that helps local government identify cultural resources and think strategically about how these resources can help a community achieve its goals. It considers the increased and diversified benefits these resources could bring to the community in the future, if planned for strategically.

The term cultural planning is relatively new, emerging from Europe in the 1960s and 1970s as cities and towns faced changing economies and demographics. As part of European urban regeneration strategies, cultural planning integrated the arts into other aspects of local culture and into the texture and routines of daily life in the city. Today, communities around the world are actively engaged in cultural planning and nurturing cultural development, which is well understood as a key tool in a city's toolbox for city building.

(Source: *Creative City Network of Canada*)

Public Engagement To Date

Create Victoria public engagement was soft launched in fall 2016, by asking the community "What does a creative city look like?" and "Make your mark," at a range of events in the community.

In early spring, a series of Cultural Cafés was held with five arts and culture sectors (music, artists, events and festivals, literary, and community arts), as well as with the broader community at a Cultural Café held at City Hall. The series brought together artists, creative entrepreneurs, businesses (e.g. developers, tech sector representatives, producers), partners (e.g. Tourism Victoria and Downtown Victoria Business Association and non-profit organizations).

An online survey garnered 421 responses and included an Economic Impact Assessment (EIA) section for creative practitioners. The results of the EIA gauge the direct, indirect and induced impacts of the creative sector in Victoria's economy and will help guide the City's investment. The draft Economic Impact Assessment report is available at victoria.ca/create.

The arts and culture community was also asked to update ArtsVictoria.ca, an online inventory of City-owned and community-run arts and culture assets, which now contains more than 1,000 cultural resources, an increase of 45 new art organizations and 44 artist profiles since September 2016.

The *Draft Create Victoria Arts and Culture Master Plan* builds on the earlier studies including the Victoria Arts Scan and Map (2010) and recent consultation conducted for the Capital Regional District Arts Strategy.

For more information on public engagement to date, view the Create Victoria Engagement Summary report at victoria.ca/create.

Quick Facts

- When looking at how people are engaging and experiencing Victoria's arts and culture, festivals and events and farmers' markets are the most common forms of attended-cultural attractions cited by the Create Victoria survey respondents this past spring.
- Survey respondents were largely in support of a centralized website for Victoria's arts and culture (68%) and more social media-based advertising of events (58%).
- When asked if operating arts venues and infrastructure would be better administered at the regional level (Capital Regional District) than at the City level, there was no clear consensus.
- The City currently contributes \$905,000 (2017) in annual funding to directly serve arts organizations through operational and project funding that is administered by the Capital Regional District Arts Development Service. (Learn more on how the City currently supports arts and culture at www.victoria.ca/create.)
- There is a continuum of need cited by the arts and culture community for affordable, creative spaces; from live/work studio spaces and micro-venues, to temporary public art and creative placemaking opportunities, to the development of a cultural investment fund and a purpose-built multi-use arts facility.

Frequently Asked Questions

1. What is “cultural planning” and what is included in ‘culture’?

Cultural planning is an evolving field of professional practice and study. It looks at the strategic use of cultural assets and resources to help further community and economic development. Cultural resources and assets include:

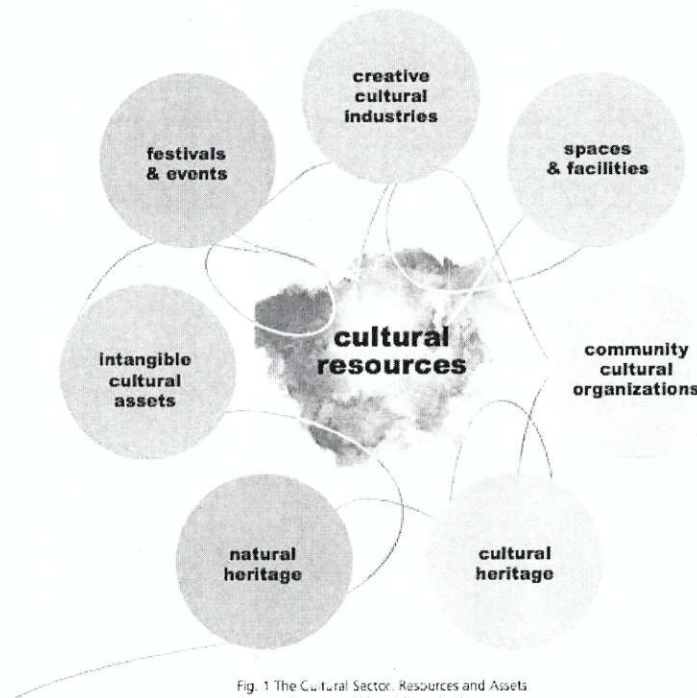


Fig. 1 The Cultural Sector: Resources and Assets
Source: Canadian Cultural Statistics Framework

2. What does the draft plan help achieve for individual artists, cultural producers and creative entrepreneurs?

Retaining and attracting creative talent is essential to cultural development, and as such, the *Draft Create Victoria Arts and Culture Master Plan* is artist-centered. Artists are reflected first and foremost in the cultural policy's values; this has not been previously acknowledged in policies and plans at the City.

The City also recognizes it does not create culture, rather it can assist in designing conditions for creativity to flourish.

The draft plan includes a number of initiatives to assist individual artists and creative entrepreneurs to excel at their work, including:

- Linking artists with spaces and making spaces more affordable (e.g. studios, venues, gallery space, micro-grants, recognizing housing affordability issues).
- Providing opportunities for artists work to be showcased.
- Offering training and skills development opportunities.
- Easing City processes to support artist-led creative projects.
- Creating music-friendly and musician-friendly policies.
- Developing a Creative-Worker Attraction and Retention Strategy

3. How does the draft plan link to the recent CRD Arts Strategy?

Create Victoria is a Master Plan. It represents a 'big picture' overview of the strategic priorities, goals and actions for arts and culture in the Capital City. It provides a roadmap for the City's investment in cultural development, which is broader than simply the arts (see FAQ 1).

The CRD Arts Strategy primarily centres on funding mechanisms through operational and project grants to arts organizations, of which the City of Victoria is a major contributor, however, funding is managed by the CRD Arts Development Service.

The CRD Arts Strategy also focuses on outreach with the regional arts community to include areas such as skills development, connecting with other municipalities in the region, and communications. The outreach function of the CRD Arts Strategy is where *Create Victoria* can link and work in partnership to serve the broader arts and culture community.

4. How does the draft plan assist arts and culture organizations?

The draft plan largely focuses on connecting people with cultural and creative spaces with the goal that "everyone feels welcome and able to access affordable spaces for creative participation, production and engagement." (Connecting People and Spaces strategic priority)

Victoria encourages organizations to work in collaboration with the City, or other partners, and/or lead initiatives to further cultural development and to help encourage accessibility to arts and culture and creative experiences. The plan proposes that the City will continue to fund individual organizations such as the Victoria Symphony, Art Gallery of Greater Victoria, Royal and McPherson Theatre Society, Pacific Opera and Ballet Victoria, and other organizations through its contribution to the CRD Arts Development Service.

The draft plan includes objectives and actions to help build an increased awareness and understanding of the need for private sector and individual philanthropic support of the creative community.

It will also work to increase audience participation in cultural events/shows, especially engaging people to participate in new art forms to support organizations and artists. The draft plan outlines the need for further cultural leadership in partnership with other organizations and individuals (e.g. philanthropy, capacity-building such as resource-sharing, skills and knowledge-sharing, incentivizing the development of cultural spaces in building projects, etc).

It further recognizes the need to maintain and protect existing cultural spaces, beginning with the development of a Cultural Infrastructure Fund with an emphasis on legacy giving, while working towards the development of a multi-use cultural facility.

View the *Draft Create Victoria Arts and Culture Master Plan* at victoria.ca/create and take the online survey.

What's in it for Artists?

- Artists are reflected first and foremost in the draft plan's cultural policy values. This has not been previously acknowledged in policies and plans at the City.
- Linking artists with spaces and making spaces more affordable (e.g. studios, venues, gallery space, micro-grants, recognizing housing affordability issues).
- Continuing to fund Indigenous Artist roles and opportunities at the City of Victoria.
- Providing opportunities for artists' work to be showcased, including temporary public art installations and pop-up opportunities; connecting artists with wall/mural spaces on private buildings.
- Providing an Artist in Residence program at the neighbourhood level and in the City's park system.
- Offering training and skills development opportunities to artists.
- Easing City processes to support artist-led creative projects.
- Creating music-friendly and musician-friendly policies.
- Developing a Creative Worker Attraction and Retention Strategy.
- Creating a Micro-Loan Grant program for creative entrepreneurs and small-budget items, including but not limited to, transportation, equipment and venue rental.
- Aligning with City's affordability initiatives, identify artists and creators as potential applicants for affordability housing.

What's in it for Arts and Culture Organizations?

- Continued funding by the City for organizations such as the Victoria Symphony, Art Gallery of Greater Victoria, Pacific Opera and Ballet Victoria, and other organizations through its contribution to the CRD Arts Development Service.
- Continuing to build active relationships with the tourism sector and seize opportunities for working in partnership with Tourism Victoria for promoting arts, culture and heritage.
- Promoting ways of giving, the impact of resident cultural organizations, and exploring matched or incentivized giving opportunities.
- Sharing new models in social enterprise and earned revenue streams with arts and cultural organizations.
- Easing permitting functions for special events and festivals, and increasing Festival Investment Grant program.
- Hosting cultural forums in partnership with an arts service organization such as Arts BC to provide knowledge-sharing and training to individual artists, creative entrepreneurs/businesses and arts organizations.

- Creating a centralized Create Victoria portal to feature and promote arts, culture and events activities, and enhancing the function of **ArtsVictoria.ca**.
- Using digital-based strategies for audience development, and aligning with related Tourism Victoria initiatives.

What's in it for Cultural Facility Managers/Owners?

- Creating 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.
- Introducing an arts incubator or hub as part of the City's cultural spaces planning.
- Supporting cultural venues in seeking funding from partners and other levels of government.
- Integrating 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.
- Creating a suite of tools and actions within the City's regulations to 'reduce red tape', and to address and accommodate space needs through zoning and bylaw review and amendments, and other regulatory mechanisms.

What's in it for Residents?

- Creating inclusive and collaborative community arts and creative-placemaking participation activities.
- Introducing creative tool libraries into neighbourhoods or a designated centralized location.
- Identifying opportunities for enhancing arts education with School District 61.
- Where possible, identifying opportunities for interpreting and sharing Victoria's heritage, in all its forms.
- Animating the interpretation and awareness of public art and intangible cultural assets through tours, workshops, storytelling and other engagement pieces.
- Prioritizing opportunities for family arts and festivals and events programming, and where possible, working with venues to mitigate barriers for family arts experiences.
- Using art as a tool for community wellness and for opening up opportunities for marginalized communities through inclusive initiatives (such as access to tickets) with identified partners.
- Providing 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.

What's in it for Local Businesses?

- Integrating 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.
- Connecting artists with wall/mural spaces on private buildings and providing exhibition opportunities.
- Increasing prosperity within the creative community and, in turn, the entire region by further integrating creative economy strategies into economic development planning.
- Working with the tech community on leveraging 'big data/open data' for audience development tools or live-to-screen options, digital literacy training, interactive arts opportunities, and other digital strategies.
- Focusing on bridging relationships between the video game, film, design communities with individual artists and creators.
- Through the City's Business Hub, developing a tool kit for managing a business and encouraging 'buy local' campaigns, and the use of local creations in City ceremonies and gifts.

Michelle Harris

From: Engagement
Sent: Tuesday, September 12, 2017 8:58 AM
To: Engagement
Subject: Make Your Mark on Create Victoria!

Please share with members, include in newsletters and post on listservs.

Thank you.



Make Your Mark on Create Victoria!

We want to hear from you about Create Victoria. Public input has helped inform the Create Victoria draft plan which will guide the City of Victoria's investment in arts and culture initiatives over the next five years.

Drop by CityStudio in September to learn more about what is being proposed and **what the draft plan means to you ...** whether you are an artist, arts and culture organization, facility owner, resident or business.

For example, should the City develop a Creative Worker Attraction and Retention strategy or a Micro-Loan Grant program for creative entrepreneurs? How about linking artists with spaces, and creating a Cultural Infrastructure Fund for existing and new spaces to leverage and attract private and public donations? Or should we introduce an arts incubator or hub, identify opportunities for enhancing arts education in schools, and animate public art through tours and workshops? These are just some of the actions proposed in the draft plan to increase prosperity within the creative and surrounding business community.

Take the opportunity to meet with City staff over coffee and cookies and let us know if we've got it right. Your feedback will inform the draft plan that is presented to City Council in October for consideration.

Create Victoria at CityStudio

Drop-in Schedule

742 Johnson Street

Wednesday, September 13 from 11 a.m. - 2 p.m.

Thursday, September 14 from 11 a.m. - 2 p.m.

Saturday, September 23 from noon - 4 p.m.

Tuesday, September 26 from 4 p.m. - 7 p.m.

Saturday, September 30 from noon - 4 p.m.

Select which date and time works best for you. We hope to see you there!

For more information and to complete our online survey by September 30, 2017, visit: www.victoria.ca/create.

Michelle Harris

From: Engagement
Sent: Tuesday, July 18, 2017 5:42 PM
To: Engagement
Subject: Have Your Say on Create Victoria Draft Plan by September 30

Please share with members, include in newsletters and post on listserves.

Thank you.



Have Your Say on Create Victoria Draft Plan by September 30

Based on extensive public input, the City has developed the draft *Create Victoria Arts and Culture Master Plan*, which aligns ideas, people and resources around a shared vision and a set of strategies, goals, objectives and actions to guide initiatives and the City's investment in arts and culture over the next five years.

We're now seeking your feedback on the draft plan which identifies four strategic priorities:

- Connecting People and Spaces
- Building Cultural Leadership
- Telling Our Story
- Being Future-Ready

The draft plan recognizes and responds to the needs of local artists, creative practitioners, arts and culture facilities and organizations, as well as residents and local businesses. All are inter-connected, and in turn, support the health and vitality of a vibrant creative city.

Have Your Say!

Learn more and provide feedback by way of:

- Online Survey: View the draft plan at victoria.ca/create and complete a short [survey](#) by **September 30, 2017**.
- Email: culture@victoria.ca
- Tweet: [@CityofVictoria](#) [#CreateVictoria](#)

Your feedback will inform the draft plan that is presented to City Council this fall. Once adopted, a work plan will be developed for implementation to begin in early 2018.

For more information, visit: victoria.ca/create.

City of Victoria



Create Victoria

The vision for the City's cultural development is :

"Victoria radiates creativity and thrives as a home to creative people and everyday artistic encounters."

Create Victoria - Make Your Mark!

What do art and culture organizations, artists and creative entrepreneurs need to be successful? And how can the City support this vision and needs?

Extensive public input has informed the development of the **Draft Create Victoria Arts and Culture Master Plan**, which aligns ideas, people, and resources around a shared vision and a set of goals, strategies and actions to realize Victoria's creative potential and guide investment over the next five years.

We're now **seeking your input** on the draft plan!



View the Plan. Provide Feedback.

View the draft plan here:

Draft Create Victoria Arts and Culture Master Plan [PDF - 9.9 MB]

Online Survey:

- Please tell us what you think in this online survey by **September 30, 2017**. (Closing date has been extended.)
- You can also email your feedback to: culture@victoria.ca
- Or Tweet @CityofVictoria #CreateVictoria



CityStudio Drop-in Schedule!

Drop by CityStudio in September to learn more about what is being proposed and **what the draft plan means to you** ... whether you are an artist, arts and culture organization, facility owner, resident or business.

For example, should the City develop a Creative Worker Attraction and Retention strategy or a Micro-Loan Grant program for creative entrepreneurs? How about linking artists with spaces, and creating a Cultural Infrastructure Fund for existing and new spaces to leverage and attract private and public donations?

Or should we introduce an arts incubator or hub, identify opportunities for enhancing arts education in schools, and animate public art through tours and workshops? These are just some of the actions proposed in the draft plan to increase prosperity within the creative and surrounding business community.

Take the opportunity to meet with City staff over coffee and cookies and let us know if we've got it right. Your feedback will inform the draft plan that is presented to City Council in October for consideration.

Create Victoria at City Studio, Drop-in Schedule

742 Johnson Street

Wednesday, September 13 from 11 a.m. - 2 p.m.

Thursday, September 14 from 11 a.m. - 2 p.m.

Saturday, September 23 from noon - 4 p.m.

Tuesday, September 26 from 4 p.m. - 7 p.m.

Saturday, September 30 from noon - 4 p.m.

Select which date and time works best for you. We hope to see you there!

What's In It for Me?

The draft plan recognizes and respond to the needs of local artists, creative practitioners, arts and culture facilities and organizations, as well as residents and local businesses. All are inter-connected, and in turn, support the health and vitality of a vibrant creative city.

Learn how the draft plan may benefit you in the **"What's In It for Me?"** fact sheet series:

- I am an Artist [PDF - 2.4 MB]
- I am an Arts Organization [PDF - 2.4 MB]
- I am a Cultural Facility Owner/Manager [PDF - 2.4 MB]
- I am a Resident [PDF - 2.4 MB]
- I am a Business [PDF - 2.4 MB]

The draft plan identifies **four strategic priorities**:

- Connecting People and Spaces [PDF - 2.8 MB]
- Building Cultural Leadership [PDF - 2.8 MB]
- Telling Our Story [PDF - 2.8 MB]; and
- Being Future-Ready [PDF - 2.8 MB].

View the draft plan's Key Highlights [PDF - 4.7 MB].

The *Create Victoria* draft plan employs a "creative ecosystem" approach to reflect a shift in Victoria's cultural development – one that reaches out beyond the arts community to connect with tourism and private sectors, as well as culture, technology and entrepreneurship to engage in broader community conversation.

Engagement Opportunities

Thank you to everyone who was able to drop by our Create Victoria pop-up station at Spirit of 150 Victoria and the Eventide Music Series, as well as our Open House at City Hall during the summer.



What Comes Next?

Your feedback will inform the *Draft Create Victoria Arts and Culture Master Plan* that will be presented to City Council in October. Once adopted, a work plan will be developed for implementation to begin in early 2018.

and a set of goals and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

make your mark.

| | | |
|--|---|---|
| <p>pop-up kiosks</p> <p>Spout at 188 Victoria (Youth Day) Thursday, June 22 11 am - 7 pm Ship Point</p> <p>Exquisite Music Series Thursday, July 6 6 pm - 9 pm Central Square</p> <p>Drop by to learn more and enjoy refreshments and projects and craft market</p> | <p>online survey</p> <p>Open until July 15 Victoria.ca/create</p> <p>View the draft plan online and tell us what you think. What do we need to improve and what's missing?</p> | <p>open house</p> <p>Saturday, July 8 1 pm - 4 pm Victoria City Hall during Festival Mountains</p> <p>Drop by to learn more and hear your say. Create cool ideas, art activities and "vision" tour</p> |
|--|---|---|





What We've Heard So Far

Since September 2016, we've engaged with close to 2,000 people in-person on the *Create Victoria* initiative at a series of Cultural Cafes, workshops and at community events. We've also heard from 421 people who participated in our online survey in early spring to help shape the draft plan and measure Victoria's arts and culture's impact on the local economy. Below are some helpful references to see how we got here:

- Engagement Summary Report (April 20, 2017)
- Draft Survey Report [PDF - 382 KB]
- Backgrounder [PDF - 285 KB]
- Planning Context Report [PDF - 5.7 MB]
- Glossary [PDF - 290 KB]
- City Support for Art and Culture [PDF - 5.2 MB]

Are You on the Map?

The Arts Victoria inventory maps out more than 1,000 City-owned and community-run arts and culture assets in Victoria.

You can add venues, organizations, businesses and public art to our culture map. [Click here to add content.](#)

Advisory Group

The Arts and Culture Master Plan Advisory Group provides expertise and knowledge in arts, culture and heritage to build community connections and encourage broad participation from the community. [Learn more.](#)



City of Victoria



Create Victoria Draft Plan - Have Your Say

July 10, 2017

What do art and culture organizations, artists and creative entrepreneurs need to be successful? And how can the City support this vision and needs?

Extensive public input has informed the development of the **Create Victoria Arts and Culture Master Plan**, which aligns ideas, people, and resources around a shared vision and a set of goals, strategies and actions to realize Victoria's creative potential and guide investment over the next five years.

We're now **seeking your input** on the draft plan!



Have Your Say!

The community is invited to learn more about the draft plan and provide feedback by way of:

- **Online Survey:** View the draft plan at victoria.ca/create and complete a short survey by **September 30, 2017**.
- **Email to:** culture@victoria.ca
- Tweet **@CityofVictoria #CreateVictoria**

Public feedback will inform the Draft Create Victoria Arts and Culture Master Plan that is presented to City Council for consideration this year. Once adopted, a work plan will be developed for implementation.

Learn more.

CREATE VICTORIA

The vision for the City's cultural development is :

"Victoria radiates creativity and thrives as a home to creative people and everyday artistic encounters."

CREATE VICTORIA - MAKE YOUR MARK!

What does a creative city look like?

What do art and culture organizations, artists and creative entrepreneurs need to be successful? And how can the City support this vision and needs?

Extensive public input has informed the development of the **Create**

Victoria Arts and Culture

Master Plan, which aligns ideas, people, and resources around a

shared vision and a set of goals, strategies and actions to realize Victoria's creative potential and guide investment over the next five years.

We're now **seeking your input** on the draft plan!



VIEW THE PLAN. PROVIDE FEEDBACK.

View the draft plan here:

Draft Create Victoria Arts and Culture Master Plan [PDF - 9.9 MB] (<http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria-Cultural%20Plan-final-WEB.pdf>)

Online Survey:

- Please tell us what you think in this online survey (<https://www.surveymonkey.com/r/DraftCreateVictoriaPlan>) by July 11, 2017.
- You can also email your feedback to: culture@victoria.ca (<mailto:culture@victoria.ca>)
- Or Tweet @CityofVictoria ([#CreateVictoria](https://twitter.com/CityOfVictoria))

WHAT'S IN IT FOR ME?

The draft plan recognizes and respond to the needs of local artists, creative practitioners, arts and culture facilities and organizations, as well as residents and local businesses. All are inter-connected, and in turn, support the health and vitality of a vibrant creative city.

Learn how the draft plan may benefit you in the **"What's In It for Me?"** fact sheet series:

- I am an Artist [PDF - 2.4 MB]



(http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria_I%20am%20an%20Artist.pdf)

- I am an Arts Organization [PDF - 2.4 MB] (http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria_I%20am%20an%20Arts%20Org.pdf)
- I am a Cultural Facility Owner/Manager [PDF - 2.4 MB] (http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria_I%20am%20a%20Cultural%20Facility%20Owner%20Mgr.pdf)
- I am a Resident [PDF - 2.4 MB] (http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria_I%20am%20a%20Resident.pdf)
- I am a Business [PDF - 2.4 MB] (http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria_I%20am%20a%20Business.pdf)

The draft plan identifies **four strategic priorities**: Connecting People and Spaces; Building Cultural Leadership; Telling Our Story; and Being Future-Ready. View the draft plan's Key Highlights [PDF - 4.7 MB] (<http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria%20Key%20Highlights.pdf>).

The draft Create Victoria plan employs a "creative ecosystem" approach to reflect a shift in Victoria's cultural development – one that reaches out beyond the arts community to connect with tourism and private sectors, as well as culture, technology and entrepreneurship to engage in broader community conversation.

JOIN US!

Take the opportunity to join us over the next three weeks at:

POP-UP ENGAGEMENT STATIONS

Drop by the Create Victoria kiosk to learn more and provide feedback on what's being proposed for Victoria's arts and culture scene. Participate in hands-on art projects for the whole family and enjoy some complimentary cool treats at:

- **Spirit of 150 Victoria's 'Youth Day'**
- Thursday, June 22 from 11 a.m. – 7 p.m. at Ship Point
- **Eventide Music Series** - Thursday, July 6 from 6 p.m. – 9 p.m. at Centennial Square

CREATE VICTORIA OPEN HOUSE

Saturday, July 8 from 1 p.m. - 4 p.m.

Victoria City Hall during Festival Mexicano

Stop by our Open House on Saturday, July 8 from 1 p.m. – 4 p.m. at City Hall during Festival Mexicano in Centennial Square. View informative displays, enjoy cool treats and art activities, and take the opportunity to learn more and speak with City staff.

Check out the Create Victoria poster. [PDF - 33 MB] (https://victoria.crayon.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria%20poster_withbleed_Final.pdf) to see all that's planned.

WHAT COMES NEXT?

Your feedback will inform the Draft Create Victoria Arts and Culture Master Plan that is presented to City Council in a workshop in late July. The final plan will be presented for adoption in September. Once adopted, a work plan will be developed for implementation to begin late fall.

WHAT WE'VE HEARD SO FAR

Since September 2016, we've engaged with close to 2,000 people in-person on the Create Victoria initiative at a series of Cultural Cafes, workshops and at community events. We've also heard from 421 people who participated in our online survey in early spring to help shape the draft plan and measure Victoria's arts and culture's impact on the local economy. Below are some helpful references to see how we got here:

- Engagement Summary Report (April 20, 2017) (http://victoria.civicweb.net/FileStorage/9860B454514D40CCB40604F0EC03E863-Appendix%20A_Interim%20Engagement%20Summary.PDF)
- Draft Survey Report [PDF - 382 KB] (<http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Draft%20Survey%20Report.pdf>)
- Backgrounder [PDF - 285 KB] (<http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents>)



make your mark.

pop-up kiosks

Spirit of 150 Victoria (Youth Day) Thursday, June 22 11 am - 7 pm Ship Point

Eventide Music Series Thursday, July 6 6 pm - 9 pm Centennial Square

Drop by to learn more and enjoy hands-on art projects and cool treats!

online survey

Open until July 11 victoria.ca/create

View the draft plan online and tell us what you think.

What do we need to improve and what's missing?

open house

Saturday, July 8 1 pm - 4 pm Victoria City Hall during Festival Mexicano

Drop by to learn more and have your say.

Enjoy cool treats, art activities and "seedie" fun!



victoria.ca/create
#CreateVictoria

- /Backgrounder%20-%20Draft%20Create%20Victoria%20Arts%20and%20Culture%20Master%20Plan
- Planning Context Report [PDF - 5.7 MB] (<http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Create%20Victoria%20Planning%20Context%20Report2.pdf>)
 - Glossary [PDF - 290 KB] (<http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/Appendix%20A%20Create%20Victoria%20Glossary%20of%20Terms.pdf>)
 - City Support for Art and Culture [PDF - 5.2 MB] (http://www.victoria.ca/assets/Departments/Parks~Rec~Culture/Culture/Documents/City%20Support%20for%20Arts%20and%20Culture_e_2017.pdf)

<https://www.facebook.com>[/artsvictoria.ca/](https://www.facebook.com/artsvictoria.ca/)<https://www.instagram.com>[/ArtsVictoria/](https://www.instagram.com/ArtsVictoria/)<https://twitter.com/artsvictoria><https://artsvictoria.ca/contact>

8th Annual **Vintage** Holiday Fair

Saturday, November 11

10am - 4pm

Da Vinci Centre

195 Bay St, Victoria

SHOP & CELEBRATE THE HOLIDAYS IN VINTAGE STYLE!

 SHOP over 40 booths filled with beautiful, vintage, one-of-a-kind treasures, holiday decorations, clothing, accessories, treats and more!

 ENJOY a heart-warming performance by the amazing musical trio... The Millies!

 GET INSPIRED by the roaring 1950s Holiday Fashion Show! Dress up in your 1950s style, BEST HOLIDAY OUTFIT, and enter to win a prize!

 SMILE at the Cool Nitschy Photo Booth, Yummy Goodies, Raffle o' Holiday Delights and much more!

 BE SUPPORTIVE! We proudly support Women In Need!

You're going to love their incredible, 1950s Vintage Treasure Emporium on the lower level!

General admission at the door \$5. Seniors, Students & Military \$4 Kids (12 and under) FREE. Please enter cash sales only. #VFW on site

VintageFairVictoria.com

Like us on Facebook! Follow us on Instagram!

(/spres/click_count.php?site_name=artsmap&ad_id=454800&ctype=sidebar)

Create Victoria

Draft Arts & Culture Plan

Help us build a creative city. Based on community input, we have developed a draft plan with a vision and a set of goals and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

make your mark.

pop-up kiosks

**Spirit of 150 Victoria
(Youth Day)
Thursday, June 22
11 am – 7 pm
Ship Point**

**Eventide Music Series
Thursday, July 6
6 pm – 9 pm
Centennial Square**

Drop by to
learn more and
enjoy hands-on
art projects and
cool treats!

online survey

**Open until July 11
victoria.ca/create**

View the draft
plan online and
tell us what you think.

What do we need
to improve and
what's missing?

open house

**Saturday, July 8
1 pm – 4 pm
Victoria City Hall
during Festival
Mexicano**

Drop by to
learn more and
have your say.

Enjoy cool treats,
art activities and
"fiestive" fun!



victoria.ca/create
#CreateVictoria

Have Your Say!

Draft Arts & Culture Plan

Based on community input, the City of Victoria has developed a draft plan with a vision and a set of goals, objectives and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

View the draft plan online and tell us if we're on track.

- » Complete an online survey at: victoria.ca/create
- » Email: culture@victoria.ca
- » Tweet your ideas to: @CityofVictoria #CreateVictoria

Deadline for feedback is September 30, 2017



Have Your Say!

Draft Arts & Culture Plan

Based on community input, the City of Victoria has developed a draft plan with a vision and a set of goals, objectives and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

View the draft plan online and tell us if we're on track.

- » Complete an online survey at: victoria.ca/create
- » Email: culture@victoria.ca
- » Tweet your ideas to: @CityofVictoria #CreateVictoria

Deadline for feedback is September 30, 2017



Have Your Say!

Draft Arts & Culture Plan

Based on community input, the City of Victoria has developed a draft plan with a vision and a set of goals, objectives and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

View the draft plan online and tell us if we're on track.

- » Complete an online survey at: victoria.ca/create
- » Email: culture@victoria.ca
- » Tweet your ideas to: @CityofVictoria #CreateVictoria

Deadline for feedback is September 30, 2017



Have Your Say!

Draft Arts & Culture Plan

Based on community input, the City of Victoria has developed a draft plan with a vision and a set of goals, objectives and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

View the draft plan online and tell us if we're on track.

- » Complete an online survey at: victoria.ca/create
- » Email: culture@victoria.ca
- » Tweet your ideas to: @CityofVictoria #CreateVictoria

Deadline for feedback is September 30, 2017





What's in it for me?

I am an Artist...

- Artists are reflected first and foremost in the draft plan's cultural policy values. This has not been previously acknowledged in policies and plans at the City.
- Linking artists with spaces and making spaces more affordable (e.g. studios, venues, gallery space, micro-grants, recognizing housing affordability issues).
- Continuing to fund Indigenous Artist roles and opportunities at the City of Victoria.
- Providing opportunities for artists' work to be showcased, including temporary public art installations and pop-up opportunities; connecting artists with wall/mural spaces on private buildings.
- Providing an Artist in Residence program at the neighbourhood level and in the City's park system.
- Offering training and skills development opportunities to artists.
- Easing City processes to support artist-led creative projects.
- Creating music-friendly and musician-friendly policies.
- Developing a Creative Worker Attraction and Retention Strategy.
- Creating a Micro-Loan Grant program for creative entrepreneurs and small-budget items, including but not limited to, transportation, equipment and venue rental.
- Aligning with City's affordability initiatives, identify artists and creators as potential applicants for affordability housing.

Vision:

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



What's in it for me?

I am an Arts Organization...

- Continued funding by the City for organizations such as the Victoria Symphony, Art Gallery of Greater Victoria, Pacific Opera and Ballet Victoria, and other organizations through its contribution to the CRD Arts Development Service.
- Continuing to build active relationships with the tourism sector and seize opportunities for working in partnership with Tourism Victoria for promoting arts, culture and heritage.
- Promoting ways of giving, the impact of resident cultural organizations, and exploring matched or incentivized giving opportunities.
- Sharing new models in social enterprise and earned revenue streams with arts and cultural organizations.
- Easing permitting functions for special events and festivals, and increasing Festival Investment Grant program.
- Hosting cultural forums in partnership with an arts service organization such as Arts BC to provide knowledge-sharing and training to individual artists, creative entrepreneurs/businesses and arts organizations.
- Creating a centralized Create Victoria portal to feature and promote arts, culture and events activities, and enhancing the function of ArtsVictoria.ca.
- Using digital-based strategies for audience development, and aligning with related Tourism Victoria initiatives.

Vision:

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



What's in it for me?

I am a Cultural Facility Owner/Manager...

- Creating 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.
- Introducing an arts incubator or hub as part of the City's cultural spaces planning.
- Supporting cultural venues in seeking funding from partners and other levels of government.
- Integrating 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.
- Creating a suite of tools and actions within the City's regulations to 'reduce red tape', and to address and accommodate space needs through zoning and bylaw review and amendments, and other regulatory mechanisms.

Vision:

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



What's in it for me?

I am a Resident...

- Creating inclusive and collaborative community arts and creative-placemaking participation activities.
- Introducing creative tool libraries into neighbourhoods or a designated centralized location.
- Identifying opportunities for enhancing arts education with School District 61.
- Where possible, identifying opportunities for interpreting and sharing Victoria's heritage, in all its forms.
- Animating the interpretation and awareness of public art and intangible cultural assets through tours, workshops, storytelling and other engagement pieces.
- Prioritizing opportunities for family arts and festivals and events programming, and where possible, working with venues to mitigate barriers for family arts experiences.
- Using art as a tool for community wellness and for opening up opportunities for marginalized communities through inclusive initiatives (such as access to tickets) with identified partners.
- Providing 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.

Vision:

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



What's in it for me?

I am a Business...

- Integrating 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.
- Connecting artists with wall/mural spaces on private buildings and providing exhibition opportunities.
- Increasing prosperity within the creative community and, in turn, the entire region by further integrating creative economy strategies into economic development planning.
- Working with the tech community on leveraging 'big data/open data' for audience development tools or live-to-screen options, digital literacy training, interactive arts opportunities, and other digital strategies.
- Focusing on bridging relationships between the video game, film, design communities with individual artists and creators.
- Through the City's Business Hub, developing a tool kit for managing a business and encouraging 'buy local' campaigns, and the use of local creations in City ceremonies and gifts.

Vision:

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

Draft Create Victoria Arts and Culture Master Plan

Key Highlights

- 1 The draft *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.

Draft Create Victoria Arts and Culture Master Plan

Key Highlights

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.).



Strategic Priority 1:

Connecting People and Spaces

Goal:

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

Objectives:

- 1.1 Where possible, ensure a distributed model of creative place-making experiences through neighborhood planning.
- 1.2 Determine the short, medium and long-term phasing of the development of a multi-use arts and cultural centre, and arts district.
- 1.3 Serve a range of ongoing creative space needs for artistic and creative production, display, enjoyment and participation.
- 1.4 Facilitate social inclusion, promote diversity, community wellness and accessibility in cultural spaces.



Strategic Priority 2:

Building Cultural Leadership

Goal:

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

Objectives:

- 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.
- 2.2** Through the Arts, Culture and Events Office, the City welcomes new ways of working together.
- 2.3** Continue to lead a creative ecosystems approach to encourage cross pollination among creative sectors (e.g. culture, technology, and entrepreneurship).
- 2.4** Help build an increased awareness and understanding for the need of private sector and individual philanthropic support in the creative community.
- 2.5** Build cultural knowledge capital through organizational development and training in partnership with arts service organizations (ASOs), educational institutions and the Capital Regional District.



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.

Objectives:

- 3.1** Ensure that Indigenous voices and stories are reflected in planning.
- 3.2** Preserve Victoria's artistic foundation and heritage legacies while welcoming new voices.
- 3.3** Develop and implement a comprehensive arts and creativity communications campaign to build audiences.
- 3.4** Build on the growing music scene by supporting and directing the positioning of Victoria as a "Music City".
- 3.5** With lead partners, the City will work towards further strategically promoting itself as a cultural tourism destination through the development of a Cultural Tourism Plan.



Strategic Priority 4: Being Future-Ready

Goal:

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

Objectives:

- 4.1 Increase prosperity within the creative community and, in turn, the whole region by further integrating creative economy strategies into economic development planning.
- 4.2 Develop collaborations with Victoria's tech sector to generate tech-based solutions for arts, culture and creative community challenges.
- 4.3 Work with creative entrepreneurs on skills development.
- 4.4 Develop cultural and creative exports to global markets.

Create Victoria Phase 3 Engagement - Social Media Samples



SEP 30 Create Victoria Drop-In at CityStudio
Public - Hosted by City of Victoria - Local Government

Nichola Reddington Hastie invited you

★ Interested ✓ Going ✕ Ignore

Saturday, September 30 at 12 PM - 4 PM
about 1 month ago

City of Victoria @CityOfVictoria
Sep 25

How do we plan to invest in arts&culture? Check out #CreateVictoria draft plan & have your say. Survey closes SAT victoria.ca/create



2

City of Victoria @CityOfVictoria
Sep 25

Drop by #CreateVictoria at CityStudio TUE 4-7 to have your say on how City proposes to invest in arts&culture #yyj ow.ly/lTrO30fpujj



3

City of Victoria @CityOfVictoria
Sep 23

See u TODAY 12-4 #CreateVictoria Drop-In at CityStudio. Have your say on how City will invest in Vic arts&culture! ow.ly/ifB930fnaw7



1

City of Victoria @CityOfVictoria
Sep 22

See you SAT 12-4 #CreateVictoria CityStudio Drop-In. Make your mark on draft plan to guide City investmt in arts! ow.ly/hxPo30fms4T



1

City of Victoria @CityOfVictoria
Sep 21

We'll have the coffee on! Drop by CityStudio Sept 23, 26, 30. Learn what #CreateVictoria means for you #yyj ow.ly/BbZ530fkATB



3

CityOfVictoria · Retweeted



CRD Arts Development @FeedTheArtsYYJ
Sep 13

TODAY! 11am-2pm Have your say about
#CreateVictoria at the #CityStudio open house:
ow.ly/fPrW30f6Hlt #feedtheartsyyj @CityOfVictoria



City of Victoria @CityOfVictoria
Aug 23

Have your say on #CreateVictoria Draft Plan. Are
we on right track #yyj #yyjarts #yyjmusic
#yyjtheatre #yyjtech? ow.ly/XC9d30eBCKv



City of Victoria @CityOfVictoria
Jul 30

How can we support Vic's arts&culture? Check out
what's proposed in #CreateVictoria draft plan &
have your say #yyj victoria.ca/create



City of Victoria @CityOfVictoria
Jul 29

#CreateVictoria draft plan is designed to enhance
Vic's art&culture scene. Are we on track? #yyj
#yyjart #yyjmusic ow.ly/jSo130e08FH



JUL
8

Create Victoria Open House

Public · Hosted by City of Victoria - Local Government

✓ Going ▾

...



Saturday, July 8 at 1 PM - 4 PM
about 3 months ago



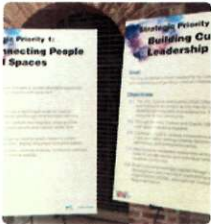
City of Victoria - Local Government
1 Centennial Square, Victoria, British Columbia V8W 1N3

Show Map



City of Victoria @CityOfVictoria
Jul 8

Come by and see us at #CreateVictoria Open House at City Hall! We're here till 4 #yyj! #yyjart Cool treats! victoria.ca/create



City of Victoria @CityOfVictoria
Jul 6

Drop by #CreateVictoria pop-up till 9pm at @CFUV Eventide Music Series at Cent Square TONIGHT #yyjmusic www.victoria.ca/create



City of Victoria @CityOfVictoria
Jul 8

Make your mark at #CreateVictoria Open House TODAY 1-4 City Hall! Displays, art activities, cool treats #yyj victoria.ca/create

Help us build a creative city. Based on community input, we have developed a draft plan with a vision and a set of goals and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

make your mark.

pop-up kiosks

Spirit of 150 Victoria (Youth Day)
Thursday, June 22
11 am - 3 pm

online survey

Open until July 11
victoria.ca/create
View the draft

open house

Saturday, July 8
1 pm - 4 pm
Victoria City Hall during Festival



City of Victoria @CityOfVictoria
Jul 6

#CreateVictoria pop-up @ Cent Square TODAY 6-9pm Eventide Music Series. Learn more, enjoy a cool treat #yyj ow.ly/6gyB30dnCKR

Help us build a creative city. Based on community input, we have developed a draft plan with a vision and a set of goals and actions to create conditions for creativity to flourish and guide investment in arts and culture over the next five years.

make your mark.

pop-up kiosks

Spirit of 150 Victoria (Youth Day)
Thursday, June 22
11 am - 3 pm

online survey

Open until July 11
victoria.ca/create
View the draft

open house

Saturday, July 8
1 pm - 4 pm
Victoria City Hall during Festival





Help us build a creative city.



victoria.ca/create