



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:



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.