

Victoria Arts Scan

MAPPING PROJECT FINAL REPORT



“Arts and Culture
are the backbone
and heart of our
community”

*Public Consultation
Participant*



Parks, Recreation
and Culture Department

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EXECUTIVE SUMMARY

The Victoria Arts Scan Mapping project was initiated by the City of Victoria in September 2009 with funding support from the B.C. Government 2010 Legacies Now grant. Victoria Arts Scan used community engagement, outreach and research activities to create an inventory of Victoria's current arts and cultural assets, to identify the opportunities and gaps in Victoria's current arts and cultural community, and to solicit ideas and visions to guide future planning and priority setting both for the City of Victoria and the broader community. The information will be used to help inform the development of an Arts and Cultural Plan to be initiated in 2010.

The Victoria Arts Scan accomplished the following benchmarks:

- Over 350 resources were compiled into an online Arts, Organization and Resource Directory, available at www.VictoriaArtsScan.ca
- 209 public surveys and 55 organizational surveys were completed, and of these, 140 respondents were identified as an artist
- 145 people attended the Arts Scan Launch in January 2010
- 70 people participated in the follow-up Arts and Culture Stakeholders focus group
- 25 key informant interviews were completed
- 26 community stakeholders participated in the First Nations and multicultural community dialogue sessions.

The City of Victoria is the central hub for arts and cultural activity in the Capital Region. The relationship between the City and the arts community is well established through the City's role as funder, facilitator, coordinator and manager of public space. The Arts Scan process was another opportunity for the City to build a relationship with the arts community and to hear their concerns, ideas and visions for the future. An overwhelming desire was expressed by participants to be fully engaged with the City of Victoria's arts and culture planning processes through meaningful and innovative processes.

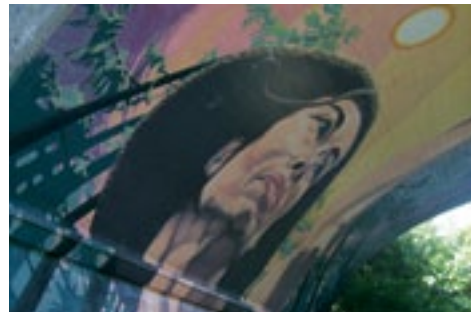
A tangible outcome of the Arts Scan cultural mapping process was the development of an interactive online database of all the arts and cultural resources currently operating within the City of Victoria's municipal boundaries. Currently, there are over 350 resources on the Victoria Arts Scan online directory www.VictoriaArtsScan.ca which can be searched by various categories such as type of cultural facility, arts organization and arts services. There are many immediate benefits to the databases for residents and businesses, including a one-stop shop for sourcing arts and cultural activity in Victoria, increased collaboration between arts organizations and cultural facilities, and marketing and promotional opportunities.

The people working within the arts and culture sector are the single greatest asset to Victoria's cultural resources. The overarching theme of the Arts Scan process was the need and desire for more collaboration, partnerships and dialogue with various stakeholders in the arts community over a range of topics including arts programming and education opportunities, multi-partner marketing initiatives, and collaboration on sourcing affordable accessible facility space.

Determining the role of the City of Victoria was a key component of the public engagement strategy. Several roles were identified including funder, facilitator, coordinator, manager of public space, and policy and strategic planner. Through the cultural planning process, the City will further develop its current and future role with the arts community and its relationship with the Capital Regional District Arts Development office.

The Arts Scan cultural mapping process was just the first step in a long-term engagement strategy with the arts community. Through the arts and cultural planning process, which will begin in late fall of 2010, the findings and observations that we've heard will be further explored and analyzed in consultation with community stakeholders.

Overall, the cultural mapping process was successful in engaging citizens and gathering the arts and cultural resources into one comprehensive database. This database will be an invaluable tool during the cultural planning process, and the foundation for building a stronger relationship with the arts community.



BURNSIDE GORGE COMMUNITY MURAL –
FRANK LEWIS, ARTIST

ACKNOWLEDGEMENTS

Special thanks to the following steering committee members for their support and guidance:

- Paul Scrivener, Executive Director, Community Arts Council of Greater Victoria
- James Lam, Manager, Capital Regional District (CRD) Arts Development
- Helen Marzolf, Executive Director, Open Space Arts Society
- Scott Walker, Coordinator, Professional Arts Alliance of Greater Victoria

As well, a thank you to the hundreds of participants who gave their time, energy, imagination and passion to participating in the community engagement strategy and to the following key coordinators of the project:

- Gail Price-Douglas, Community Development Planner, City of Victoria
- Nichola Reddington, Community Recreation and Culture Coordinator, City of Victoria
- Lifecycles Project Society; Katie Shaw-Raudoy, Maeve Lydon, Nev Gibson, Bill Cowan
- Michelle Harris, Communications Coordinator, City of Victoria
- Leah Ibbitson, Graphic Designer, City of Victoria

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1.0 INTRODUCTION

The purpose of the Victoria Arts Scan Cultural Mapping project was to provide a snapshot of the cultural assets within Victoria's municipal boundaries. This process enabled the City to determine the gaps and opportunities within its cultural resources and identify its role and priorities for the future. The information gathered through this process will inform the development of an Arts and Cultural Plan for the City of Victoria.

The project's overall goal was to create a dynamic process that enabled the public, practising artists and arts organizations to contribute their voices, experiences, expertise and recommendations in a variety of formats and settings. The community consultation process involved 460 community members and arts and culture groups. The information has been gathered and summarized in the appendices of this report for each of the engagement strategies used for the process.

The City of Victoria is the hub of arts and cultural activity in the southern region of Vancouver Island. It is recognized that artists, audiences, and art organizations may visit and work in Victoria but have studio space in a neighbouring municipality. The scope of the analysis, however, focuses on the arts organizations and facilities that exist within the municipal boundaries of Victoria and the citizens that live here. During the cultural planning process, consultation and communication with neighbouring municipalities and the Capital Regional District (CRD) Arts Development Office are recommended to ensure an inclusive process that will strengthen the arts community in the entire region.

1.1 What is Cultural Mapping?

UNESCO identifies cultural mapping as a "critical technique for preserving the world's intangible and tangible cultural assets." The mapping process includes the systematic gathering of resources and consolidating the information in a coherent way to help inform the cultural planning and decision making process.

There are many benefits to cultural mapping including:

- A comprehensive database of all the cultural resources which is easily accessible to residents, artists, visitors and the general public.
- A marketing and promotional tool for arts organizations.
- A link between cultural venues and artists and art organizations.
- Information to inform policy decisions and strategic planning processes.

1.2 Overview: An Opportunity for Connection and Dialogue

The Victoria Arts Scan was initiated on the heels of a very tumultuous and challenging time for the arts community in Victoria. Along with the outstanding global economic pressures, by the fall of 2009 when Arts Scan began, the arts and culture community in Victoria was also notified of major cuts from the British Columbia provincial government. In particular, mid to large-sized arts organizations that represented key stakeholders in the community were facing budget shortfalls.

In turn, the Victoria Arts Scan process attempted to create a new opening dialogue in the community, building a relationship of mutual learning between the arts and cultural community and the City of Victoria. The concept of shared responsibility between the City of Victoria and the arts community became an integral part of the Arts Scan engagement process.

1.3 Current Context: City Support for Arts and Culture

The City of Victoria has a long history of working with the arts and cultural community in various capacities. The Parks, Recreation and Culture Department coordinates and leads efforts to improve and enhance the social, recreational, economic and cultural health of our community, and works to create a city that is vibrant and people-centred. Recreation & Culture staff lead, support, facilitate and coordinate recreation, arts and culture and community development initiatives in Victoria.

The City owns, but does not operate the two professional theatre facilities and has funded professional arts groups on a regional basis since 1990. In 1996, the City began to support local arts and cultural festivals, and in 1997 developed an outdoor summer concert program in Centennial Square (the City's civic square adjacent to City Hall). In 1999, the City of Victoria initiated the Festival Investment Grant Program (FIG), which gives funding support to many local arts and cultural organizations who produce festivals and celebrations. In 2005, the City was declared a "Cultural Capital of Canada" by Heritage Canada, which put Victoria on the map as a centre of cultural activity. It was through the Cultural Capitals project that the City realized it did not have an overall picture of Victoria's arts and cultural resources.

The City currently provides both in-kind and financial support to arts organizations and artists. The City of Victoria currently contributes \$796,000 to the Capital Regional District (CRD) Arts Development Fund. In 2009, this represented 40% of the overall \$1.9 million for operating grants for arts and cultural organizations within the Capital Region. Through this contribution, the City helps fund many professional and community arts organizations in Victoria.

1.4 Benefits of Arts and Culture in our Community

“Art is about reconciling our basic relationship to the world around us – to question, to solidify and recognize these relationships. The benefits ripple outward from the personal to the social, political and economic. Critical thinking/knowledge building and sharing, questioning the status quo deciding what kind of world we want to live in and appreciating what inspires us.”

Public Survey Response

Participants identified arts and culture as a defining characteristic in the lives of Victoria citizens, and in particular the positive impact of arts and culture on improving their quality of life. The arts can bring people from diverse backgrounds and neighbourhoods together to celebrate and share in a common experience. This creates positive bonds and networks in our community, making neighbourhoods happier and safer places to live. The arts also act as an economic driver, providing jobs and spin off businesses, attracting tourists as well as being a driving force in revitalizing urban space.



YOUNG ARTIST, FRINGE KIDS FESTIVAL

2.0 RESEARCH METHODOLOGY

One of the objectives of the project was to create a dynamic process that enabled the public and arts community to contribute their voices, experiences, expertise and recommendations in a variety of formats and platforms.

460 community members contributed input and time into this initiative. The methodology allowed for multiple entry points for community members to provide information for the cultural resource database and opportunities to speak openly about their concerns, ideas and visions for the future.

The following methods of data collection were undertaken:

- Online and In-Person Surveys
- Focus Groups
- Community Dialogue Sessions
- Key Informant Interviews

2.1 Surveys

Online and in-person surveys were conducted to capture individual and organizational data. The online survey was hosted on the City of Victoria website from February to March 2010 (Appendix A). Participants could also fill out the survey during the two public engagement focus groups held in January and February. A total of 209 surveys were completed with 140 identifying themselves as practising artists. Another 55 organizational surveys were also completed.

2.2 Public Engagement: Focus Groups

The first focus group was held at Victoria City Hall on January 15, 2010 (Appendix B). 145 people attended the meeting to discuss six key questions:

1. What are the benefits of arts and culture in our city?
2. What are the arts and cultural assets within Victoria (i.e., resources, people, places, organizations, etc.)?
3. What are the arts and cultural gaps within Victoria?
4. What types of programs, facilities and venues, if any, does Victoria need more of?
5. What is your vision for a vibrant arts and cultural community in our Capital City?
6. How can we as a city make this happen (i.e., new initiatives and specific actions from the community and the City of Victoria)?

The purpose of these questions was

- to identify existing assets and resources in the City of Victoria
- to provide an opportunity to reflect on the needs and gaps
- to give voice to new ideas, opportunities and visions for the future.

The second focus group took place in February 2010, with 70 stakeholders participating and answering the same six questions (Appendix C). Groups were organized based on their sector of expertise to allow for a more focused discussion on key issues, gaps and opportunities within a specific discipline. The seven sectors included:

- Literary Arts
- Musicians
- Professional Music Organizations
- Dance
- Visual Arts Festivals and Venues
- Performing Arts
- Community/Multidisciplinary/Cultural Organizations



ACTOR, PUENTES THEATRE PRODUCTION

2.3 Community Dialogue Sessions

After completion of these focus groups, two community dialogues took place in March 2010 to engage sectors of the arts community that were underrepresented during the public engagement strategy (Appendix D). First Nations artists and the multicultural community were invited on separate occasions to express their points of view following the same format as the public forum. A total of 26 community members (16 First Nations and 10 Multicultural) participated in these dialogue sessions.

2.4 Key Informant Interviews

A comprehensive list of potential interviews were compiled with input from the Arts Scan Steering Committee and City of Victoria employees. In total, 25 interviews were conducted with key leaders and arts managers between February and April 2010. The purpose of the interviews was to gain further insight into the arts community's current needs and visions for the future, as well as ideas on how the City of Victoria could further support these organizations.

See Appendix E for a complete list of interview participants and interview questions.

2.5 Arts Scan Database

A key objective of the Arts Scan Cultural Mapping project was to provide a map of arts and cultural resources within the City of Victoria's boundaries. The first step in developing the database was to review and inventory existing databases. Three extensive databases already existed and were managed by the Capital Regional District Arts Development office, the Community Arts Council of Victoria and the LiveVictoria website. The data was re-organized into one comprehensive database by creating a template for adding new information and categories for organizing the information.

The second stage in the database's development was to contact every organization and facility to update their information and contribute new data. Over 300 contacts were made through in-person meetings, emails and phone correspondence.

The final outcome was an interactive, online database and map launched in April 2010. The website was designed to be community driven and "living" so that it continually reflects the current assets within Victoria's arts community. The website **www.VictoriaArtsScan.ca** is a continually growing, searchable and categorized database containing over 350 resources. One of the many benefits to the arts community will be the ability to increase communication and collaboration among organizations.

Please see Appendix F for a visual representation of the completed Arts Scan map.

3.0 SYNTHESIS OF FINDINGS

The Arts Scan database identified a total of 321 resources, 220 arts organizations and 98 venues. Within these 321 resources, and drawing from the qualitative data collected through the surveys, focus groups and key informant interviews, the following observations can be made.

3.1 Individual Artists and Performers

140 artists completed an online survey hosted on the City of Victoria website and through in-person focus group meetings. The purpose of the survey was to provide an opportunity for artists not connected or represented by an arts organization to share information and voice their concerns and needs as individual artists.

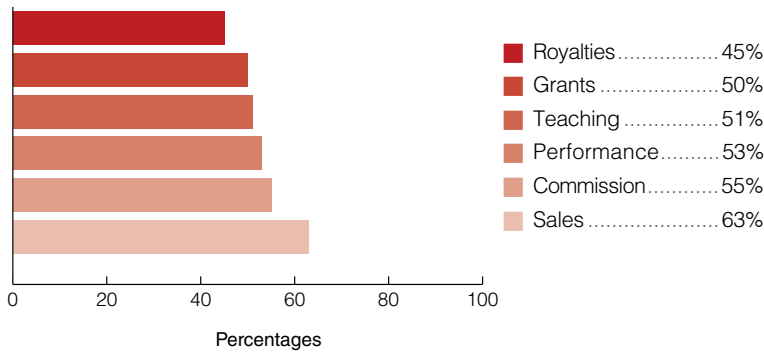
Almost half of the artists surveyed had completed post secondary education with most respondents practising as visual artists or musicians. The majority (89%) work in their home with the highest percentage of artists living or practising in the downtown core and Harris Green neighbourhoods. A quarter of the artists (27%), practised and lived outside the City of Victoria.



PAINTING BY DERYK HOUSTON

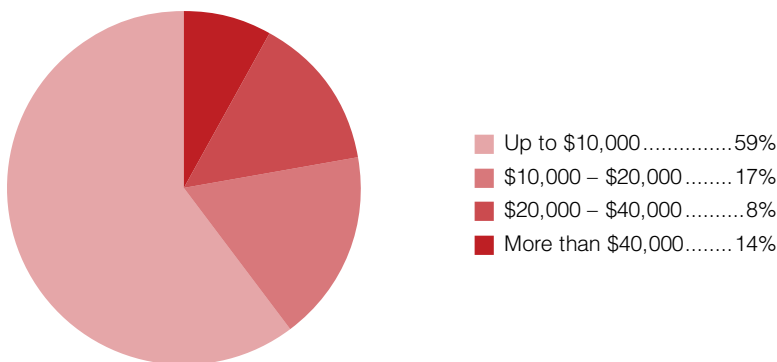
The majority of artists spent 20 or more hours a week in their specific discipline. Artists drew from a wide range of income sources to support themselves as practising artists, with the greatest being sales, followed by commissions, performances and teaching.

Income Sources



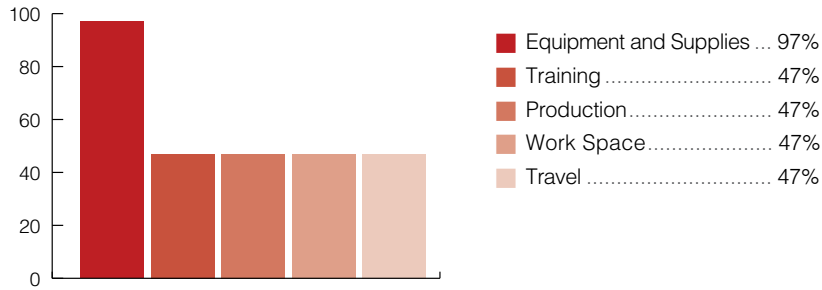
Over half of the artists responded that their sources of income generated up to \$10,000 of annual revenue. Only 14% generated over \$40,000 annually from producing and creating their work.

Annual Income



The greatest expense to artists were supplies and equipment followed by training, production costs, renting studio/rehearsal space, and travel.

Artist Expenses



When asked how the City of Victoria can best support the work of artists in the city, the top four responses were: more venues (85%), small grants (77%), inclusion on the City of Victoria website (66%), and more collaborations with recreation centres (59%).

3.2 Arts Organizations

The qualitative data gathered through focus groups and informant interviews provided some insight into gaps that currently exist in the arts sector and opportunities that could be explored. Through the cultural planning process, the City will undertake a more in-depth analysis of current arts organizations operating within the municipality.

The participants reported that there is:

- A lack of professional development workshops and learning opportunities. Artists and organizations identified stronger skills sets and access to training opportunities as valuable assets needed to sustain their organizations and grow in the future.
- A need for shared administrative costs between numerous arts organizations. There was a desire by the community to explore the use of existing City of Victoria spaces for shared administrative collaborations and clustering of arts organizations, whether in a central building or cultural precinct. Currently, the high rental rates in the downtown core make working and living in the area difficult for artists and art organizations.
- An opportunity to collaborate with businesses, tourism partners, and arts organizations, both large and small would be welcomed.

3.3 Arts Participation and Patronage

“We must raise a generation of children who have a passionate awareness of the richness of their artistic community and willingness and a desire to become part of it.”

Linda Rogers, City of Victoria, Poet Laureate

Results from the public survey indicated that respondents volunteered between 6 to 10 hours each month at arts and culture organizations and that 66% had a membership to an arts organization in the past year. On average, the respondents donated \$100 to \$300 annually to non-profit arts organizations.



QUINN BACHAND, GUITARIST

The public engagement strategy identified a lack of audience development initiatives and the need for more research to retain current audiences and attract new patrons.

3.4 Arts Education

“My vision is one that acknowledges that everyone can be an artist and that a great percentage of artistic and cultural expression occurs at the level at which we lead our daily lives. In my vision, art that happens at jam spaces, basements, on the street, our alleys, parks, and in our homes, needs to be integrated into the City’s definition of art.”

Public Survey Response

The long lasting benefits of providing accessible arts education and programming to children and youth have been well-documented and researched. The arts are an effective tool in engaging young people and enhancing learning opportunities.

The participants voiced a lack of accessible, affordable arts education opportunities in Victoria and the need for strategic funding to support further arts programming in schools and local community centres. The arts community identified an opportunity for an arts coordinator in each community centre and further collaborations and partnerships with these organizations.

The City of Victoria has an arms length agreement with the three senior centres and seven community centres which are partially funded by the City but operated by non-profit organizations. The City provides operational funding assistance to the community to encourage citizens to take leadership roles in the provision of recreation services and programs which enables them to develop local programs, services and leadership. Community based programs and services are more beneficial to the residents than those directly provided by the municipality. In 2010, the City of Victoria provided \$423,101 in core funding to the community and senior centres.



FREE B FILM FESTIVAL, STAGE IN THE PARK

Participants in the First Nations community dialogue session expressed a desire for more opportunities and collaborations with educational institutions and community associations to share their traditions and culture. The artist in residence program in the community is valued and more First Nations participation could be encouraged.

3.5 Arts Programming

“Support young people and the rest will follow.”

*Lloyd Fitzsimonds, Executive Director
Royal and McPherson Theatres*

Currently, the City programs free summer concerts in Cameron Bandshell and year round programming in Centennial Square in addition to coordinating Canada Day celebrations. The City also supports several literary projects on an annual basis.

Centennial Square - The City currently programs summer and Christmas events and permits the use of Centennial Square for community events. In 2009, Victoria’s Spirit Square was completed and opened to complement the busy square and provide a new stage and seating area. The programming budget is \$100,000 annually.

Cameron Bandshell – Stage in the Park - This summer program, hosts a variety of events and concerts on its stage including dance, theatre, band concerts, choral performances, and community events. The annual budget is \$25,000 to produce the outdoor concerts.

Canada Day Celebrations – The City hosts a large special event every Canada Day, which includes venue coordination, promotion and fundraising. The total annual budget is \$170,000, of which the City fundraises \$144,000 and directly pays \$26,000.

Poet Laureate - Once every three years, the City selects a Poet Laureate whose main role is to serve as a cultural and literary ambassador for the City, and to raise awareness of the literary arts and the positive impact literature and poetry have on the community. The Poet Laureate writes three new poems and recites poems at many community events annually, and promotes poetry as an inviting, accessible and important form of art. The total allocated funds for this program per year is \$3,500.



“POET TREE” BY GLENN CLOSSOM

City of Victoria Butler Book Prize - For the past seven years, the City of Victoria has awarded a \$5,000 book prize to a Greater Victoria author for the best book in either poetry, fiction or non-fiction. The winning author receives the prize from the Mayor every fall at a gala event hosted by the Victoria Book Prize Society.

The participants in the engagement strategy expressed a desire for more programming opportunities in City-owned public space as well as the community centres and schools. Participants indicated that the City's participation in facilitating collaboration and partnerships with these organizations would be beneficial

3.6 Art in Public Places Policy

Between 1993 and 2010, the City of Victoria had a Percent for Public Art policy of up to 1% of construction costs for City public buildings over \$250,000 to be used for public art. There has also been an annual budget of \$50,000 for art in public places. This was reviewed and Council passed revisions which commit \$150,000 annually to public art. 10% is dedicated to maintenance of existing works and the remaining may be used or held in a reserve fund to support larger projects. Exceptional, significant civic construction projects will include public art for up to 1% of those budgets. An inter-departmental staff team will determine the sites for artwork in consultation with a five-member Art in Public Places Committee. Revised terms of reference for a more robust committee and selection panels will also be in place.

The result of a new Art in Public Places policy (2010) is that there will be a significant increase in the budget and number of temporary and permanent public art projects in Victoria..

Signs of Lekwungen - This interpretive walkway was completed in September 2008 as part of Cultural Capitals initiative and a partnership with the Songhees and Esquimalt Nations. Coast Salish artist Butch Dick carved seven site markers, which were then reproduced in bronze and installed within the community. Each marker identified the original place name and referenced the significance of the site to the culture of the Lekwungen people.

Landmarks Public Art website (www.landmarkspublicart.ca) - The public art projects featured on this website are the result of three municipal councils in the region that have adopted public art policies. It is the first time that all of the municipal owned artworks are virtually accessible in one place. The website is hosted by the CRD Arts Development office. Maps and menus allow the viewer to search by municipality or neighbourhood or for a specific artist and media.



"COMMERCE CANOE"
BY ILLARION GALLANT

3.7 Cultural Facilities

"I always think of arts facilities in terms of a ladder. Top of the ladder is the Royal Theatre and at the very bottom we have the 50 seat Innconu space. When the bottom rungs aren't there, as they weren't in the mid 90s, emerging artists have a hard time reaching the top to middle rungs. Now we have the bottom rungs, but the middle rungs are missing 300-375. These spaces need to be in place for companies to grow from emerging to established."

Ian Case, General Manager, Intrepid Theatre

The greatest response regarding the current gaps within the City's arts and cultural assets was the need to address facility challenges including affordability, availability and a broader range of inventory. Specifically, the respondents identified a need for:

- Affordable live/work artist spaces. 81% of artists indicated that cooperative studio/rehearsal/work space was needed in Victoria
- Multi-purpose visual and performing arts facility with a 400-500 seat theatre
- Enhancements to existing facilities including more administrative and rehearsal space
- All age venues
- Permanent outdoor festival venue
- More exhibition space in the downtown core
- Reduced rental rates at community spaces for art use
- Review of bylaws for public space use
- Capital funding for facilities, infrastructure and equipment
- The vision of a centralized, multi-disciplinary First People's Centre, with a focus on the arts. This Aboriginal



ALIX GOOLDEN HALL –
VICTORIA CONSERVATORY
OF MUSIC

Cultural Centre could encompass studio space for traditional skills including carving, painting, jewelry designing, as well as a gallery and teaching place to help preserve native languages.

It was suggested that the region could benefit from a cultural facility assessment study to identify existing opportunities and to create a comprehensive plan for future development of arts facilities.

Currently the Arts Scan database contains 98 venues which are owned, rented or have hosted an arts and cultural activity in the past year. The following breakdown can be made by types of venues located in Victoria:

- 6 Outdoor Venue
- 6 Art Gallery
- 8 Theatre
- 10 Church
- 12 Café
- 14 Restaurant
- 19 Bar/Nightclub/Pub
- 23 Community Association/Hall



BALLET VICTORIA — INNOVATING CLASSICAL BALLET

The majority of the venues identified in the scan were predominately used for other purposes such as places of worship, eating establishments and community halls. Very few of the venues (14%), were built and equipped for arts and cultural activity. The cultural venues that were identified were often too costly for small to mid-size art organizations. There were overwhelming responses from all arts sectors pointing to the lack of affordable venues and spaces for creating, exhibiting and performing purposes.

The respondents expressed a desire to see the City of Victoria take on a major role in facilitating, coordinating and supporting organizations in sourcing affordable arts venues throughout the city.

3.8 City-Owned Cultural Facilities

The City of Victoria partly owns and manages seven of the identified venues in the Arts Scan. The City owns, but does not operate the two professional theatre facilities, the McPherson and Royal Theatres (partial owner). On an annual basis, the City contributes \$350,000 to the McPherson Theatre in operating funds and \$350,000 in capital funds. For the Royal Theatre, the City contributes \$41,000 in operating funds, and \$196,000 in capital funds. The total amount annually for both theatres is \$937,800.

These two largest theatres in Victoria are well-utilized by established arts organizations; however opportunities exist to increase the use by a wider range of arts organizations and community groups.

The remaining City-owned facilities are predominantly used for athletic purposes, such as the Save-On-Foods Memorial Centre, Royal Athletic Park, and outdoor spaces customarily used as performance spaces around the city. The identified outdoor spaces included:

- Cameron Bandshell
- Ship Point
- Centennial Square
- City parks and green spaces

3.9 Outdoor Performance Spaces

The respondents expressed a desire for the City of Victoria to examine the use and programming of the outdoor performance venues they permit and manage. The most common challenges identified included:

- Development and programming of outdoor venues should be done by or in consultation with, the arts community.
- Cameron Bandshell in Beacon Hill Park is a great venue but it can't be used by many arts organizations because of the inability to display sponsor signage or charge entrance fees.
- Centennial Square is a good central venue but many organizations do not like producing family events on concrete.
- In all outdoor venues, the sound bylaw (90db limit) has been identified as restrictive.



VICTORIA SYMPHONY SPLASH — VICTORIA SYMPHONY

There is a vision shared by many respondents for a permanent festival site with built-into amenities such as power, toilets and staging. This vision will be further explored through the cultural planning process.

3.10 Festivals and Events

The City currently coordinates and permits events and filming on public space with 150 events receiving in-kind City services support.

Events run by non-profits and free to the public are provided with a basic level of City services support. The City may provide some level of the following services to an event producer:

- Venue rental
- Police services
- Parking services
- Clean up and garbage removal
- Access to power and water
- Technical support and expertise
- Equipment loan and rental
- Neighbourhood notification
- Administrative support
- Marketing and promotional support
- Road closures

The City assists numerous community events by providing equipment at a subsidized rate, including the Dragon Boat Festival, Blues Bash, Selkirk Waterfront Festival and more. The City Services program assists community events and celebrations with an inventory of over 1,500 pieces of equipment including staging, bleacher seating, chairs, tents, canopies, and tables.

The City Services 2009 budget for in-kind support for events, festivals and celebrations was \$223,105.

44 of the 150 events taking place each year in Victoria are produced by arts and community organizations with the majority of these events (64%), taking place between May and August. 70% of these events take place in outdoor public venues, mainly Centennial Square, Ship Point and Cameron Bandshell. 28 out of the 44 festivals apply to the City's Festival Investment Grant which annually contributes \$156,000 in financial support and an additional \$90,500 of in-kind support.

Participants in the public engagement process identified a desire for more information and consultation on event permitting processes, a review of event policies, and a need for more event-friendly bylaws.

A perceived gap affecting festival and event organizers was the lack of late night bus services and special festival runs. This is considered important to the effective operation of many festivals and special events in the downtown core. By encouraging initiatives in bus services, the City can be an effective partner in the success of community events.



CADDYSAURUS – LUMINARA 2009, BY GARTH HOMER ARTISTS

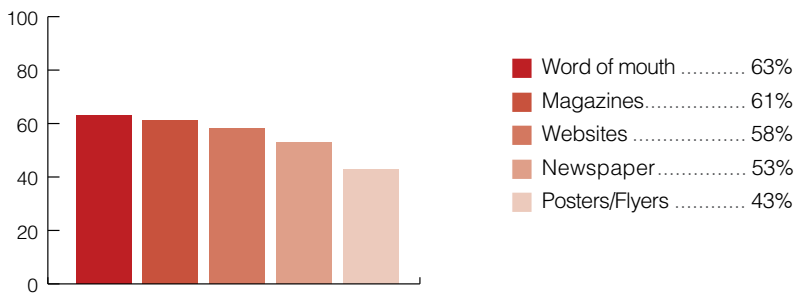
3.11 Marketing and Communications

“There are multiple brochures, resources, and promotions: City of Victoria brochures, livevictoria.com, Tourism Victoria promotion and arts organizations’ own promotions, which could be consolidated so they work together, rather than at cross purposes.”

David Shefsiek, Executive Director, Pacific Opera

The public survey revealed the top five sources of information on arts events in the city. There is a shift to more online communication tools being utilized by artists and art organizations with 98% running and maintaining a dedicated website for their organization. Arts groups relied on word of mouth, local magazines, and their website to promote their programs and events.

Sources for Event Information



46% of participants recognized the absence of a centrally managed community arts and culture website. Functions such as an events calendar, artist roster, grant and funding sources, access to venue and equipment resources and interactive networking tools would be welcomed in the community. 80% of the respondents mentioned this as a priority in the arts community.

As a result of this project, the City of Victoria has begun the process of creating a community driven web-based directory of arts resources including venues, organizations, festivals and events. www.VictoriaArtsScan.ca is currently online and free to access. Additional functions on the Arts Scan website will be explored during the cultural planning process.

Currently, the City of Victoria produces a dedicated summer festival guide to promote the many festivals it supports through the Festival Investment Program; as well as the Cameron Bandshell and Spirit in the Square summer programs.

3.12 Local Government: Funding

“A recognition that it is the smaller groups and smaller artistic opportunities that will feed the talent that will go into the larger more financially established companies. The people running these smaller groups should be both better and more consistently funded.”

Public Survey Response

Funding is a huge concern for many of the arts organizations in Victoria. The loss of provincial funding and gaming grants has placed the future of many organizations in jeopardy.

In total, the City of Victoria’s financial support for arts and cultural organizations in 2009 was over \$2.6 million:

- \$991,000 in grants (includes CRD operating and project grant contributions)
- \$159,500 in programming arts and cultural activity
- \$937,800 in operating and capital expenditures for the Royal and McPherson Theatres
- \$223,105 in City services support for events and festivals

Through an annual tax exemption program, the City gives the arts and cultural facilities a 100% tax exemption. In 2008, this amount totalled \$304,270.



VICTORIA ELECTRONIC MUSIC FESTIVAL

Thirty arts organizations received operational funding from the Capital Regional District (CRD) in 2009. The CRD is a regional government comprised of 13 municipalities and three electoral areas. Eight municipalities, Victoria, Saanich, Oak Bay, Esquimalt, View Royal, Metchosin, Highlands and Sidney contribute to the Capital Regional District Arts Development Service.

The City of Victoria's contribution to the CRD Arts Development Fund was 40% or \$796,000 of a total budget of \$1.9 million in operating grants for arts and cultural organizations in the region. The City's share of the CRD Arts Project Grants was \$25,000 out of \$91,000 for 2009. The City of Victoria is the second largest contributor to CRD arts funding in the region.

The City is a significant funder through the CRD Arts Development Grant program of many of the professional and community arts organizations in Victoria including:

- Art Gallery of Greater Victoria
- Belfry Theatre
- Metro Studio and Intrepid Theatre
- Open Space Gallery
- Victoria Symphony
- Victoria Conservatory of Music
- Community Arts Council of Greater Victoria
- Ballet Victoria
- Dance Victoria
- Pacific Opera Victoria
- Victoria Jazz Society



ACTOR, UNOFEST

63% of the overall CRD operating grants are awarded to four organizations (Art Gallery of Greater Victoria, Belfry Theatre, Pacific Opera and the Victoria Symphony). Five organizations receive 11% of the funds, and 21 organizations share 26% of the remaining funds.

In addition to the contribution to the CRD operating and project grants, the City of Victoria currently funds arts organizations under the following grant programs:

Festival Investment Grants: 28 organizations receive Festival Investment Grants from the City of Victoria ranging from \$500 to \$12,500 in grants towards festivals and celebrations. The total grant contribution from the City of Victoria in 2010 is \$154,000 in financial support and an additional \$90,500 of in-kind support.

Community Arts Grants: The City provides \$30,000 annually for the Artist in Residence program or a Community Public Art project. The Artist in Residence program is a legacy of the Cultural Capitals project which places a professional artist in a community for an extended period of time. The Community Public Art program is designed for neighbourhoods wishing to undertake a public art project such as murals, mosaics and banners.

Participants voiced the following gaps in the current funding structure:

- Lack of long-term stable funding
- Lack of capital funding for venue, infrastructure and equipment purchases and upgrades
- Lack of small grants available to small to medium art organizations and individual artists
- Lack of core funding for cultural organizations programming arts activities.

4.0 THE CITY OF VICTORIA'S ROLE

A key component of the Cultural Mapping project was to explore what the City of Victoria's role could be in supporting the arts community in Victoria. The participants suggested the following roles for the City to consider:

4.1 Facilitator

Consultation and dialogue with residents and businesses is a key function of the City of Victoria. The Arts Scan process revealed a desire by the arts community for the City to take the lead role in facilitating opportunities and collaborations across organizations, artists and stakeholders and establishing itself as the central link in the arts and culture sector.



SPIRIT POLES, BY BUTCH AND CLARENCE DICK

4.2 Funder

The City of Victoria currently funds organizations through CRD operating and project grants as well as the Festival Investment Grant (FIG) and Community Arts Grant programs. The arts community expressed a desire for the City to consider the following initiatives to support organizations:

- Continue to provide financial support to arts organizations and artists.
- Review current grant system for innovative ways to fund and support small to mid-size arts organizations.
- Provide subsidies for innovative approaches to funding arts and culture; including co-operatives, collectives and strategic partnerships.

4.3 Coordinator

The City currently coordinates arts and culture marketing initiatives for City of Victoria programs and FIG recipients. The City also coordinates event and film permits, and public art competitions. Other coordination functions the City could undertake include:

- Creating a comprehensive inventory of the equipment and facilities available for rental access and the process for accessing them
- Coordinating multi-partner marketing and promotional campaigns.

4.4 Programmer

Participants identified a desire for the City of Victoria to reconsider their programming role. It was recommended that the City of Victoria could explore strategic community consultation processes and build partnerships with arts organizations to program public spaces for arts events and activities.

4.5 Policy and Strategic Planner

The City of Victoria creates and develops policy for many aspects of its operations including public art, grant programs and special events. The arts community would welcome the City of Victoria's involvement and facilitation in a long-term arts strategy for the region, and identified the lack of vision and strategy as a current gap existing in the arts community.

4.6 Manager of Public Property

As steward of Victoria's public space, the City issues permits for the use of public space and parks. The conditions on these permits ensure the safety of participants and the general public and minimize any negative impacts of events on businesses, residents and the environment. Other issues considered in the review of permit requests include the protection of public property, maintaining our transportation system and notifying those affected by the event. There was a desire by participants to review current bylaws and policies that affect special event organizers and a need to streamline booking and permitting processes for the use of public space.

5.0 CONCLUSION

“My vision for Victoria is for it to be the cultural gateway to the great outdoors. You know, paddle up to Victoria and go to the opera, buy a painting on the way and listen to a street poet while you are having a cappuccino, then jump back in your kayak.”

JC Scott, Arts Rep, Tourism Victoria

Victoria Arts Scan was a spark that ignited the imagination and excitement in Victoria’s art scene. The project was successful in gathering the cultural resources into a comprehensive database and in beginning a dialogue with the arts community. This cultural mapping project also provided the City of Victoria and the arts community with a wealth of information about the current assets that exist, the perceived gaps and opportunities for the future.

Local citizens and people from all sectors of Victoria’s arts and culture want to contribute to the decision-making processes and policy development practices that impact their viability. Therefore, ongoing community engagement and participatory planning is critical to the City of Victoria’s strategic planning process. The arts community expressed a desire for the City to continue the dialogue and visioning process on an ongoing, permanent basis.

The next step in the process will be to take what was heard in the Arts Scan project and further analyze the qualitative and quantitative data that has been collected. Starting in late fall 2010, the City of Victoria will embark on a two-year cultural planning process which will require the commitment, energy and passion of the arts community and Victoria citizens.

The City of Victoria is committed to supporting the artists and art organizations in its community and believes that arts and culture are important building blocks in creating healthy, vibrant neighbourhoods for its citizens.



CHINATOWN DRAGON DANCE

Appendices

Appendix A: Public and Organizational Survey Questions

Appendix B: Community Forum Data Summary

Appendix C: Stakeholder Focus Group Data Summary

Appendix D: Community Dialogue Sessions Summary

Appendix E: Key Informant Interviewees and Questions

Appendix F: Victoria Arts Scan Map Visual Representation

APPENDIX A:

Public and Organizational Survey Questions

Public Survey

1. Age Group
10-14 ,15-19, 20-24, 55-29, 30-34, 35-39. 40-44, 45-49, 50-54,55-59, 60-64, 65-69, 75 +
2. Where do you live?
3. Gender
 Male Female
4. How long have you lived in Victoria?
5. List some of your favourite festivals and special events that you attend in Victoria.
6. What types of arts and cultural presentations and activities do you most enjoy attending or participating in?
7. What other types of arts and cultural activities do you participate in? (i.e., workshops, classes, artist talks, etc.)
8. How much do you spend annually on direct arts consumption?
Transportation, accommodation, food and drink, child care, other.
9. What is your gross annual income?
10. What are the top five sources you use to obtain information about arts events and activities in Victoria?
11. What would make it easier to obtain information about arts and culture in Victoria?
12. What types of arts facilities/venues, if any, does Victoria need more of?
13. How can City facilities including neighbourhood centres and area schools be used to better support arts activities in Victoria?
14. Have you purchased a membership for an arts society / organization within the last year?
15. If you volunteer for an arts society / organization, how many hours per month?
16. If you donate to the arts, approximately how much do you contribute annually?
17. What is your vision for a vibrant future for arts and culture in Victoria?
18. How can the City support this vision? What specific actions do we – the City and communities – need to take (initiatives, projects, etc.) to support a vibrant arts vision for Victoria in the next five years?
19. Are you a practising artist? Yes No
(if so please answer the following Practising Artist questions)

Specific to Practising Artists

20. What would you describe as your primary discipline?
 Music Dance Theatre Film/Video Literary Visual Interdisciplinary Opera
21. What training have you received?
 No diploma College High School College/University/Conservatory
22. How would you describe yourself as an artist?
 Casual Hobbyist Serious Amateur Semi-professional
 Professional salaried Professional – self employed
23. As an artist, how much income do you generate annually from the following?
 Grants Product Sales Teaching Royalties Performance Commissions/contracts Other
24. On average, how much of your time do you spend on your own practice each week?
 0–5 5–10 10–20 more than 20
25. What kind of space do you practice/work in?
 Home studio Commercial facility Cooperative Shared rental studio
 Private rental studio Client or employers facility

26. In which Victoria neighbourhood is your studio/rehearsal/works space located?
- Burnside Fairfield/Gonzales Hillside Quadra North/South Jubilee Oaklands Vic West
- Rockland
27. What kind of studio spaces are needed in Victoria?
- Cooperative Private More educational facilities Work/Live Accommodation
28. Are you are a member of a guild, union or artist association? (Please list)
29. How much do you spend on your art practice annually?
- Supplies and equipment Studio rent Training Production costs Other
30. How much gross income does your art generate annually?
- Up to 10,000 \$10–20,000 \$20–40,000 more than \$40,000

Organization Survey

1. What assets do you share with other organizations?
2. How do you collaborate with other arts and culture groups or support organizations?
3. How does your organization promote its work?
4. What assets, resources or expertise would your organization benefit from more of?
5. Do you rent or own your facility?
6. In what way does the City of Victoria support your organization?
7. In what ways can the City of Victoria better help your organization?
8. In what other ways can the City help?
9. What are your biggest concerns?
10. What are the greatest opportunities you have by operating in Victoria?
11. What are your organization's five year goals?
12. What role or support does tourism play to your organization?

APPENDIX B:

Community Forum Data Summary

January 20, 2010 at City Hall

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Question #1 – What are the benefits of arts and culture to our city?

Total # of answers (63)

Quality of Life

- Art is about reconciling our basic relationship to the world around us – to question, to solidify and recognize these relationships. The benefits ripple outward from the personal to the social political and economic. Critical thinking/ knowledge building and sharing, questioning the status quo deciding what kind of world we want to live in and appreciating what inspires us (aesthetically or however)
- “To live is to dance, to dance is to live and dance can be done in the mind”

Arts Define Us

- There are benefits beyond economic. Art defines City, encourages individual growth, which in turn supports City
- Define a community
- Relatedness; reaches beyond identity – gets people connected on an emotional level, which helps shape our society; creates and encourages innovation; integration and cross pollination of industry and economy and art; Brings people out creates community
- Builds sense of self
- Sense of pride in community/create community/ideas
- Community integration
- The Arts are what defines the City. Without them, this is just a tacky collection of strip malls and government buildings
- Arts make a community alive, “arts as a memoir”
- Creates a philosophical foundation
- Brings out spirituality however people define it for themselves
- Canada is new nation “we don’t have a culture” The benefit is the culture can grow as City does
- Makes us bigger people

Health and Welfare

- Community building
- Encourages creativity
- Heart and soul of life
- “Arts and culture are the backbone and heart of our community”
- Social health – cultural literacy
- Livable community
- Arts are therapeutic. Social health benefit
- Human beings are social creatures and the arts brings them together
- Enhances healthy lifestyle – facilitates living at a “feeling” level rather than always thinking and being intellectual
- More public art moves undesirable elements out (crime reduces)
- More civilized – encourages better behavior from all citizens
- The arts add vitality

Cultural Diversity

- Multiculturalism
- Multigenerational
- Diversity/perspective/brings people together
- Public for people to interact, come together
- Leads to diversity of ideas – leading to bigger whole

Inclusivity and Connectedness

- Helps to connect people
- Provide the joy of participation – (i.e., choral groups, ensembles, artists groups)
- Promote community inclusion for all citizens regardless of ethnics, ability, age etc.
- Bring people in and together – connection and meaning
- Facilitate Exchange

Economic

- Arts and culture events create a lively culture in a city and culture that is lively means people are drawn out of their homes and offices and become part of the City’s public space – spend money, use the infrastructure, create a downtown that is alive and healthy This creates a dynamic circle of economic health and people’s well being
- Stimulates the economy
- Reinforcing for community sectors

- Keeps young people here, employs here, brings people to Victoria
- Generates money/huge economic driver
- Provides jobs, economic benefits, opportunity
- Community development
- Brings money in
- The benefits are many: financial – we provide jobs to musicians, artists etc.

Education

- Records historical context of a community
- Educational opportunity/enriches life
- Arts as a means of communication
- Promoting awareness of environment around us
- Sense of learning and tolerating others, connecting
- Lifelong learning for all
- Support training institutions. Build youth culture
- They provide inspiration, education and an understanding of where we have come from and where we are going
- Arts are good for sharing of ideas

Questions and Comments

- We all agree on the benefits – Why just Victoria instead of CRD?
- What specifically led to this particular process (Victoria Arts Scan)?
- Prevents tagging
- City Plan, City Driven, City Supported
- If everything is culture, nothing is quality
- Professional Arts/Community Arts [need to] integrate
- Victoria is the standard – government
- Multiple use of City facilities (e.g., Retreats before events)

Question #2 – What are the arts and cultural assets within Victoria?

(ie., Resources, people, places, organizations, etc.)

Total # of answers (84)

Venues

Outdoor

- Unique venues including the Bandshell
- Environmental/Festival-Friendly Parks
- Galloping Goose
- Quite a few potentially beautiful locations for temporary performing arts in public for free in the summer
- The water (Pacific Ocean) We cherish the Victoria Waterfront
- Beacon Hill Park provides a place to stand and see the beautiful seascape
- Street corners with 'live' events – music buskers, live theatre/art

Indoor

- The McPherson, Royal, Victoria Event Centre, Sunset room, Solstice café, Spiral café, Metro theatre, Intrepid, Open Space, the Belfry, Langham Court, Alix Goolden Hall, Metro Theatre, Black Stilt, SOFA, community centres and dance studios, RBC Museum, cafes, Art Gallery of Greater Victoria
- All galleries private and public, small art galleries like 16 ½ in Fan Tan Alley, Ministry of Casual Living – grassroots/community supplied, local involved
- Empty/underused spaces
- Restaurants that host live music (and DJ's)
- Concert halls

People

- Interest within the community
- Visionaries, innovative staff
- Mayor and City Council – supporters/advocates of Arts
- People who can support the development at tangible timelines in 6 months
- Self evident – wealth of cultural practitioners
- All the musicians, artists those can draw people to the City of Victoria

- Audience
- Large population of artists living in Victoria
- Aboriginal, Immigration, Pioneer histories
- Folks under the radar
- Teachers to lead our young to new heights
- A lot of young enthusiastic arts graduates
- Crafts Community

Organizations

- Pro Art, Youthcore.ca, Beat Board Education and Training, Victoria Native Friendship Centre, Xchanges, Community Arts Council of Greater Victoria, Victoria Operatic Society, Dance Victoria, Theatre SKAM, Pandora Arts Centre, ICA, Victoria Film Festival (VFF), Anti-matter, Camas Collective, Media Net, Victoria Film Commission, AGSU

Schools / Educational

- UVIC, Camosun College, Conservatory of Music, Vancouver Island School of Art (VISA), the Slide Room Gallery, Victoria College of Art

Media

- Times Colonist, Monday
- Publications, newspapers

Events

- Urbanite – Art Gallery of Greater Victoria (AGGV)
- Workshops

Intangibles

- Intangible resources. Spiritual and social, relationships, values, these things are not concrete
- Cooperation
- Communication
- Communities that encourage vision – Fernwood
- Imagination
- Beautiful City – encourages art and reflection of the beauty – inspirational

Other Mentions

- Microbreweries
- Public art
- Heritage building
- Subsidization/Accessibility

Question #3 – What are the arts and cultural gaps within Victoria?

Total # of answers (105)

Venues

- A comprehensive performing arts centre
- 2000 capacity theatre seated, 400 capacity seated theatre
- Multipurpose space
- A 1000 capacity licensed flexible seating concert hall
- Not enough flexible, accessible rehearsal and performance spaces (affordable)
- Facilities to support small organizations to grow – sustainability
- Vibrant level of spaces variety (spaces, places, people, staff)
- Venue for teaching
- No arts “Centre of Extreme”
- Big venues
- Lack of venues for live music/dancing
- No place for literary arts/poetry
- Needed arts showcase in city centre
- Bigger Art Gallery
- Outside of paid venues/free venues for theatre
- We don’t have a “Community Arts Centre/Venue
- Arts facility for performance shows, studio for performing and visual arts

- There are many empty venues not being used because they aren't known or promoted
- Venue for media arts
- Lecture halls
- Need more affordable multipurpose venues that are not about corporate values, but are representative of the needs of an average person wanting to put on a show/perform
- Affordable venues for performance
- Not many public performance spaces that have reasonable protection
- Venues for experimental art
- Theatres/venues

Networking / Communications

- Communications between bureaucrats and arts organizations and municipalities
- The arts community needs to have input when there is a project such as the Spirit Stage to be sure that the design fits the needs of the community that will use it The entertainers need to have input
- When there is funding, public and arts groups are not consulted adequately to make sure spaces are useable
- Need for an arts manager or ombudsman
- Ease of access to public art process
- Better communication between Victoria and other municipalities in region – CRD, also between CRD and the Province
- City culture guide inaccessible to small organization
- Lack of advance notice of arts cuts from government funding in order for arts organizations to develop alternate funding
- Need an arts coordinator in every Community Centre
- Awareness of opportunities/funding
- Need coordinated arts strategy/policy
- Comprehensive information source of Arts information and events
- Need to spread arts throughout region
- Cross pollination of the arts
- Education of potential value of culture
- Better communication between arts/cultural groups
- More programs with Downtown Business Association (DVBA)
- Partner with schools to educate children and youth in the arts
- Central online data base
- Creative community network/conference

Economic Sustainability and Funding

- Additional support (money, admin, promo) to existing small and medium (2nd stage growth) venues and spaces; opportunities and development for emerging artists/groups
- Lack of affordable housing/schools/practice places for artists
- Wages to finance Arts and Culture – New Westminster has Casino
- Federal government support
- City should provide incentives to Community Associations to support small organizations
- Make studios affordable
- Lack of opportunity for visual artists to make a living/display work
- Financial support for low-income families and individuals to participate and attend arts events
- Lack of large corporations to funnel money (i.e., head offices) into Arts department to City of Victoria Arts and Culture tax!
- Operating grants need development (i.e., Medici in Vancouver)
- Core funding (i.e., Artists in residences) longer term
- Not enough support of grass roots and community style DIY (Do it Yourself) events. Lots of larger scale stuff, (maybe room for larger scale venues)
- Opportunities for artists, musicians, actors to make a living here
- More free arts events
- Support for emerging organizations, young vibrant artists

Affordability

- For those without money, it's not always easy to get involved
- Too expensive to live here for many new artists
- Real estate is too expensive for all artists to live here

- Need cheaper studio space. Can empty buildings, upper stories be rezoned, put in sprinkler systems, basic plumbing – rent out as studios?
- Cheaper gallery – more empty store – faces, fronts, walls for murals - used for showing art

Family oriented

- Need more stuff for kids
- Children – trying to grow the audience – reciprocity
- Support organizations that support children

Organizational

- Pro Art does not always represent best interest of small arts organizations
- Lack of umbrella network

Festivals

- No literary arts festival in Victoria

Public Art

- Visual art incorporated into streetscape downtown
- Public involvement – in making Public Art

Other

- Late Night bus service
- Accessibility to recycled/upcycled materials to make art
- Need to define culture
- Needs to be new vs old media balance
- Demonstration classes
- Art has value (economic)
- Good (juried) busking in restaurants

Questions / Comments

- Art happens. It is not circumscribed
- Overly aggressive disruption of public gatherings by local police
- The will by governmental bodies policy enforcement to allow grass roots and small scale arts activities to occur. - Examples would be overly aggressive bylaw enforcement (Camas and 50/50 for example)
- Illegal suites have been allowed to support the housing crisis, similar strategy should be followed for arts (i.e., Laissez-faire, hands off)
- Crafts not understood as art and given appropriate respect
- Cultural gap – homeless people on the street sidewalks – can we get creative with this?
- Not enough cultural diversity in arts, money goes to standard type performances
- Like 'food sustainability' – "Art sustainability" like 100 Mile Diet – 100 mile arts
- Focus on alternative, "Outside" art

Question #4 – What types of programs, facilities or venues, if any, does Victoria need more of?

Total # of answers (61)

Venues

- Small Venues
 - › Small affordable theatres
 - › Small all ages venues (art/music etc), affordable venues
 - › Smaller facilities – to attract bigger shows
 - › Affordable venues – smaller venues, more smaller venues
 - › More small affordable venues for the arts such as Metro Studio
- Medium Venues
 - › Medium sized venues for musicians, (i.e., 70 people) for emerging musicians, dance troupe
 - › Mid-sized music venues (non-night club), 200–400 persons
 - › A theatre 400–500 seats, multi-use
 - › Medium size venues that are smaller than the arena and larger than local halls
 - › Intermediate sites venues that are affordable
- Large Venues
 - › Larger concert Hall/Opera venue
 - › Accessible locations for major events

Visual Arts

- More visible art centres (e.g., Art gallery)
- Public Art Gallery – local arts (new library?)
- More galleries in the downtown core

Music & Performing Arts

- Better live music venues – to generate quality festivals
- Accessible theatre space
- Opera, dance are covered but no regional theatres
- More small accessible venues – keep constant flow of cultural activities/events

Outdoor Venues

- Public spaces need to be utilized more – why not have shows at parks?
- Public spaces, especially of the type usable without high overhead, (Bandshell at Beacon Hill park equivalents, unused City owned buildings, etc.)

Rec Centres

- Community Centres are a solid base
- Satellite arts facilities in recreation centres – affordable
- A Central Community Centre with strong arts programs

Arts Centre

- Multi-purpose arts facility that can be used by many groups
- Classes, venue, food all in one place

Rehearsal Space

- Affordable spaces to rehearse
- Affordable rehearsal space (with fewer barriers)

Other Comments

- Increasing accessibility to the above
- More visible arts for tourists ie. Arts sector in City (promote more heavily)

Initiatives

- Business and web development for artists
- Victoria event centre deserves support – affordable, multicultural venue
- Create art appreciation
- More collaboration between the larger and smaller organizations
- Become a West Coast “Stratford”
- Cultural District with theatres, shops: like Granville Island. This could come from underdeveloped area – not wax museum or RBCM. Rock Bay? Highlight Cultures centres. Resident artists: Artist in residence
- Partnership with schools
- Support artist – studio brochures
- Create Incentives for Warehouses, empty buildings to be used as studio space
- Buy local, original art –> businesses, organizations, people
- Coordination between uses and new venues needed
- Find fresh “blood” – funders and audience
- Improve, revitalize Bastion Square – bring the artists back

Programs

- Mentoring program for artists and organizations to support their development; growth exposure
- Free outdoor programming
- More programs for youth, homeless and elderly

Festivals

- Need more festivals outside of summer
- Music festival
- Luminara

Other

- Legacy
- Facilities that are accessible and financially accessible
- The schools are under-utilized, empty during the summer Partnership
- “Virtual Arena” for use by artists and consumers for sharing of information
- Opportunities to make a living
- Homes for homeless people
- Late night transit is important
- More “young” artists to explore (re. Paris in the 1920's).

Question #5 - What is your vision for a vibrant arts and cultural community in our Capital City?

Total # of answers (72)

Communications / Networking

- Arts recognized as vital by all levels of government
- Comprehensive vision between all municipalities within CRD
- Artists have more connections to City Hall
- Collaboration between different arts groups
- Collaboration between City and arts groups
- More collaboration amongst arts groups and other stakeholders, business and arts
- Linkages between needs of arts groups and resources
- Collaboration/partnerships with arts organizations
- Coordination – arts database/website
- Forum for decision/criticism/debate
- More collaboration between arts (e.g: choral society and ballet)
- “Sir Kenneth Robinson” – put his idea from Ted Talks on the website
- Increase awareness – increase of value to support arts and education
- People and businesses that support the arts
- Advocacy at municipal level. City Council that champions art. Visible support
- A community where the artists and entertainers have a connection with the City’s decision makers and they can consult with each other to produce a more vibrant arts scene
- More artists involved in making civic decisions
- Website that we could post to – perhaps associated with Tourism Victoria
- Unified promotion (for free) or reasonable cost of the diverse arts events
- We need to connect artists and musicians to encourage more collaboration, more public art

Initiatives, Projects and Ideas

- Arts-based tours - a sexy cultural city!!
- More access to master artists – coming here
- ‘Artist in residence’ type program – possible venue for this
- Trolley tour from cruise ships – Chinatown(ish)
- An extremely high quality delivery of existing projects, festivals and events; more affordable/free museums and galleries
- Area – dedicated to multi-use/cultural/marketing/branding - Something sustainable – self funded – not an Area incorporating public markets, events, theatre groups
- Local, original – 100 mile Diet for Arts and Culture
- Many events/festivals (on streets, live), can be small, buskers, live theatre, murals
- Youth facilitate effective youth programs
- Public art policy that provides contemporary arts
- Regular arts activities in all community centres
- School fest in music and theatre in the Spirit Square
- I’d like to see the need for art be a primary concern rather than bylaw issues (eg., busking has become boring now that it is vetted by City Hall) or concerns over whether a venue is perfect
- Create a CRD bylaw enforcement group that lets art and performance thrive
- The best arts community is one that neither relies on government nor is hindered by it

Venues

- Small arts organization collective
- A place for all types of artists to connect
- Place for artists to meet

- Venues that stay open late
- Multi-use facility
- Downtown art gallery
- Arts District. Room for arts and culture that is not too conservative. Resources available to younger emerging artists and organizations
- Lots of galleries
- Arts centre – What about the Armory? What about Crystal Gardens?

Economic Sustainability

- Support local artists at various skill levels – artistically and economically viable
- More support for artists
- Distinguish ourselves as an arts mecca
- Arts well supported by citizens
- Artist working full time in community who don't have to move elsewhere
- That it is possible for an artist to earn a living here (and not need to leave for Vancouver, Toronto, NYC)
- More residents making a living as artists, musicians – in the arts
- One in which the arts are supported and allowed to thrive – arms length, so that support is given to all scales from street performers to opera companies etc.

Quality of Life

- Inclusivity and tolerance
- A city diverse and vibrant that draws in other artists and sophisticated arts consumers, ie. Portland, San Francisco
- Inclusive, welcoming, open and multi-disciplinary arts scene
- A well connected community of artists
- Artists voice is respected
- Access to a range of arts
- Surprising encounters in variety of arts in diverse locations

Educational

- Foster art appreciation in children, education, artists and music in schools
- We need arts for children in school
- Arts education is needed
- Education that arts are economic driver to assist in integration of commerce and art.
- Building next generation of artists/art appreciators

Events

- More festivals – small and large.
- Lots of live plays -in theatres and in summer outside
- Lots of live music, lots of poetry/author readings
- Inter-generational, multicultural, celebrations in public spaces (well organized)

Comments

- I am worried about promoting population growth. Victoria cannot take too much more growth without getting ruined. Promote tourism but not permanent population – we can't sustainably accommodate. You can't stop it but why promote it. Maybe we could be reassured that there can be growth and still keep the flavor
- Need beautiful buildings
- Need more sculptures
- I'd like to see more people buying original, local art, music, going to plays, buying books
- It is already vibrant

Questions #6 – How can we as a city make this happen?

(i.e., new initiatives and specific actions from the community and City of Victoria)

Total # of answers (62)

Networking / Communications

- Relate the Arts Scan to the entire CRD
- This initiative is too limited – not just the municipality – look at Duncan south and CRD, Esquimalt
- Synergies – regular City forum to bring people together

- City sponsorships – meaningful dialogue on a regular basis
- Cultural advisory committee – dialogue with businesses/community/key stakeholders
- Breakdown barriers
- Bring everyone together to improve quality of urban environment
- Bring municipalities together – regional strategy
- Collaboration with business
- City should pay for Arts coordinator for each Community Centre (Fernwood, Fairfield, Oaklands, etc.)
- Coordinate a Special Multi-site Community Centre Arts Weekend
- Vision: The involvement of the public in the arts
- Coordinated Communications between the Neighbourhood Associations/Community Centres in terms of arts performances, education, sharing of resources
- Have a City Arts Manager
- Identify leaders in all areas of the arts to serve on steering committee
- Conduct series of workshops with each of the arts disciplines to help develop the strategy
- Community feels it's really time the City took a look at and Communicate needs to have regular input. Share resources. Dialogue regularly. Communicate with other municipalities
- Involve the surrounding communities in the Arts Strategy – A Regional Arts Strategy
- Businesses, tourism Victoria become aware of what benefits they receive from a vibrant/active arts in the City
- Less bureaucracy – more actual artist engagement

Programs and Initiatives

- Artists in residence
- Mentorship for artists, venue owners/managers, program managers/more support to encourage and facilitate collaboration/reclamation of unused/underused/available and heritage spaces provided to arts groups and individuals
- Explore and make available data on found best practices
- Protection of the arts community and awareness to avoid economic/housing displacement of the artists and spaces
- Example: Portland – public art
- Take risks based on consultation with artists, what should an arts umbrella and support organization look like? Full range of ages represented – young artists and experienced.
- Support – simple ways to apply for a grant
- Youth programming (lack of practice, studio places, small spaces (galleries, spaces, youth groups))
- Pushing arts as fundamental to our quality of life and well-being
- Show businesses that the arts are good for business. Tying businesses to creative process, and making of art. Better use of buildings (downtown primarily). Offices, galleries, rehearsal space, a program for developers/owners and artists. Tax breaks? Multiplying activities for arts development and youth involvement. Tool kit for arts groups, which contains funding, publications media, arts-friendly businesses. Communicate with other municipalities. Inter-municipal planning
- Target low cost public venues that do not require massive public funding example (move Beacon Hill Bandshell away from housing and let the public act. More of a European “hands off” approach)
- Be a catalyst for development
- Build something that would attract corporate individuals and other governmental levels of support
- More murals and public art (not ‘corporate’ art)
- Encourage more markets
- Artists laureate, music laureate actor, dancer laureates (not just poet)
- More busking
- Pay artists honorariums and stipends for consultation or for being on task forces, etc.

Venues

- Work with community property developers
- Better use of public space – especially Parks
- Free public studios in vacant buildings
- Use community centres 24 hours per day
- Collaborative spaces for businesses/artists
- Space for technology – based arts.
- More art co-ops and support for them
- Subsidize large venues to support smaller activities/events to make rental rates accessible

- Streamline – facility rental/booking processing
- Vacant premises become available to rent
- More studio space for artist and musicians
- More low cost housing and theatres

Funding

- Guaranteed funding
- Innovative tax break to support property owners that utilized their space to support arts initiatives
- Identify new and creative funding sources that are sustainable
- Identify appropriate level of support from businesses – prompted by municipality
- In-kind share resources (i.e., time, experience, support from large organizations to smaller)

Education

- More community education about the arts
- Arts education in public schools

Comments

- Quit hassling grassroots arts organizations and shutting them down! Work with them to create a situation that is amendable to everyone. We also need to know that a vibrant arts scene means that art of all kinds will occur and that it may not be liked by everyone (i.e., Punk rock shows/metal shows, etc.)

APPENDIX C:

Stakeholder Focus Group Data Summary

February 3, 2010 at City Hall

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Question #1 – What are the benefits and opportunities available for your discipline/sector in Victoria?

Total # of answers (64)

Location

- Good climate
- Victoria is a tourist destination
- Climate
- Victoria has long rich history
- Capital of province
- Cruise ship destination
- More artists per capita in Victoria than anywhere else in Canada
- Destination city
- Good place to start, less competition (small city on an island). Good community support

People

- People want to participate
- Victoria population has awareness of arts and culture
- People have good “listening” skills
- Lots of volunteers
- Human resources (i.e., volunteers and experienced staff/workers)
- Support organizations such as the Community Arts Council of Greater Victoria
- Walkable/safe downtown core
- Unexploited new opportunities to educate / inform / excite tourists exist (e.g., Night markets/ cruise ship market on Ogden Point and informative cultural maps for visitors/locals)
- Strong talent base
- Strong kids and youth involvement
- Demographic well educated – age gap has expanded
- Great audiences, loyal - always trying to grow
- Good talent base/pool
- Variety and diversity
- Newcomers continually arriving
- Victoria is full of great artists with wonderful artistic talents and expressiveness
- Diverse audience

Ideas and Opportunities

- Can create Granville Island-style cultural precinct
- Lots of empty stores/windows to show arts
- Use bylaws to stimulate property owners to work with artists (i.e., tax breaks and improvement incentives)
- Need to work on parking strategies for downtown as well as areas like Fernwood (i.e., residential vs. visitor conflicts)
- City should / could promote its own vocal cultural identity through support of the arts – indirectly through support of the arts, not necessarily financially, include in-kind; include in City marketing plan
- Share office space, studio space
- Build audiences by subsidizing for seniors, student participation
- Tourism – target cultural market
- The City’s Artist-in-Residence program is an asset
- Cultural visibility attracts tourists and is good for the Capital City
- Need affordable live/work studios for First Nations’ artists, First Nations cooperative spaces
- Can there be an Artist-in-Residence program to decide who gets some space?
- Use of social media networking - First Nations directory on Facebook - search ‘First Nations Directory’
- Well established festivals (already exist)
- Many teaching and learning opportunities – partnerships with the University of Victoria/Camosun College/College of Royal Roads University (i.e., need a degree in First Nations Arts – certified programs and classes)

Transportation

- Can work on transportation strategies to get people to cultural centres
- Art bus – transport to cultural centres/destinations

Education

- Artists in the schools - mentoring

Communications / Networking

- Consultation with artists crucial to developing civic development – artists hosting workshops in community centres/schools
- Victoria College of Art should partner with Open Space and others
- Get companies involved versus individuals
- Easy to network, share

Other Comments

- Despite all the barriers, Victoria has an incredible arts scene
- Singing/opera well supported
- Collectives are good: 50/50, Slide Room at Vancouver Island School of Art
- Wide variety of theatre opportunities
- Very little competition
- Distinctive audiences
- Good to have music
- A lot of work at Conservatory
- Cultural energy growing
- Every kind of music is represented at some point in the year
- Festivals and cultural events educate the public on the variety of local cultural perspectives.
- Multicultural approach to community provides “insight” into life’s experiences
- Cultural organizations organize events that would not be put on by “arts” organizations (i.e., Latin Caribbean Festival would never have existed without cultural organizations organizing them)
- Being an artist and creating cultural arts in the community “can be better than going to university sometimes”
- Can Artist-in-Residence program and schools be tied together somehow?

Question #2 – What are the gaps, obstacles or challenges for your sector?

Total # of answers (89)

Gaps

Communication / Networking

- Lack of information exchange between disciplines and organizations (i.e., space availability)
- Not enough collaboration between City and artists
- Victoria needs (visual) arts manager
- Lack of City of Victoria Arts manager is a hindrance to finding support at the municipal level
 - Need expertise in First Nations and non-colonial arts.
 - No dedicated staff at municipality with expertise in the arts
- No collaborative work on tourism – no funds to market offshore to cultural tourists
- Lack of First Nations representation on arts association’s boards (lack of outreach)

Economic / Funding

- More affordable studio spaces
- Major funding increase/lobbies
- Single year funding - three year funding better
- Lack of corporate support
- No literary grants or funding at municipal or provincial level
- Amateur gap – finances tight
- Not enough funding
- Need grants that artists can apply for themselves, instead of going through organizations to access funding (Note: City cannot give grants to individuals)
- No specific funding for ethnic/cultural arts
- No guaranteed percentage of investment to encourage underrepresented and new artists in the community

Venues

- No adequate visual arts centre
- Need a downtown visual arts centre where Visa, X-changes, Community Arts Council of Greater Victoria Open Space can co-exist (e.g., exhibit share studio space and teach with space for offices and administration)
- Need live/work studio space
- Need a place in the city (i.e., park or building), for cultural artists to showcase their work:
 - other than festivals, there is no on-going location to do so
 - Such a location should avoid marginalizing artists that work there
- Loss of FolkFest removed opportunity for cultural artists to perform and showcase their work
- Not enough workshops, studio space
- Need a First Nations Arts Centre

Educational

- Professor Gap – infrastructure for music teaching
- Need for more small business training

Events

- No literary arts festival

Other

- Need an “urban source”- matching urban waste with artists’ needs
- Cultural artists are underrepresented, arts organizations don’t exist to provide this service.
- No one database of First Nations artists
- Currently no artist association dedicated to First Nations
- There is not a visible presence of First Nations in Capital City – tourists go to museum instead
- Not enough context given regarding First Nations art and culture
- (i.e., the place of arts in culture; culture is not necessarily a commodity)

Obstacles

Funding

- Caps and limitations on regional funding (CRD Arts Development Fund i.e., 13 municipalities – eight contribute – five contribute meaningfully)
- Need to restore provincial Government level funding
- Art Gallery of Greater Victoria charges students too much for entrance fee
- Community Arts Council Of Greater Victoria under resourced, needs more support. Needs new venue
- Opens space, Community Arts Council Of Greater Victoria galleries are out of the way and inaccessible
- Visual Artists poorly paid. How can they stay alive?
- Costs of showing at Royal and McPherson, Space is still inadequate – stage small, wings,
- Insurance rates skyrocketed after 911
- City’s Festival Investment Grants (FIGs) are the only stream and have not been updated in several years
- Less money for visual arts than performance based arts
- No core funding for arts programming for cultural organizations from the CRD Arts Development office, special project grants available, but no core operational funding
- Lack of core funding = lack of stability

Systemic

- Municipal boundaries (i.e., funding jurisdictions)
- Multiple municipalities – not amalgamated – need to drop barriers
- Transit – shuts down too early – not enough – unwilling to put on extra buses for events
- Need more arts education for municipal staff
- Communication between arts organizations – more organized way
- Really inflexible liquor licensing, especially if you are not a non-profit
- Noise bylaws are restrictive
- Multi-cultural arts, often perceived as educational and are not regarded as “fine arts”
- Cultural artists and organizations fall between funding between the federal, provincial and municipal levels (always on the fringe)
- Systemic barriers - CRD not very supportive for cultural organizations
- No ongoing discourse between City and public / First Peoples

Venues

- There are no adequate theatre venues
- Venue acoustics, public spaces capacity
- New downtown condos complaining about noise, forces venues to reduce noise or close
- Gentrification of downtown

Challenges

Education

- Reaching student population – The University of Victoria – Camosun College
- Not enough native artists in the schools – resources exist (i.e., Arts Reach) but can be enhanced

Economic Sustainability / Funding

- Artists have to leave town for work
- Emerging artists leave town
- Businesses need to see value of arts
- Geographical logistics. Expense of getting on and off the Island
- City needs to get serious about its arts funding strategy - \$500,000 is not enough
- Need to increase funding from City to cultural organizations
- First peoples used to marketing shops in Victoria, but much of the proceeds don't come back to the artists and their communities
- Develop fundraisers

Marketing

- Need to expand and clarify what is considered arts and culture
- City of Victoria needs to recognize exiting cultural identity (i.e., Miniature World versus Ballet Victoria)
- You have to bring in new art to keep things “interesting” but there is a balance between local and new
- First Nations arts should be contemporary, working and active, not a museum
- Public's role goes beyond buying tickets – attend, donate, volunteer

Planning / Logistics

- Individual versus collective action
- Strategy to focus on positive direction and opportunities on how to accomplish goals with CRD
- Hard to do “all-ages” shows. While there are halls that work for shows they won't be rented for music.

Other

- Cultural and intellectual property issues
- Cultural property (i.e., totem poles from Indonesia in Coombs)
- The selling of sacred images from one nation acquired by another nation
- Can government help to protect intellectual property?
- Create an association of First Nations artists who have a stamp of authenticity.

Question #3 – What types of venues and facilities are most important for your sector for practice, work and performance within Victoria? How can they be improved?

Total # of answers (87)

Venues

Outdoor

- Need 300 - 400 person special event licenceable venue (licensing a big challenge)
- Outdoor performance space that is developed in full consultation with arts community (e.g., Spirit Square stage requires edit to be usable)
- Outdoor venue needs long range plan – 3,000 - 4,000 capacity, Ship Point not big enough, St. Ann's Academy too close to residential

Studio / Rehearsal

- More studio space (i.e., Community/collective/personal, including storage and shared resources at low cost)
- Practice, rehearsal, work and performance multiuse space
- Need big open spaces to turn into studio spaces
- Need more live/work space
- Not enough venues to rehearse and meet on an affordable basis.
- Need studio, rehearsal and office spaces

Exhibition

- Art gallery downtown
- Art Gallery needs bigger downtown facility
- More public exhibition spaces for regional/local artists
- Trackside Gallery re-invention
- Need more downtown commercial galleries that support local artists. Ones that are good now are Deluge, Martin Bachelor, View Street, Legacy, Open space, Community Arts Council Of Greater Victoria
- Community Arts Council Of Greater Victoria is booked up for two years
- No central visual arts centre
- More outdoor events like Moss Street Paint-In, but for more than just visual artists
- Paucity of venues for emerging artists
- Need proper contemporary art gallery

Performance

- Need 15,000 - 20,000 seat theatre guild [sic] theatre
- 400 - 500 seat multi-purpose venue – Goolden and Metro lack acoustics
- University concert hall - not downtown
- 1,000 capacity concert hall
- Smaller facilities – lack of venues for live music
- Churches as venues
- Lack of all-ages venues
- Performance arts venue would be appropriate
- We have small and large venues, but nothing in the middle. Ideally something 200 - 400 range That is versatile and can accommodate many uses. Ideally seats or no seats
- Only one jazz club. Jazz brought in from elsewhere

First Nations

- No place to showcase contemporary Aboriginal arts
- Could include a regular First Nations kiosk somewhere downtown
- Aboriginal Art Centre to include all traditional and contemporary forms

Other

- Need more affordable portable space
- Need storage space!
- Need more “lucky” spaces (i.e., Ministry of Casual Living)
- City owned office space – for joint printing/admin/box office)
- Concentration of arts in one place (i.e., Denver, Colorado – cultural precinct)
- Invest in venues catering to under-represented art forms so that they can build audiences
- Venues need to cater to educational and local assets
- Create spaces (work/exhibit) that do not marginalize artists from different cultures

Venue Enhancements

- Most facilities lack adequate washrooms
- McPherson should be used more than it is
- Use second floor of Heritage Buildings downtown – put in sprinkler systems, etc. Rezoning tax incentives to turn into studio spaces
- Partner with schools to educate children and youth in the arts
- Central online data base
- Creative community network/conference

Accessibility and Affordability

- Need easier access (i.e., less red tape)
- Simplify process of accessing inner harbour/Ship Point
- More accessibility for lower incomes to cultural facilities
- Affordable accessible studio space for individual artists

- Lack of appropriate affordable space (e.g., stages/backstage)
- Affordability – McPherson charges major costs to user groups. It's a gift from the City why so expensive? Because it's a Union House?
- Make McPherson work for community theatre
- Royal and McPherson have lots of large block bookings because Opera, Symphony, etc need large blocks. This means other promoters can't bring in touring acts
- Liberalize closing of streets for events. Questions as to if Broad Street could be used for Fringe launch next year
- Can't use community centres often enough for music
- Low cost important for public accessibility
- Venues should cater to artists with different backgrounds

Funding / Sustainability Issues

- CRD – underfunds Royal/McPherson
- Stability of funding
- Venue owners can justify the cost of live music
- Cameron Bandshell is not usable because arts is not part of the plan. Can't have advertisements for sponsors
- Insurance can be prohibitive for smaller organizations
- Cost of current venues is restrictive
- Independent artists - especially new immigrants, need support
- Community “buy-in” needed
- Centennial Square – columns? Lack of consultation/arts to be part of the plan
- “Concrete steps are not a stage” Centennial Square stage is not usable. Should have had more consultation with art groups
- Potentially, the City could collaborate with staff in producing youth events
- Educate public to learn appreciation from different art forms, develop audiences

Strategic Planning

- Venue mapping of indoor and outdoor venues: need inventory of existing spaces and their usability
- All venues need a long-term strategy
- Strategy for using empty schools and churches
- Committed support for having outdoor events
- Retirement plan
- Need a facility plan for growing the future
- Look to Toronto for model – space for different schools/galleries
- Need to include outdoor venues in mapping process
- Survey of venues and costs
- Parks arts policy needed
- Need uses of schools, City Hall, recreation centres, neighbourhood associations to be examined
- Practical plan for future (facility plan) – process to celebrate existing facility – new venues
- City can attract tourists by marketing itself as cultural destination
- Policy to focus on different cultures

Questions / Comments

- Why is the visual arts community lowest on the rung? Other disciplines have venues for the performing arts that you pay to visit. Your ticket gets you into the venue.
- Don't use or rely on casino dollars to pay for arts centres
- Gentrification leads to artists having to move
- Lack of parking
- Space around the performance venue (i.e., McPherson is good)
- City Council venue – reduced rentals
- Fee structure not transparent, complex and complicated
- Important to see which venues actually work

Question #4 – How do you promote/market yourself and your sector? How can the City support you in your promotional strategies?

Total # of answers (45)

Ideas / Projects / initiatives

- One website – arts information highway (i.e., grants,volunteers, space, disciplines)
- Sell advertising as banner ads
- Collective database
- Need to invest in the website
- Current City site not inviting/engaging
- City website needs to improve
- Need centralized arts events calendar. Something like livevictoria.com with a broader mandate. Include all other arts. Could include link to online ticketing to Royal/McPherson Theatre box offices
- Visual Art Tourist Map (print and online) including features such as artist bios and events calendar/listings
- Presently each neighbourhood markets their own art stroll. We need to have yearly published brochure of art tours
- Need more venues to market work. Need a community arts centre downtown (e.g., Maple Ridge)
- Cultural Capital promo guide
- City could showcase certain writers/books through a “book of the month”
- Need set of policies

Marketing Strategies

- City can market itself as a “cultural capital”
- Advertising – to tourists as well as locals
- City to partner with Tourism Victoria – check out their website and link to City site
- Key to marketing – joining people together
- Look for unified way to promote arts
- Use Culture as a promotional tool
- Umbrella marketing
- Marketing to Seattle/Vancouver, nearby cities
- Posters #1
- Print ads – decreasing
- Increasingly e-marketing – most important form (websites, Facebook, etc.)
- Young audiences use Internet; old audiences use print
- Marketing arts and culture to people outside of Victoria. Promote Victoria as “City of Gardens” music and culture.
- City’s current arts and culture marketing is bland

Economic / Funding

- Need budget for studio tours
- Pass for preferential treatment’ on behalf of arts organizations to market selves in media

Questions / Comments

- Artists have to sell their work to survive. Galleries should not be threatened by artist tours
- Artists need “friendly” arts patrons – now they meet in church halls and basements.
- Need arts centre
- Artists are loners, need support
- How do we increase the flow of information to the people we want to get it to?
- Marketing and promotions are not a priority for the City
- Will the Times Colonist survive? – good paper, very supportive, great resource
- Tourists to Victoria are roughly:
 - 60% from Alberta, Saskatchewan, rest of Canada
 - 20% from US
- City should consider specifically under represented/marginalized organizations and artists - set aside funding specifically for them
- City needs to get the message out to the community regarding programs that already exist (i.e., Artist in Residence)

- Have the arts scan process as an on going process - less of a consultation than a “conversation (i.e., info sessions, symposiums, advisory committees)
- Promote/support/fund events such as a symposium for artists of colour
- Show work and educate public/artists
- Need to encourage organizations to get involved with cultural programming

Question #5 - What kinds of support networks exist in your sector to represent you and support your work (e.g., guilds, etc.)? How are they functioning in the current economic climate?

Total # of answers (34)

Advocacy / Communications / Networking

- Lack of support/advocacy
- Lack of support for arts - health well-being
- Need more support organizations
- Lack of a Pro Art type network to advocate and lobby for smaller organizations
- Pro Art focuses on four or five major groups and performing art venues
- Need for people to know what is already happening (i.e., better communication)
- Get people together – networking
- More inter-sectoral communication, both formal and informal
- Building, sharing (new) audiences and the City to build a place for this
- BC Arts Council role? How can it support local Arts Council more?
- Victoria writers' society has monthly meetings, a newsletter and writers' workshop group
- Independent book stores are helpful in terms of book launches and selling books
- Informal collaboration between peers is the support group for organizations like Atomique who don't have their own support organizations
- Role – other levels of government influence other funders
- Hub needs to exist for organizations to network - online, events, meetings, promote collaboration

Questions / Comments

- Arts Council in Toronto is a good model
- People draw audience to their wares
- Royal Canadian Organists - National organization
- Existing: Folk music societies, jazz societies, etc. Folk music societies struggling with rental costs for halls
- Victoria Musicians Fund (VMF) is administering music in the park at the Cameron Bandshell
- Needs more support from other musicians
- City as a multicultural destination (tourist attraction)
- Need a real performance centre and art gallery to support artists
- Visibility of arts is a factor in their success - information regarding the arts needs to be more accessible and visible
- Visibility is crucial (a lot is happening behind closed doors) marketing promotion (grassroots to mainstream)

Economic / Funding

- Major funding goes to established arts organizations (Opera/Symphony) who have Pro Art to represent them
- Major subsidy is the artists themselves
- No provincial dollars available
- All artists need the support to do their work
- Full access to funding for everyone, non-marginalizing representation

Business / Professional

- Non-profit sector requires business/tech/financial advice
- Arts collectives can be self sufficient
- Transparency in process (of running the “Business of art”)
- Pro-Art membership criteria/work

Educational

- Non-profit galleries support students, community focused artists

Questions #6 – What is the long term vision for your sector in Victoria?

Total # of answers (40)

Funding and Accessibility

- Revenue available from businesses for arts
- Dedicated commitment to the support of small arts initiatives
- Higher standard of living for practising artists
- Art can make \$\$\$
- City to take the lead on funding
- Arts have sustainability
- Financial stability
- Control and build finances
- Children getting more opportunities
- Long-term funding strategies for partnerships and programs

Venues and Facilities

- World class visual arts centre/facility
- Public downtown art gallery
- Especially need a venue for First Nations artists
- Proper functioning arts centre
- Need a major regional theatre centre – performing arts based in Inner Harbour
- Multidisciplinary First Peoples Centre (i.e., Heritage Centre in Osoyoos)
- More than just an arts centre – blend of social services with cultural public face
- Aboriginal Cultural Centre that would encompass carving, painting, silversmithing, etc. All First Nations arts in one place - a gallery, studio space, and teaching place

Quality of Life

- Children awakened to their creative potential
- Development of local pride in arts
- Art woven into the fabric of the community
- Arts as important as eating fruits and vegetables
- Culture as important – historically – beautification/scenery

Systemic Change

- Relaxing liquor policies for events to create sustainable entertainment budgets
- Municipal amalgamation including funding, communications and administration
- Support festivals that exist instead of leading programming
- First Peoples representation at municipal level

Communications and Networking

- Artist led centralized multi-municipality stakeholders group
- International recognition for regional artists
- Old and young artists working together
- Public Art Advisory Committee to advocate for more public art

Events

- Victoria as arts destination (i.e., Victoria Biennale)
- Having an exciting yearly literary festival
- National Aboriginal Day could be expanded (June 21st) - could be new first “Peoples Festival”

Projects / Initiatives

- City would have a Writer-in-Residence to provide mentorship
- Like Vancouver/Toronto - work at getting groups into schools, artists as partners
- First People’s Arts agency – working on behalf of local artists

Questions / Comments

- Festivals need to go indoor
- Grow audience loyalty
- The Symphony wants to grow – orchestra size/educational programs
- We need a classical/jazz music station – CBC changed their format
- First People’s arts should be known for more than just carving

Question # 7 - How can the City of Victoria support this vision and your work here in Victoria?

Total # of answers (60)

Strategic Planning and Policy

- Expanding definition of arts and culture – including venues, facilitators, festivals, multi-mandate organizations (e.g., culinary arts)
- Arts should be produced and mandated by arts and audience not the municipality
- This process Arts Scan must be ongoing
- Political will needed – especially at the civic level
 - Mayor and Councillors need to show leadership
- Establish an Arts Advisory Committee at the municipal level
- Capital Iron area: advocating for a cultural precinct area
- Build on Arts Scan investment to attract people downtown, as well as improve the quality of life for artists
- Process Arts Scan intention and follow up
- It's not the City's place to make art better, only to facilitate it.
- CRD convene how arts play a role in dealing with social justice
- Keep stats for arts and culture
- Facility plan/cultural plan
- Use Victoria's influence in the CRD
- Be realistic, liquor is an important part of arts revenue. Liquor licensing based on capability of organization, not just non-profit status
- Don't be dismissive of organizations that aren't non-profit
- Ease difficulty on getting entertainment licences for live music. Make it easier to start venues
- Foster use of public spaces
- Look at things as a level of function, not theory
- More visioning experiences/dialogues like this one needed

Communications and Networking

- Establish Artists Advisory Committee to assist this process
- Arts manager for Victoria needed
- Liaise with other levels of government and tourism
- Need champions on Council
- Work with business and tourism – build potential partnerships
- Downtown Victoria Business Association liaison with business community
- City of Victoria can be an active advocate for the arts
- Collaborate with arts organizations and promoters to promote events
- Advocate for youth shows; they are important to an overall vibrant arts scene
- Leadership can be more important than funding sometimes

Funding and Sustainability

- Tapping into provincial funding (e.g., Legacies 2010)
- More effective distribution of funds
- Funding for arts education
- Secure multi-year funding
- City support more low cost housing for artists (i.e., live/work studio space)
- Where's the money?
- Major investment needed, banks, etc.
- Ask businesses – support of the arts? Add to amenities in density bonus
- Arts good for city – restaurants, hotels, etc.
- Put arts into sustainability
- Secure funding from other levels of government
- Invest in the arts
- Funding for local jazz – outside of jazz society
- Offer incentives to businesses that offer live music
- Be clear about opportunities. How much money is there?
- Resourcing for First Nations – use federal stimulus money, cultural grants, to be pooled with community's resources, and possible City land, the University of Victoria expertise, band expertise

Venues and Facilities

- Develop a community workshop with shared resources (i.e., tools, tech equipment, etc.)
- Downtown art gallery concept: we're told by the province if the City comes to the table the province will follow
Capital budget – City 2009 – 2011 - \$30 million is back page of budget potentially for downtown art gallery
- Partner with new library
- Help youth promoters gain access to venues. Offer staff support as recreation programming for youth events
- Use Spirit Square

Ideas / Projects / Initiatives

- Crayon sessions before Council meetings
- Free community event calendar (i.e., available at centralized place “What’s on in Victoria Today”)
- Create arts website/database to bring info together/network
- Hold functions for networking opportunities (i.e., track direct/indirect impacts)
- Having “CRD book program” where each municipality selects a book and it is promoted through the CRD
- Potentially offer insurance support for smaller shows
- Support and promote mentorship programs

Other Questions Raised:

- What are criteria for Stakeholders?
- How do you define Professional
- What is scope of Arts Scan?
- What is “our” cultural identity?

Other Comments

- Any arts policy needs to help the artists primarily
- Cultural arts must be presented in a way that do not marginalize the artists
- Development of arts policy should not raise everyone’s hopes if nothing is going to change anything
- Every dollar spent on the arts, gives back \$1.37
- “Pennies from Heaven” – Every dollar put into the arts gets 60% benefit to the economy
- City of Victoria needs to be proud of its own local art
- Cultural perception is shallow: (e.g., Tourism/Miniature World), and City can’t take credit for the landscape

APPENDIX D:

Community Dialogue Sessions Summary

As a vital part of the Victoria Arts Scan process, it was determined that additional community dialogue sessions were needed to include a more diverse and multicultural cross section of people in the community. In our other focus group sessions, we had not heard from First Nations artists and performers, and chose to have a separate session for them. As well, the various cultural groups/organizations that are involved in the arts, especially those that present festivals and special events, and “artists of color” had not been part of previous discussions, and were also invited to a separate focus group session.

A. FIRST NATIONS

Outreach was conducted with the First Nations community of artists, musicians and performers, with 17 people attended a focus group on March 9, 2010.

Assets

The participants identified that First Nations culture was a foundational asset that needs to be supported more tangibly in the community. First Nations culture is an enormous draw for both tourists and residents, and a rich First Nations culture exists on Vancouver Island. As First Nations are the original Canadian culture, there is a responsibility to keep their language and arts alive. The First People's Heritage, Language and Culture Council is an asset as it is striving to preserve the living history of many native languages in British Columbia, as well as providing individual artist programs (e.g., artist toolkit).

The Royal BC Museum is also an asset and repository of First Nations artifacts and history. With the carving studio demolished this year, there is no large public space for carvers to work and elders to mentor younger artists. Also a concern was expressed that Thunderbird Park “is needed for our people”, but the Big House is not open to all.

Gaps

There is no artist association dedicated to First Nations such as an artist's co-op, etc., as well as a lack of First Nations representation on arts associations and boards.

The need for a centralized, multi-disciplinary First People's Centre, with a focus on the arts, was discussed. This Aboriginal Cultural Centre could encompass studio space for traditional skills including carving, painting, silversmithing, as well as a gallery and teaching place.

The need for affordable, live/work studios for First Nations artists, and cooperative spaces was also identified.

Opportunities

The City could work collaboratively with First Nations to revitalize the First People's Festival in the City's new Spirit Square.

Another opportunity suggested was the use of social media networking for marketing purposes.

First Nations teaching and cultural learning opportunities in schools and passing on the traditions were seen as extremely important. More partnerships with schools, the University of Victoria, Camosun College and Royal Roads University could be developed. The concept of an artist-in-residence program in the community was valued.

Vision

The development of a First People's Art Agency that worked on behalf of local artists was identified. As well, the need for more representation at the City level and the establishment of a First Nations Arts Advisory Group to look at long term strategies was discussed.

An Aboriginal Arts and Culture Centre could be the long-term goal of this group; looking to develop partnerships with key stakeholders such as the University of Victoria, First People's Heritage and Language Council, other levels of Government and significant other players (such as Victoria Harbour Authority). The City's role can be as a facilitator to help bring the partners together in this process.

B. CULTURAL AND COMMUNITY ORGANIZATIONS

Nine members from cultural organizations met to discuss issues related to their communities on March 3. “One out of five people in Canada are people of colour and Aboriginal”. It was discussed that racism occurs in the arts subsequently “artists of colour” and First Nations artists are underrepresented in all aspects of the arts.

Assets

Festivals and cultural events educate the public on a variety of local cultural experiences and perspectives. A multicultural approach provides insight into life’s experiences. Cultural organizations organize events that would not be put on by arts organizations (e.g., Latin Caribbean Festival).

Gaps/Needs

The multicultural arts, often perceived as educational, are not regarded as “fine arts” and therefore, cultural artists and organizations fall between funding at federal, provincial and municipal levels.

There is no core funding for arts programming for cultural organizations from the CRD Arts Development office (only for special projects), which leads to a lack of stability.

The loss of the Folkfest Festival was seen as a real gap in the community as it gave cultural groups an opportunity to showcase their talents.

Opportunities

There is a need to educate the public to learn about and appreciate different art forms and develop audiences through cultural events.

The City can attract tourists by marketing itself as a “cultural destination”.

Venues in the city need to cater to artists with different backgrounds so that work and exhibit spaces do not marginalize artists from different cultures.

The City needs to promote more actively its programs like Artist-in-Residence. Another suggestion was to have Arts Scan be an ongoing process of “conversation” (e.g., information sessions, symposium for artists of colour, showing work in public space).

The group desired encouraging organizations to get involved with cultural programming.

Vision for the Future

The visibility of artists is a factor in their success – make information more accessible.

We need to market the City as a multicultural and arts destination.

One suggestion was to create a “hub” for organizations to network - online, to promote events, meetings, collaborations, etc.

Finally, people felt that any arts policy needs to help the artists primarily, Cultural arts need to be presented in a way that does not marginalize the artists.

APPENDIX E:

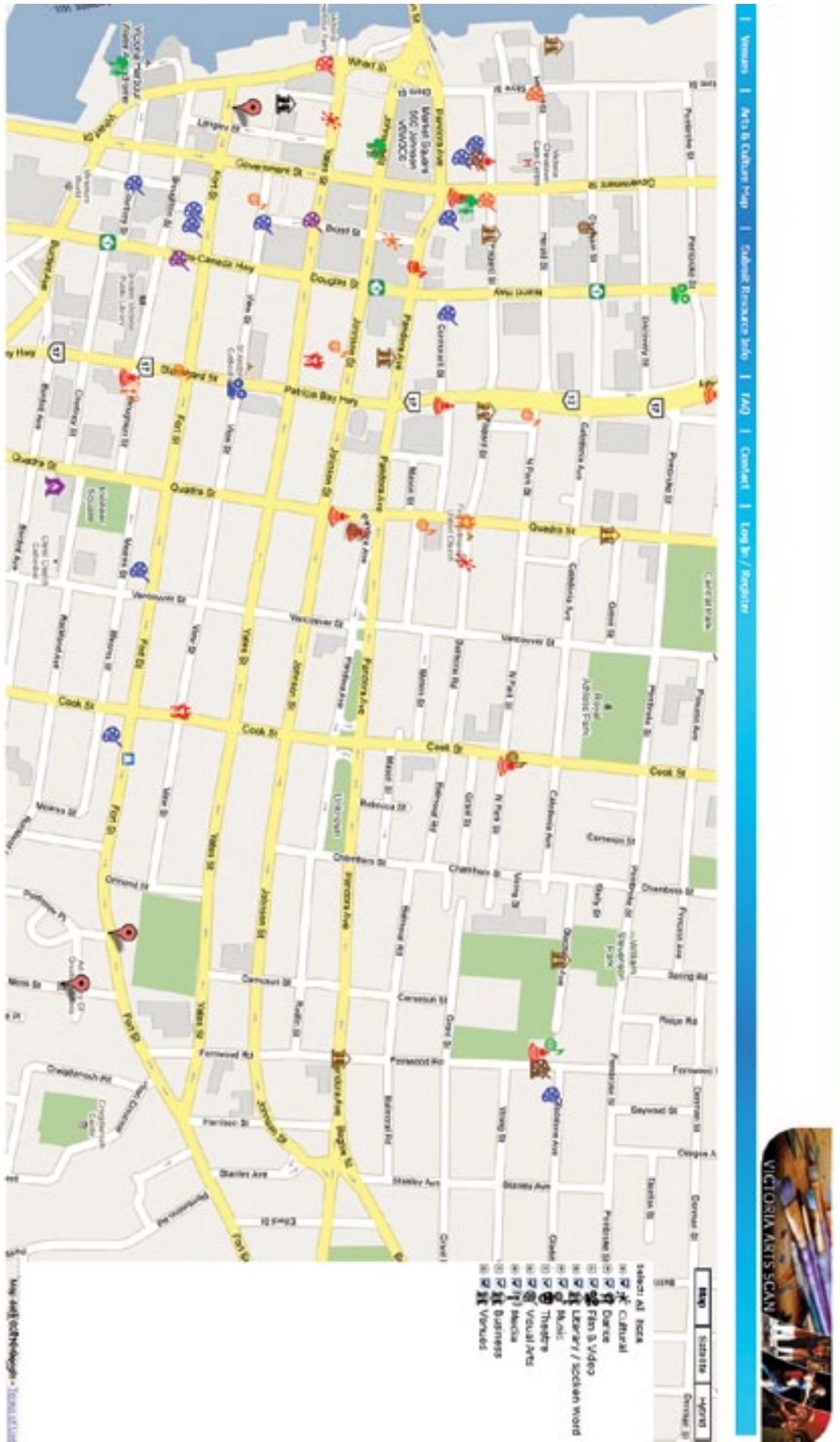
Key Informant Interviewees and Questions

1. Tell us more about yourself and your own experience and involvement(s) in arts and cultural work in Victoria.
2. What are the City of Victoria's arts and cultural assets?
(This includes key resources, people, places, groups, institutions and other assets.)
3. What are the arts and cultural gaps, needs and challenges in the capital city?
4. What are the greatest benefits and opportunities operating in Victoria?
5. What types of facilities and venues, if any, does the City of Victoria need more of?
6. In what positive ways does the City of Victoria currently support arts and culture and how can they do it better?
(see City Support for the Arts Fact sheet)
7. What new initiatives and specific actions do we need to develop in Victoria to create a more vibrant arts and culture scene?
8. What is your long-term vision for arts and culture in Victoria and how can the City support this vision?
9. Do you have any questions and comments for us?

Interviews Completed

1. Paul Destrooper, Artistic Director, Ballet Victoria
2. Mary Desprez, General Manager, Belfry Theatre
3. Joan Kotarski, Executive Director, Fairfield Gonzales Community Association
4. Lloyd Fitzsimonds, Executive Director, Royal and McPherson Theatres Society
5. Jon Tupper, Executive Director, Art Gallery of Greater Victoria
6. Peter Sandmark, Executive Director, Media Net
7. Linda Rogers, Poet Laureate
8. Ian Case, General Manager, Intrepid Theatre
9. Marlaina Buch, Minister 2010, Ministry of Casual Living
10. Alain Costas, Director, Ground Zero Print Makers
11. Ken Kelly, General Manager, Downtown Victoria Business Association
12. John Threlfall and Amanda Farrel, Arts Editors, Monday Magazine
13. Jean McRae, Executive Director, Inter-Cultural Association
14. JC Scott, Arts Rep / Directory, Tourism Victoria
15. Nick Blasko / Dimitri Demers, Owners, Atomique Productions
16. Darryl Mar, Program/Festival Director, Jazz Society
17. Mitchell Krieger, Executive Director, Victoria Symphony
18. David Shefsiek, Executive Director, Pacific Opera
19. Lidia Kasianchuk, Former IMC / CRD Arts Manager
20. Stephen White, Executive Producer, Dance Victoria
21. Troy Lemberg, Director, Vancouver Island Hardcore Society
22. Kathy Kay, Festival Director, Victoria Film Festival
23. Viet Tran, Director, Victoria Immigrant and Refugee Centre Society

APPENDIX F Victoria Arts Scan Map Visual Representation





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