

Report on the Not-for-Profit Organization Survey

As part of the process of gathering data concerning the issues faced by not-for-profit organizations and their contribution to the economic impact of the arts in the Capital Region, a survey of not-for-profit organizations was undertaken.

Names and contact information were assembled using the CRD Arts Directory.

A sample of 70 organizations was selected for surveying. This included all the organizations that received grants from CRD in 2001/2.

A survey was prepared and mailed, faxed, emailed to each of these organizations.

These initial contacts were followed up as many times as necessary to gather this information. For some organizations, one call was sufficient. For most, two or more phone calls, faxes, emails was necessary.

This data was supplemented by data from the electronic files of CRD. This data is gathered as part of the grant adjudication process, and existed for 28 of the largest not-for-profit organizations in the region. This data was reviewed, sorted and analyzed. Key data on revenue, expenditures and arts statistics were faxed to the organizations for them to confirm its accuracy and to complete those data fields that were blank. Changes and additions to this data were made as responses were received.

Eventually some data was received from 56 of the 70 organizations.

This data is presented in this report. It is in three sections:

- Part 1 deals with the quantitative data on revenues, expenditures and arts statistics.
- Part 2 deals with the qualitative information about issues faced by organizations, etc.

Part 1 - Data on Revenue, Expenditures And Arts Statistics

Data Sources and Methodology

The majority of data presented in this section of the report comes from the CRD's grant adjudication electronic files. This data allows us to present time series data from 1997/8 to 2001/2.

It is augmented in the final part of this section (Consolidated Survey Results) with data from the not-for-profit organization survey. The process of creating these consolidated results was as follows:

- for organizations for which electronic data existed, the most recent data was used. In most cases, but not all, this was for 2001/2
- where there was some noted or obvious anomaly, the data was adjusted accordingly to be representative of the average of years
- data from the not-for-profit organization survey was merged into this data set
- certain assumptions were made if key data were missing - these assumptions varied with the organization but were a 'best guess' in every case. For example, some organizations gave data on the number of employees, but not the number of FTEs this represented; in these cases, a 'best guess' was made to fill in these critical gaps
- all the organizations were assigned to various sub-groups of dance, music, etc. These largely followed the assignments in the CRD database, although a 'multidisciplinary' category was created.
- an assessment was made of the percentage that the sample represented of the total of organizations in each sub-group. This was done in order to assess the total economic value of the not-for-profit organizations sector. It was based therefore on revenues and expenditures. It likely under-estimates the proportion that the sample represents of, for instance, volunteer hours.

These data are laid out in the following tables.

Organizations

| Multidisciplinary |
|--|
| Greater Victoria Performing Arts Festival |
| Canadian College of Performing Arts (Dance) |
| Dance |
| Victoria Dance Series |
| Suddenly Dance Company |
| DanceWorks |
| Film/Video |
| Medianet |
| Victoria Independent Film and Video Festival |
| CineVic Society of Independent Members |
| Antimatter Festival of the Underground/Rogue Art |
| Literary Arts |
| Literary Info Fair |
| Victoria Literary Arts Festival |
| Victoria School of Writing |
| Music |
| Islands Concerts Society (Palm Court) |
| TNT Productions Inc. |
| Ska Festival |
| Victoria Military Music Festival Society |
| Capital Region Festival Society (Rootsfest) |
| Victoria Jazz Festival |
| Terrific Jazz Party |
| The Galiano Ensemble |
| Sooke Philharmonic Orchestra |
| Victoria Symphony Society |
| Civic Orchestra of Victoria |
| Sooke Community Choir |
| Victoria Choral Society |
| Pacific Opera Victoria |
| Victoria Conservatory of Music |
| Greater Victoria Youth Orchestra |
| Linden Singers of Victoria |

| Visual Arts |
|---------------------------------------|
| Vancouver Island Sculptors Guild |
| Alliance of Salt Spring Artists |
| Artcraft |
| Sooke Regional Museum |
| Art Gallery of Greater Victoria |
| Open Space |
| Rogue Art |
| X Changes Gallery & Studio |
| Pearson College |
| Theatre/Performing Arts |
| PUENTE Theatre Society |
| Langham Court Theatre |
| Victoria Operatic Society |
| International Theatre Inconnu Society |
| Intrepid Theatre Company |
| Kaleidoscope Theatre Productions |
| Story Theatre Company |
| Target Theatre |
| Giggling Iguana Productions |
| Theatre Skam Association |
| Belfry Theatre |
| Stage West Players Society |
| Phoenix Theatres |
| Facilities |
| ArtSpring |
| Coordination and Support |
| CAC Gulf Islands |
| CAC Sooke |
| CAC Greater Victoria |
| CAC Western Communities |

Data was received from 56 organizations. It should be borne in mind that many other individuals were consulted from these organizations as part of other aspects of the community consultation and data gathering.

At this time we would like to thank all those who assisted us from these organizations. So often, completing the survey sheets was definitely 'not in the job description'.

Revenue

This data is from the 28 organizations which receive CRC funding (noted on the table as IMC funding, since only in 2001 did these grants go out under CRD signature).

This data shows that:

- Earned income, such as from ticket revenues, has increased by \$1.88m between 1997/8 and 2001/2, or 31%
- Private revenues, such as from fundraising, has increased by \$0.245m over the same period, or 6%
- Grant revenues increased by 36% over this period, with the increase in municipal funding, primarily being the IMC/CRD grants, making up almost 60% of that increase

Other significant changes over this period included:

- generally steady increases in federal funding, although significant declines in funding from employment programs
- provincial funding showing increases of only 7%.

| PERFORMING ARTS REVENUES | | | | | | |
|--------------------------|---------------------------|---------------|---------------|---------------|----------------------|--------------------|
| | | Actual | Actual | Actual | Actual/ Projected | Budget Forecast |
| | (Round to nearest dollar) | 97/98 | 98/99 | 99/2000 | 00/2001 | 2001/02 |
| Total Earned Revenues | | \$ 6,006,973 | \$ 6,981,309 | \$ 6,956,515 | \$ 7,155,710 | \$ 7,880,263 |
| Total Private Revenues | | \$ 3,799,314 | \$ 3,421,123 | \$ 3,810,780 | \$ 4,038,616 | \$ 4,046,006 |
| Grant Revenues | | | | | | |
| Federal | | | | | | |
| Canada Council | | \$ 574,681 | \$ 639,366 | \$ 736,349 | \$ 823,100 | \$ 890,400 |
| Communications Canada | | \$ 39,559 | \$ 38,750 | \$ 59,000 | \$ 69,217 | \$ 111,200 |
| CURA | | \$ - | \$ - | \$ - | \$ 20,000 | \$ 20,000 |
| Heritage Canada | | \$ 85,402 | \$ 62,098 | \$ 196,500 | \$ 96,000 | \$ 95,000 |
| Employment Programs | | \$ 354,754 | \$ 273,392 | \$ 138,960 | \$ 180,644 | \$ 193,225 |
| GST Rebates | | \$ 905 | \$ - | \$ 732 | \$ - | \$ 1,000 |
| Other | | \$ 23,790 | \$ 8,715 | \$ 7,051 | \$ 56,500 | \$ 19,000 |
| Provincial | | | | | | |
| BC Arts Council | | \$ 284,500 | \$ 253,500 | \$ 247,000 | \$ 248,000 | \$ 248,000 |
| Govt. of BC | | \$ 674,434 | \$ 663,954 | \$ 733,552 | \$ 858,745 | \$ 786,885 |
| Municipal | | | | | | |
| City of Victoria | | \$ 8,187 | \$ 1,000 | \$ 6,000 | \$ 5,500 | \$ 6,500 |
| IMC | | \$ 496,205 | \$ 517,264 | \$ 575,427 | \$ 748,027 | \$ 1,063,760 |
| Sp. Project Grant | | \$ 8,000 | \$ 13,993 | \$ 23,368 | \$ 43,723 | \$ 78,109 |
| Tax Abatement | | \$ 6,500 | \$ - | \$ - | \$ 2,000 | \$ 1,500 |
| School Board | | \$ 10,000 | \$ 7,500 | \$ - | \$ 9,006 | \$ 13,660 |
| Other | | \$ 102,557 | \$ 57,639 | \$ 128,953 | \$ 142,542 | \$ 113,340 |
| Total Grant Revenues | | \$ 2,669,474 | \$ 2,537,171 | \$ 2,852,892 | \$ 3,305,215 | \$ 3,641,579 |
| Total Revenues | | \$ 12,475,761 | \$ 12,939,603 | \$ 13,620,187 | \$ 14,499,541 | \$ 15,567,848 |

Expenditures

Total expenditures increased from \$12.23m in 1997/8 to \$15.69m in 2001/2, and increase of over \$3m, or 28%

The largest proportion of expenditures goes to the salaries and benefits of those employed by these not-for-profit organizations. This represented 54% of all expenditures

Artists fees made up a further 5%, for a total of almost 60% of expenditures focused on human resources. This is neither high nor low; in other businesses such as teaching, this percentage can reach well over 90%.

This human resource part of overall budgets had increased by 30% between 1997 and 2001.

Production expenses made up about 19% of total expenditures, but increased by 62% between 1997 and 2001.

Administrative expenditures were largely unchanged over the period at just over \$3m, or 20%. These costs had been held close to this dollar amount throughout the period, representing a declining proportion of total expenses.

| PERFORMING ARTS EXPENSES | | | | | |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | | | | Actual/ | Budget |
| | Actual | Actual | Actual | Projected | Forecast |
| <i>(Round to nearest dollar)</i> | 97/98 | 98/99 | 99/2000 | 2000/01 | 2001/02 |
| Salaries | \$ 6,027,332 | \$ 6,541,472 | \$ 7,354,091 | \$ 6,912,363 | \$ 7,874,040 |
| Benefits | \$ 332,539 | \$ 355,336 | \$ 353,959 | \$ 309,852 | \$ 378,183 |
| Artist Fees | \$ 559,823 | \$ 563,149 | \$ 796,823 | \$ 727,472 | \$ 757,643 |
| Travel | \$ 430,265 | \$ 478,962 | \$ 528,055 | \$ 553,407 | \$ 601,326 |
| Other Production Expenses | \$ 1,834,431 | \$ 2,253,899 | \$ 2,819,777 | \$ 2,702,377 | \$ 2,975,389 |
| Other Administrative Expenses | \$ 3,041,329 | \$ 2,826,996 | \$ 2,896,780 | \$ 2,814,465 | \$ 3,103,776 |
| GST | \$ - | \$ 5,097 | \$ 2,708 | \$ 1,933 | \$ 3,150 |
| Total | \$ 12,225,719 | \$ 13,024,911 | \$ 14,752,193 | \$ 14,021,869 | \$ 15,693,507 |

Employment

Most of the paid employees of the region's arts organizations work for the organizations that are funded through CRD Core Grants.

| ARTS STATISTICS - EMPLOYEES - BY JOB AND WORK STATUS | | | | | | |
|---|------------------|------------|------------|-------------|----------------------|-------------|
| CRD Major Not-for-Profit Organizations | | | | | | |
| | | Actual | Actual | Actual | Actual/ Projected | Forecast |
| | | 97/98 | 98/99 | 99/2000 | 2000/01 | 2001/02 |
| Paid Artists/Musicians: | | 559 | 455 | 689 | 645 | 671 |
| Paid Adjudicators | | 0 | 0 | 0 | 0 | 24 |
| Paid Instructors | Full Time | 11 | 10 | 10 | 10 | 14 |
| Paid Instructors | Part Time | 238 | 248 | 194 | 165 | 168 |
| Paid Office/Administrative Staff: | Full Time | 33 | 33 | 35 | 38 | 38 |
| Paid Office/Administrative Staff: | Part Time | 37 | 37 | 42 | 58 | 68 |
| Paid Technical Staff: | Full Time | 17 | 19 | 19 | 18 | 18 |
| Paid Technical Staff: | Part Time | 61 | 56 | 70 | 64 | 64 |
| Other Paid Employees | Full Time | 1 | 2 | 6 | 7 | 9 |
| Other Paid Employees | Part Time | 8 | 15 | 14 | 10 | 12 |
| Total | | 965 | 875 | 1079 | 1015 | 1086 |
| | Contract | 559 | 455 | 689 | 645 | 695 |
| | Full-Time | 62 | 64 | 70 | 73 | 79 |
| | Part-Time | 344 | 356 | 320 | 297 | 312 |

In total, there were over 1,000 people who were paid by these organizations. Their characteristics are as follows:

- largely contract employees as opposed to employees of the organizations
- of the salaried staff, most are part-time employees, although this number has declined over the last four years, presumably in inverse correlation to the rise in the number of full-time employees - part time employees becoming full-time
- it is likely that some part-timers also became contract employees
- the number of contract employees and part time employees should not be misconstrued as separate bodies - it is likely that many, especially the contract employees, worked for more than one organization - the number of full-time equivalents is noted on the consolidated survey results table
- most contract employees are artists/musicians, although almost 19% are instructors, showing the size of the post-secondary marketplace.

| Employees by Municipality of Residence | |
|--|----------------------|
| MUNICIPALITY | TOTAL # OF EMPLOYEES |
| Central Saanich | 16 |
| Colwood | 7 |
| Esquimalt | 29 |
| Highlands | 4 |
| Langford | 9 |
| Metchosin | 1 |
| North Saanich | 10 |
| Oak Bay | 47 |
| Saanich | 86 |
| Sidney | 3 |
| Sooke | 6 |
| Victoria | 289 |
| View Royal | 6 |
| Other | 15 |

Of the 528 employees for who data was obtained, 55% lived in the City of Victoria.

Consolidated Survey Results

Data was obtained from 56 organizations. The data from each was aggregated by discipline, and is presented on the following page. It shows the following:

- The large companies, such as the AGGV, the Conservatory, Symphony and Opera are dominant spenders within their disciplines
- The Festivals are also major spenders and producers of money
- The majority of the other organizations are small, some very small. The critical variable is having paid staff
- The NFP arts system produced over 500 productions which were presented in over 2000 performances. While the big companies produced some of these - the Symphony performed over 100 times - the majority of performances were by the small organizations. They were community choir recitals at Christmas, they were children's dance performances, they were community art shows. They were all across the region and they contributed enormously to community life in the region.
- Attendance at these shows numbered almost 700,000. Of these almost 250,000 were each for music and theatre, and over 100,000 for visual art shows. It is here that the large organizations were visible: the AGGV's attendance was 55,000 and over 100,000 enjoyed the Symphony (including Symphony Splash). There were also many school children being exposed to real theatre through Kaleidoscope and Story Theatre.
- Staffing, as noted before, was mainly in the large organizations and festivals, although the FTE count of 257 is small in relation to the overall economy and the staff count of over 850.
- The volunteer numbers and hours are enormous: over 6000 volunteers contributing almost 400,000 hours of unpaid labour. Surprisingly little was in the area of dance, where the majority of training and performance is through dance schools which are commercial not not-for-profit organization. Almost one third of volunteer hours are in music and the theatre/performing arts - all those hours from amateur musicians and actors, getting the performance ready.
- Who attends these performances? It is noteworthy that youth attendance, except for dance, was less than their percentage of the total regional population aged under 18, while for seniors it was higher than their share of the population, especially for music. Again, if adults are thought to be mainly the 45/59 age group, our grant supported agencies are primarily supporting the cultural activities of the 45+ age group. With some notable exceptions of course: mainly those companies providing theatre for school audiences.
- Very few organizations served a tourist market - while one or two topped the 10% level, on average this was the highest level that any discipline sector reached, although the Literary Arts Festival did estimate that their revenues were more heavily oriented to this market.
- The expenditure and revenue numbers noted here are above those in the previous section of this report since this table includes several other smaller organizations who do not get grants from CRD.
- Capital expenditures are relatively low since few organizations own the buildings in which they perform/display.
- Most expenditures, whether operating or capital, are made locally. The exceptions tend to be the Festivals that bring in artists and special equipment from outside the region.
- In addition to cash revenues, these organizations receive over \$900,000 in in kind support.

| NOT-FOR-PROFIT ARTS ORGANIZATIONS STATISTICS | | | | | | | | | | |
|--|---------------|--------------|-------------------|------------|----------------|---------------|--------------|--------------|-----------------|-----------------|
| | | | Multidisciplinary | Dance | Film and Video | Literary Arts | Music | Visual Arts | Theatre/Perform | Coordination/Su |
| | Totals | Sub-Total | Sub-Total | Sub-Total | Sub-Total | Sub-Total | Sub-Total | Subtotal | Sub-Total | Sub-Total |
| TOTAL # of Productions | 512 | 8 | 16 | 248 | 11 | 132 | 35 | 50 | 12 | |
| TOTAL # of Performances | 2,065 | 170 | 39 | 320 | 35 | 401 | - | 1,100 | - | |
| TOTAL Attendance | 680,185 | 3,000 | 19,950 | 12,531 | 2,017 | 242,461 | 113,100 | 235,218 | 51,908 | |
| # of Subscribers | 27,351 | 4,750 | 916 | - | - | 9,452 | 5,600 | 6,633 | - | |
| # of Society members | 9,458 | 472 | 99 | 3,246 | 103 | 4,858 | 90 | 290 | 300 | |
| Average Subscription Price | | | | | | | | | | |
| Average Single Ticket Price | | | | | | | | | | |
| TOTAL paid staff | | | | | | | | | | |
| #s | 851.6 | 166.3 | 65.0 | 6.0 | 2.3 | 262.0 | 87.0 | 252.0 | 11.0 | |
| as FTEs | 257.4 | 51.0 | 17.5 | 2.5 | 2.0 | 84.3 | 36.5 | 57.2 | 6.5 | |
| Non-paid Staff/Volunteers | | | | | | | | | | |
| #s | 6,073 | 630 | 120 | 365 | 50 | 2,340 | 525 | 1,492 | 551 | |
| hours | 392,724 | 40,400 | 7,220 | 26,150 | 4,000 | 137,240 | 34,685 | 114,029 | 29,000 | |
| # Students | 2,609 | 2,100 | - | - | - | - | 509 | - | - | |
| Who attends your programs? | | | | | | | | | | |
| Youth | | 20% | 42% | 1% | 10% | 16% | 5% | 26% | 13% | |
| Adults | | 28% | 52% | 93% | 65% | 40% | 85% | 51% | 60% | |
| Seniors | | 10% | 9% | 4% | 20% | 37% | 10% | 18% | 13% | |
| Families | | 42% | 1% | 1% | 5% | 11% | 0% | 4% | 15% | |
| Audience - sources | | | | | 0% | | | | | |
| Members | | 55% | 7% | 57% | 20% | 30% | 48% | 13% | 34% | |
| Other CRD residents | | 37% | 91% | 41% | 75% | 60% | 40% | 80% | 22% | |
| Tourists | | 8% | 2% | 2% | 5% | 10% | 10% | 7% | 44% | |
| TOTAL ALL REVENUES | \$ 16,680,273 | \$ 2,205,989 | \$ 579,927 | \$ 414,969 | \$ 252,359 | \$ 6,457,790 | \$ 3,092,131 | \$ 2,994,372 | \$ 682,736 | |
| TOTAL ALL EXPENSES | \$ 16,017,436 | \$ 2,183,607 | \$ 535,640 | \$ 386,385 | \$ 239,643 | \$ 6,242,166 | \$ 2,753,701 | \$ 2,947,842 | \$ 728,452 | |
| Balance | \$ 662,837 | \$ 22,382 | \$ 44,287 | \$ 28,584 | \$ 12,716 | \$ 215,624 | \$ 338,430 | \$ 46,530 | \$ (45,716) | |
| Operating expenses made locally | | 66% | 92% | 100% | 100% | 91% | 97% | 85% | 98% | |
| Ann. Capital Expenses | | | | | | | | | | |
| Facilities | \$ 462,300 | \$ 5,000 | \$ - | \$ 1,500 | \$ - | \$ 110,300 | \$ 150,000 | \$ 162,500 | \$ 33,000 | |
| Equipment | \$ 360,730 | \$ 15,000 | \$ 3,533 | \$ 20,500 | \$ 3,000 | \$ 209,717 | \$ 17,000 | \$ 51,600 | \$ 40,380 | |
| Capital expenses made locally | | 100% | 100% | 80% | 100% | 94% | 100% | 96% | 93% | |
| Total revenue from tourism | | 1% | 6% | 0% | 30% | 11% | 5% | 9% | 30% | |
| Total in kind support | \$ 919,302 | \$ 70,000 | \$ 15,102 | \$ 25,000 | \$ - | \$ 452,000 | \$ 142,000 | \$ 213,450 | \$ 1,750 | |

Even though the survey only captured data from 56 out of the estimated 200+ organizations, since it gathered data from most of the large ones, it is estimated that this represents almost 90% of the economic activity in the NFP arts sector. The figures in the table below represent the likely value of the total sector. As noted in the introduction, this is more accurate for monetary values. It is likely that the many small organizations that were not survey would, for instance, increase the number of volunteer hours far more than the total revenues or expenses.

| NOT-FOR-PROFIT ARTS ORGANIZATIONS STATISTICS | | | |
|---|----------------|---------------|---------------|
| | | Survey | Grossed Up |
| | | Totals | Totals |
| TOTAL # of Productions | | 512 | 561 |
| TOTAL # of Performances | | 2,065 | 2,220 |
| TOTAL Attendance | | 680,185 | 767,685 |
| # of Subscribers | | 27,351 | 29,853 |
| # of Society members | | 9,458 | 10,741 |
| TOTAL paid staff | | | |
| | #s | 852 | 926 |
| | as FTEs | 257 | 282 |
| Non-paid Staff/Volunteers | | | |
| | #s | 6,073 | 6,886 |
| | hours | 392,724 | 440,915 |
| # Students | | 2,609 | 2,634 |
| TOTAL ALL REVENUES | | \$ 16,680,273 | \$ 18,595,235 |
| TOTAL ALL EXPENSES | | \$ 16,017,436 | \$ 17,885,611 |
| Balance | | \$ 662,837 | \$ 709,624 |
| Ann. Capital Expenses | | | |
| | Facilities | \$ 462,300 | \$ 513,260 |
| | Equipment | \$ 360,730 | \$ 423,580 |
| Total in kind support | | \$ 919,302 | \$ 1,029,425 |

Part 2 - Responses to Survey Opinion Questions

In this section, data is presented on the following topics which are gathered from the qualitative questions on the survey:

- Organizations responding to the survey
- Facilities used by these organizations
- Organization priorities for 'Planning for the future'
- Comments about Arts Tourism
- Opportunities for the future identified by organizations
- Partnerships that they are involved in
- Challenges that they face
- Other Comments

Organizations responding to the survey

The following organizations provided data for this aspect of the survey:

MULTI-DISCIPLINE

- Canadian College of Performing Arts
- Greater Victoria Performing Arts Festival
- TNT Productions - Luminara Lantern Festival

MUSIC FESTIVAL

- SKA Festival

DANCE

- Suddenly Dance Company
- DanceWorks

FILM/VIDEO

- MediaNet
- Victoria Independent Film and Video Festival

LITERARY ARTS

- Victoria School of Writing

MUSIC

- VIVA Youth Choirs
- Terrific Jazz Party
- Sooke Philharmonic Orchestra
- Civic Orchestra of Victoria
- Sooke Community Choir

VISUAL ARTS

- XChanges Artists' Gallery and Studios
- Vancouver Island Sculptors Guild
- Alliance of Saltspring Artists
- Artcraft
- Sooke Fine Arts Show/Sooke Regional Museum

THEATER/PERFORMING ARTS

- Theater Inconnu
- PUENTE Theater Society
- Langham Court Theater
- Stage West Players Society
- Target Theater
- Giggling Iguana Productions
- Theater Skam

FACILITIES

- Artspring
- Community Arts Council of the Saanich Peninsula
- Western Communities Community Arts Council
- Gulf Islands Community Arts Council
- Community Arts Council Sooke
- Community Arts Council of Greater Victoria
- First Peoples' Cultural Foundation/House of First Voices
- Linden Singers

Facilities used by these organizations

The facilities used by these organizations were varied, as follows:

Canadian College of Performing Arts

- leased space/St. Mary's Church Lower Hall/Oak Bay

Greater Victoria Performing Arts Festival

- rented throughout core municipalities/use mainly churches as well as UVIC Center, Camosun, & Esquimalt High School

TNT Productions - Luminara Lantern Festival

- Luminara Festival in Beacon Hill Park & St. Ann's Academy
- workshops in Silver Threads, Downtown Center

SKA Festival

- Ships Point/Centennial Square/Market Square in 1st & 3rd year/Victoria Curling Club 3rd year

Suddenly Dance Company

- Belfry Theater/rental of Lynda Raino's and Stages commercial dance schools facilities

DanceWorks

- Esquimalt Community Theater/McPherson Theater/Royal Theater/UVIC Center

MediaNet

- downtown Victoria rented premises

Victoria Independent Film and Video Festival

- UVIC/Centennial Square

Victoria School of Writing

- St. Margaret's School, use residential facilities
- Fellowship Hall, First Metropolitan United Church
- various venues including Mocambo Coffee shop, James Bay Inn,. St. Margaret's School, St. Ann's Academy, etc.

VIVA Youth Choirs

- rehearsals at UVIC MacLaurin Building, and St. Aidan's United Church
- performances at Alix Goolden Hall, St. Andrew's Catholic Church, and other, smaller venues all over Greater Victoria

Terrific Jazz Party

- six venues throughout Victoria

Sooke Philharmonic Orchestra

- Sooke Community Theater
- local churches in Sooke and Colwood
- Sooke Harbour House
- some appropriate private homes
- new initiative is a concert at the Victoria Conservatory of Music

Civic Orchestra of Victoria

- Alix Goolden Hall and Christ Church Cathedral

Sooke Community Choir

- Sooke Legion Hall, Sooke Knox Presbyterian Church, Sooke Holy Trinity Church, Sooke Priory Care Center, Sooke elementary school, and Royal Roads in Colwood

XChanges Artists' Gallery and Studios

- XChanges in Victoria

Vancouver Island Sculptors Guild

- XChanges, Martin Bachelor Gallery, and various artists' studios

Artcraft

- Mahon Hall, Ganges

Sooke Fine Arts Show/Sooke Regional Museum

- SEAPARC, Sooke

Langham Court Theater

- Langham Court Theater, Victoria

Stage West Players Society

- Sooke Community Theater and Sooke St. Rose of Lima Church

Target Theater

- churches, hospital, UVIC, etc.

Giggling Iguana Productions

- Craigdarroch Castle and others

Theater Skam

- Belfry Theater and Lucky Bar in Victoria

Artspring

- Artspring, Saltspring

Community Arts Council of the Saanich Peninsula

- serves the District of Central Saanich, Sidney, and North Saanich and represents 14 member groups
- Mary Winspear Center
- outdoor space throughout the town of Sidney
- individual artists' studios and galleries
- Peninsula Churches

Western Communities Community Arts Council

- Metchosin Community Hall
- Juan de Fuca Recreation Center
- various Western Communities churches and halls

Gulf Islands Community Arts Council

- Mahon Hall, Ganges
- all schools on Saltspring Island

Community Arts Council Sooke

- vacant stores in Sooke
- Sooke Museum
- Sooke Harbor House Restaurant

Community Arts Council of Greater Victoria

- visual arts gallery in downtown Victoria

First Peoples' Cultural Foundation/House of First Voices

- House of First Voices, downtown Victoria

Linden Singers

- First Metropolitan Church
- St. Aidan's United Church
- around the town including malls, retirement homes and care facilities, Craigdarroch Castle, Victoria Conference Center, Victoria Golf Course, Victoria Art Gallery, and Santa's Parade

Comment

This list of facilities really shows the wide range of community facilities used for 'the arts'. It consists of schools, church halls, recreation centres, restaurants, hotels and bars, people's homes, outdoor spaces, as well as the more traditional theatres, halls, and galleries.

Organization priorities for 'Planning for the future'

Organizations were asked what their top three priorities were in planning for the future.

Greater Victoria Performing Arts Festival

- 1 improve office administration to reduce the workload of the Board, such as streamlining office computer system
- 2 take whatever time is required to recruit more effectively for Board members
- 3 continue the organizational restructuring of the Board to committees begun this year

TNT Productions - Luminara Lantern Festival

- 1 find new sources of funding
- 2 ensure stability of Beacon Hill Park as a venue
- 3 involve a broader, more diverse community

SKA Festival

- 1 get SKA Festival to be more multicultural & multidisciplinary with video, documentary, literary, etc.
- 2 create a higher profile for the SKA Festival
- 3 attract marquee acts such as Desmond Dekker

Suddenly Dance Company

- 1 full payment of artistic and administrative wages
- 2 expansion and stabilization of ROMP! A Festival of Independent Dance through greater participation of resident dance artists and audience
- 3 continued creation of original productions

DanceWorks

- 1 increased government, corporate, and foundation funding
- 2 better use of committee structure to disseminate organizational workload
- 3 implement new initiatives and projects

MediaNet

- 1 develop the organization's capacity to provide opportunities by improving Board and staff development, equipment, facilities, mentors and volunteers
- 2 sufficient resources and staff
- 3 to enhance MediaNet's learning opportunities, mentors, programs, and activities

Victoria Independent Film and Video Festival

- 1 to fund and hire permanent staff
- 2 to develop larger audiences
- 3 to develop larger audiences to streamline ticketing system

Victoria School of Writing

- 1 find funding sources which continue from year to year
- 2 increase and improve short course
- 3 find office space

VIVA Youth Choirs

- 1 to increase choir membership and varied performance opportunities
- 2 to raise money for a significant bursary endowment fund enabling all children, regardless of financial constraints, to participate
- 3 to enable individual singers to achieve their maximum potential by providing an encouraging environment for all levels of experience

Terrific Jazz Party

- 1 youth programs
- 2 more local involvement
- 3 government support

Sooke Philharmonic Orchestra

- 1 further development of our music workshop program and other music training activities
- 2 expanding financial base for orchestra through grants, corporate sponsorships, more community support, and other sources
- 3 a concert and training facility in or close to Sooke

Civic Orchestra of Victoria

- 1 maintain a balanced budget
- 2 encourage and seek younger musicians
- 3 expand our website to increase audiences

Sooke Community Choir

- 1 increase size of choir
- 2 actively fund raise
- 3 travel once every five years to promote the choir and the town of Sooke

XChanges Artists' Gallery and Studios

- 1 continue to provide affordable studio space for artists
- 2 to achieve a permanent home for XChanges focusing on the Work Point project
- 3 to provide and improve a juried exhibition venue for artists and provide viewing opportunities for the community

Vancouver Island Sculptors Guild

- 1 increased membership
- 2 higher profile
- 3 larger venue

Alliance of Saltspring Artists

- 1 opportunity to show and sell work
- 2 education through mentorship, art talks, and individual training
- 3 scholarships for continuing education in post-secondary institutions

Artcraft

- 1 negotiate long term lease of Mahon Hall, then restore it to make it a clear center for the arts as well as a community hall
- 2 enhance Artcraft

Sooke Fine Arts Show/Sooke Regional Museum

- 1 review fine arts show
- 2 better financial stability and sustainability

Theater Inconnu

- 1 increase business sponsorship and foundation funding
- 2 develop touring opportunities
- 3 develop fund raising event strategies

PUENTE Theater Society

- 1 establish a center for immigrant theater artists to assist them in developing skills and integrating into Canadian society
- 2 present at least one theater production each year and various readings and workshops
- 3 expose CRD audiences to theater from other cultures

Langham Court Theater

- 1 increase storage space
- 2 increase power to the building
- 3 increase donations

Stage West Players Society

- 1 continue group
- 2 acquire affordable storage and building space

Target Theater

- 1 player development
- 2 marketing
- 3 how to access funds

Giggling Iguana Productions

- 1 non-profit grants
- 2 more shows and more wages for local artists
- 3 more viable performance space

Theater Skam

- 1 establish financial stability and a more solid administration to apply for operating funding from several levels of government
- 2 continue to expand on our commitment to develop[and p[produce new works
- 3 to remain in Victoria while continuing to explore touring possibilities

Artspring

- 1 financial stability
- 2 funding for operations
- 3 facility expansion to include rehearsal hall

Community Arts Council of the Saanich Peninsula

- 1 planned gift shop and arts information center at Mary Winspear Center
- 2 continue partnerships and cooperation particularly with the Sidney business association and the Community Development Office

- 3 further Board development to a committee structure
- Western Communities Community Arts Council
 - 1 establishment of permanent office with full time administrator
 - 2 financial stability to support office and administrator
 - 3 increase support and interaction with local governments
- Gulf Islands Community Arts Council
 - 1 negotiate long term lease of Mahon Hall, then restore it to make it a clear center for the arts as well as a community hall
 - 2 enhance Artcraft and strengthen our role as a local funder of the arts
 - 3 implement the Artists in the Classroom program
- Community Arts Council Sooke
 - 1 encourage the community to become more involved in arts activities happening in the Sooke area
 - 2 work with the schools to cosponsor arts education and arts related activities
 - 3 facilitate the sharing of information and knowledge among member groups and individuals
- Community Arts Council of Greater Victoria
 - 1 expand arts and education
 - 2 provide more gallery time and space for new and emerging artists
 - 3 expand our grant program with more financial support
- First Peoples' Cultural Foundation/House of First Voices
 - 1 support and encouragement to Aboriginal arts and culture
- Linden Singers
 - 1 production of Christmas CD planned for the Fall of 2002
 - 2 rebuild budget stability to enable hiring of chamber orchestra for concerts
 - 3 increase concert attendance

Comment

With such a wide range of arts organizations, there is not unsurprisingly little correlation between them. However certain themes can be identified:

- Just survive! - for many groups, their wants were low on Maslow's Hierarchy for organizations - funding, venues, etc were mentioned, but the overall sense was that this wasn't about growing, it was about surviving.
- Another way of saying this, which came through in the comments was 'we need greater stability' to survive' - again, funding and venues were noted, as was the need to pay realistic wages for artists. Some reached farther into their magician's hat ...and came up with endowments and a proper home.
- Administrative issues were also often noted - computers, ticketing, storage - even 'enough power for the building' - these are not unreasonable expectations.
- Quality was another oft noted issue. The ability to produce a product of increasing quality was definitely a higher priority for most organizations than offering performances for tourists (quantity) which was barely mentioned as a goal.
- Quality also meant local artist development, both through the opportunity to perform or produce, or through more training. The ability to innovate was another way this was said.
- Audience development was also noted. More youth programs, a greater ability to take art to a broader cross section of the public.
- Finding a way to get more profile for their artistic product was also noted - through websites, more publicity - reaching a broader audience is essential to survive.
- And of course, the most frequently noted plans focused on more funding, although more was said about the need for it rather than how to get it. There were some ideas: CDs, more touring - but mostly it was 'more grants'.

Comments about Arts Tourism

The verbatim comments of the groups responding to the question 'Can tourism play a larger role as a revenue source for your organization and, if so, how can this be done?' are presented below:

- *no*
- *possibly, donations*
- *attracting tourists would help revenue by a more effective website including editorials, earlier promotion, establishing links and connections in close-to home cities, using e-mails and mailouts*
- *participated in an advertising campaign focused on tourists; perhaps City of Victoria initiated?*
- *possible*
- *marginally at present*
- *Vancouver and Seattle's film festivals draw 20% of audience from out of town, we should be able to do the same*
- *many writers already attend the Victoria School of Writing in July from across Canada and the US as they combine their trip with a holiday in Victoria*
- *performances at conferences, indoor festivals, museum show openings, hotel events, etc.*
- *advertising would help in Vancouver, Washington, Oregon, and California*
- *we haven't developed any strategies to do with cultural tourism*
- *need to decentralize tourist emphasis on the inner harbor and downtown core/need to develop Esquimalt as a tourist destination*
- *permanent venue*
- *more dollars for advertising*
- *tourists are the major clientele for Artcraft and are a major source of income for artists while the commissions paid to Artcraft supports the community grants program of the CAC Saltspring*
- *more tourists and more sales provide more income for the community*
- *it is the cornerstone of the Fine Arts Show*
- *definitely! even minor interest by Tourism Victoria in helping out in placing a focus on our Shakespeare Festival would dramatically increase our attendance*
- *they provide services but the cost of advertising is way beyond our reach so perhaps CRD could provide assistance to Tourism Victoria that would be used solely for promoting cultural events*
- *lots of opportunities if affordable, accessible venues and promotion are made available*
- *probably but need to put shows on in the summer and advertise them*
- *yes*
- *don't think so unless partnered with a convention*
- *yes, if an adequate venue, suitably located and supported by municipalities in promotions and finances were available*
- *absolutely; we produce in downtown Victoria during the peak summer season/our current marketing is aimed at CRD residents, so we would have to focus promotion to tourists*
- *yes, to reach out to those tourists who are already on Saltspring, do not attempt to attract people to the Island/ developing tools to assist such as website, toll-free box office number, signage, and brochures*
- *yes, in collaboration with the town of Sidney*
- *yes, indirectly through our members*
- *tourists are the major clientele for Artcraft and are a major source of income for artists while the commissions paid to Artcraft supports the community grants program of the CAC Saltspring*
- *more tourists and more sales provide more income for the community*
- *not really as a direct revenue source but indirectly, yes*
- *possibly, but the tourist component is realized more by our members who would sell pieces, lead workshops, teach, etc.; we support this by giving them an opportunity to show their work, demonstrate their skills and knowledge*
- *yes, non-Aboriginal international visitors are attracted to the House of First Voices*
- *yes, include us in your advertising and promotions*
- *we have provided entertainment for tour groups, etc. in the past and would like to be considered again for conferences and tours*

Comment

These comments can be summarized as follows:

- Tourism is very marginal for these organizations, and consequently they do very little at present.

- There is potential there, but it will take resources to develop it - websites, brochures, meetings and discussions - all things that these organizations do not have the resources or interest to develop.
- Key resources needed are permanent venues, advertising outside the community, interest from the tourism industry in working in collaboration with them, and general community recognition and support.

Opportunities for the future identified by organizations

After tourism, what opportunities are there? The question asked was 'What other opportunities are there for your organization to grow and what will it take for them to be realized?'. Responses were as follows:

Greater Victoria Performing Arts Festival

- interest in the teacher/student community to include other instruments/availability of appropriate venues and adjudicators as well as volunteers to organize and run a new section

TNT Productions - Luminara Lantern Festival

- we don't want to get bigger, just better by spending more time in the creative process

SKA Festival

- need an experienced, committed organizing team that has their heart in SKA music
- need people who really take the initiative and have extensive experience in building cultural events from the ground up

Suddenly Dance Company

- expanding national profile through touring and marketing, both live and multi-media/more diverse funding base with recognition at the critical, unstable state of the art form/

DanceWorks

- increased revenue sources/increased volunteer involvement/expand our programs and do more special projects

MediaNet

- the interest in film and video is expanding but will require a stable financial base, active membership, strategic alliances, and a clear strong, vision

Victoria Independent Film and Video Festival

- develop cultural tourism, with more support from Tourism Victoria/become identifies as having as outstanding new media program/strengthen funding to hire professionals in film and video

Victoria School of Writing

- Victoria School of Writing could grow with funds for administration and advertising, but the Society first needs an office space

Terrific Jazz Party

- at this time, the organization needs to sustain itself with more support from the governments and local involvement

Sooke Philharmonic Orchestra

- develop a following in the CRD, not just in Sooke so we are planning more concerts in Colwood and Victoria
- we have held our first successful Chamber Music Workshop and we plan to repeat and expand the workshop aspects of our organization

Civic Orchestra of Victoria

- our membership and audience remain static but the lack of an affordable concert hall in Victoria affects all non-profit musical groups
- Alix Goolden Hall cannot fill all the performance needs of region

Sooke Community Choir

- increased population growth in Sooke will hopefully result in increased choir membership

XChanges Artists' Gallery and Studios

- need a stable, permanent home for the organization which will be achieved through community support and government funding

Vancouver Island Sculptors Guild

- increased advertising and promotion through a website and more benefits for members

Alliance of Saltspring Artists

- central facility for office space, storage, education, meetings, and get together
- better communications through a newsletter

Artcraft

- opportunities to grow means involving people in all walks of life who support the arts, not just the artists which can be realized once control is gained over Mahon Hall making it possible to initiate new programs to attract others

Sooke Fine Arts Show/Sooke Regional Museum

- increase visitors and community support through public programming

Theater Inconnu

- ticket sales definitely declined when the Central Tourist office quit promoting us on their bulletin board 3 years ago

PUENTE Theater Society

- project grants and affordable venues would be helpful

Langham Court Theater

- currently limited by size of theater and some members would like to have a second stage if another location were available

Stage West Players Society

- unlimited funding and volunteers/population appreciation of the arts

Target Theater

- solid knowledge of the theater community and related industry

Giggling Iguana Productions

- performance space, funding, and increased media and public awareness will allow Iguana to achieve bigger audiences, more experimental shows, and more wages for local theater artists

Theater Skam

- there is great opportunity for growth in Victoria now that we have stable administration

Artspring

- develop services for renters and patrons
- develop programming and membership
- outreach to tourists visiting Saltspring

Western Communities Community Arts Council

- facilities such as an office, gallery, and resource center, training and money

Gulf Islands Community Arts Council

- opportunities to grow means involving people in all walks of life who support the arts, not just the artists, which can be realized once control is gained over Mahon Hall making it possible to initiate new programs to attract others
- may be possible to have a membership drive

Community Arts Council Sooke

- business sponsorships will require more dedicated volunteer time to encourage them

Community Arts Council of Greater Victoria

- the downloading of arts services to the parent organizations in public schools provides us with a huge opportunity to place practicing artists in the classroom and extend their skills and knowledge on a wider basis to our youngsters
- the need to present the practicing artist to the municipalities as the true emissary of the discipline when recreation community programming is developed is a major roll for expansion of our activities and members' involvement

Linden Singers

- if the Linden Singers increase visibility through broader community events, and if we are paid at least some of the time, the spin-off would be greater recognition from community residents and perhaps increased audiences at our own concerts

Comments

The same litany of issues arose from this questions, which can be again summarized as follows:

- More human resources - volunteers, staff person, board members, etc
- Stability to grow - a home for the organization, an office, administrative support, more resources, financial and other.
- More promotion to broader audiences - and the resources to do this through advertising, etc
- Venues, but they must be affordable
- Partnerships - such as with Tourism Information Centre and Tourism Victoria
- Linkage to the schools - which some saw as a market in need of a product, as art in the schools is cut back.

Partnerships that they are involved in

The question was 'Are there specific private or public sector partnership opportunities that would help your organization prosper and, if so, what are they?'

Greater Victoria Performing Arts Festival

- currently reviewing partnership opportunities with the Victoria Rotary Club/this year was an experiment with Rotary members on the Board and some volunteers recruited from the Rotary Club
- political leadership do not have a clear vision of the expected results of collaboration between organizations

TNT Productions - Luminara Lantern Festival

- find sponsorship and in-kind donations for a truly beloved community event

SKA Festival

- funding support including CRD grants, Canadian Heritage grants, and BC Arts Council grants
- partnership with people who study ethnomusicology
- partnership with schools and jazz music teachers

Suddenly Dance Company

- accommodation and studio space sponsorship opportunities/stronger support in technical equipment areas such as video, computer, and office/public sector partnership could entail arts advertising for city and tourists

DanceWorks

- association and partnership with another arts organization/partnership with public school system/Tourism Victoria

MediaNet

- partnered with arts and film and video organizations and schools/looking at national links and getting a tax number to allow for foundation financial support

Victoria Independent Film and Video Festival

- non-profit arts organizations to share a central ticketing system

VIVA Youth Choirs

- partnership with UVIC's Faculty of Education which provides rehearsal space while VIVA offers observation and practice opportunities
- cutbacks in school music programs may provide opportunities for VIVA to provide choral experiences
- we could consider establishing satellite locations for feeder choirs or working together with an established summer camp program

Terrific Jazz Party

- the public and private sectors need to realize what impact the Festival has on Victoria and to contribute sponsorship dollars to assist

Sooke Philharmonic Orchestra

- it is an area that we feel there are many opportunities, but we have significant work to do to identify and develop

Sooke Community Choir

- local businesses give us small donations in turn for advertising in our local concerts

XChanges Artists' Gallery and Studios

- this is a private/public partnership in that 90% of funds are self-generated
- more grants would help us hire paid administrative staff and create new programs for artists and the community

Vancouver Island Sculptors Guild

- increased, affordable venues to display work

Alliance of Saltspring Artists

- CICAC grants and other government grants

Artcraft

- there is potential for sponsorship of special Artcraft Showcases

Sooke Fine Arts Show/Sooke Regional Museum

- a change in financial support for the arts from the fixed amount introduced in 1986 to a fixed mill rate which would permit the growth of funding with population increase rather than through tax increase

Theater Inconnu

- any form of corporate financial support in return for a visible presence at our Shakespeare Festival would be beneficial but in spite of persistent efforts, this has not materialized

PUENTE Theater Society

- agencies that deal with immigrants and multiculturalism

Langham Court Theater

- more sponsorship from the private or public sectors would be welcomed

Target Theater

- CRD Fall Prevention Workshop
- UVIC Center on Aging Alzheimer's and Fall Prevention

Giggling Iguana Productions

- increase awareness of small, alternative, and underground theater arts among business and the corporate sector
- I'm not convinced the public sector knows we are her either

Theater Skam

- employment programs, more relationships with private businesses including sponsorships and cash investments

Artspring

- ongoing funding for operations with secure funding from PARC, CRD or local municipality
- continued successful fundraising
- develop endowment fund and planned giving

Western Communities Community Arts Council

- we have received some contact with the Langford municipality but other than funding, nothing formal has evolved

Gulf Islands Community Arts Council

- we have considered exploring partnerships with the private sector but have not yet done so; there is potential for sponsorship of special Artcraft Showcases
- public sector grants for hiring students are most important to our operation and provide excellent learning opportunities

Community Arts Council of Greater Victoria

- exhibition space is always at a premium
- the need to link property tax credits could revitalize underused properties, perhaps initiate true alternative and viable uses of certain properties, and benefit the art community

Linden Singers

- presently have a good working relationship with the First Metropolitan Church which is mutually beneficial and proceeds from one major fund-raising concert each year go to the Church in lieu of rent
- we have stage, rehearsal, and concert space and our advertising goes to the congregation while the Church benefits from rent and the visibility our Choir provides
- we would like to create other partnerships within the business community for fund-raising and publicity

Comment

Partnerships are a great idea...for those with the time and resources to develop them. Comments from the arts groups tended to reflect this sentiment. The following main points were made:

- There are lots of partnerships already - they have been developed as a way of surviving.
- The partnership with the public sector has long been the marriage of choice. But a sense that the marriage is breaking up, both with the public sector funders and with the schools as a venue and deliverer of art education.
- Other partnerships noted were with the post-secondary institutions, the churches as venues, and with service clubs such as Rotary.
- The bottom line was 'we do it now, it takes resources, and we know we are going to have to do more'.

Challenges that they face

Greater Victoria Performing Arts Festival

- drawing an audience which is broader than the performers and teachers
- to clearly distinguish the Festival from other performing arts organizations for the purposes of marketing and fund raising
- it is critical to have secure funding from the CRD and Gaming

TNT Productions - Luminara Lantern Festival

- as a free event, not much self-generated revenue so need to find other sources of funding
- event more popular than available space

SKA Festival

- sponsors like to fund very established events and commit their dollars very early/sponsors are leery about funding youth or younger minded entertainment
- we need an outside venue like Market Square for live events in the north end of downtown Victoria

Suddenly Dance Company

- lack of a paid full-time administrator/lack of continuity and support from municipal governments as funding at local level needs to reflect funding on a provincial and recently, federal level
- limited venues available in Victoria which are appropriately equipped and sized

DanceWorks

- volunteer manpower/fundraising/lack of performance facilities for dances

MediaNet

- ensuring a stable, diversified funding base that can weather political changes
- accessing a fair share of municipal and provincial funding which is difficult for groups new to find a funding source
- having an adequate location and broadening membership to other groups

Victoria Independent Film and Video Festival

- using the CJP program through HRDC as the quality and professional standard of staff varies widely each year

Victoria School of Writing

- affordable office space for non-profit art organizations, of any discipline, under one roof

VIVA Youth Choirs

- broader and more consistent financial sponsorship could provide opportunities for everyone by reducing choir tuition fees

Terrific Jazz Party

- to keep jazz alive we must appeal to youth as well as seniors and we need more sponsorship funding to hire bands that would have this appeal

Sooke Philharmonic Orchestra

- lack of good music venues in the Sooke area
- the barriers are of the invisible variety as there is a perception that it takes half a day to travel to Sooke and that Sooke couldn't possibly have a full concert orchestra or offer world class music workshops

Civic Orchestra of Victoria

- money, of course, but our Board and orchestra members do everything possible
- foundations are a great help but demands on them are increasing and other funding sources are diminishing rapidly

Sooke Community Choir

- it is difficult to find a good venue to perform choral music as acoustics are poor and costs of technician and custodian are high in the local theater so we have begun to use local churches

XChanges Artists' Gallery and Studios

- no paid staff
- no permanent building
- more income needed

Vancouver Island Sculptors Guild

- increased, affordable venues to display work

Alliance of Saltspring Artists

- lack of permanent home

Artcraft

- uneven support for the arts from regional government
- artists and arts groups not working well enough together to share resources, coordinate costs and productions

- dependence on volunteers for major work when need to hire full time coordinator

Sooke Fine Arts Show/Sooke Regional Museum

- financial support
- community support through volunteers
- address community organizations infighting for resources

Theater Inconnu

- need a small, character street-level performance venue of no more than 100 seats which would be cooperatively shared by Victoria's smaller groups in the very center of downtown Victoria with a constant rotation of shows
- a non-union venue where rents would not be above \$100/night
- a low spin off from the increase in CRD arts funding, a 23% increase has amounted to a 10% funding increase to Theater Inconnu/operating costs have increased more than the 10% to our operational grant

PUENTE Theater Society

- lack of affordable rehearsal and performance space

Langham Court Theater

- continuing to maintain our revenue in an environment of increasing costs and physical space limitations

Stage West Players Society

- volunteer burnout
- lack of financial support at all levels of government

Target Theater

- funding

Giggling Iguana Productions

- venue and funds create barriers to the scope and type of show any company can and does do
Victoria desperately needs:
- to increase operating and project funds to small, emerging and alternative theatre; until the municipal level starts to properly fund the arts the province and federal governments will continue to turn a blind eye on Victoria
- a venue that is inexpensive, central, well promoted, well supported and well run

Artspring

- operating funding

Community Arts Council of the Saanich Peninsula

- working with Mary Winspear Center to establish an arts information center

Western Communities Community Arts Council

- acknowledgment of the importance and organizational potential for Arts Councils in the community in terms of development of the arts and a vision for the artistic future of the community

Gulf Islands Community Arts Council

- uneven support for the arts from regional government
- artists and arts groups not working well enough together to share resources, coordinate costs and productions
- dependence on volunteers for major work when need to hire full time coordinator

Community Arts Council Sooke

- limited time and knowledge of volunteers who run the organization

Community Arts Council of Greater Victoria

- to convince the emerging and new artist that there is an advocate for them in through the CAC; the CAC has been met with a questioning eye but is changing as a result of dedicated volunteers, committed staff and organized Board members
- the artists of the CRD are changing as can be seen by their willingness to engage in developing a Arts Regional Plan

First Peoples' Cultural Foundation/House of First Voices

- to create a vision for the arts in the CRD which includes consideration of the contributions and concerns of the more than 10,000 Aboriginal people who live in the region
- to encourage and provide ways for Aboriginal communities, organizations, and presenters to be recognized and supported in their work

Linden Singers

- informative and up-to-date information about grants, business support, etc., including deadlines, so funding opportunities are not missed; perhaps a website would help

Comment

The challenges are the same as planning for the future - venues, support, resources, etc.

Other Comments

Greater Victoria Performing Arts Festival

- for an all volunteer organization, the challenges of doing effective fund-raising are huge and the public funds we receive are truly life-saving'
- it is critical for us to feel some security that funds continue to be there from such bodies as the CRD and the Gaming Commission/foundations and corporate and private donors rotate their choices
- it is critical to remind our political leadership of the legacy they inherit when they assume office, such as the legacy of this Festival
- a small performing arts facility and a downtown art gallery are the top facility needs
- creating a foundation to sustain the arts through difficult times or to support ongoing repairs and maintenance; a designated source of financial assistance

SKA Festival

- CRD does not now see the SKA Festival as 'art' - 'SKA is just as artistic as other musical pursuits'
- City of Victoria chooses to ban urban music in many of their outside venues including Ships Point and Centennial Square

Suddenly Dance Company

- we believe local government's vision needs to recognize the state of the art form in relation to other art forms and to look at the historical imbalance in the distribution of funds

DanceWorks

- endorsement of 1% of municipal taxes collected going to the arts
- existing and new performance facilities need to consider the dance community with respect to stage size and dressing room requirements
- dancers go outside at the Royal to gain access to the theater and at the McPherson, the dressing room is too small for larger groups of dancers

MediaNet

- the CRD initiate a series of open forums on arts issues in the region, particularly as they relate to facilitating small and medium sized groups to work together for mutual benefit

Victoria Independent Film and Video Festival

- primarily, just see the need to find more funding and strengthen the box office receipts so that we can hire qualified people

Victoria School of Writing

- our challenge is to attract enough funding to support our programs while not being lead away from our idealistic, artistic and nurturing goals into more businesslike directions

VIVA Youth Choirs

- we would like to reach out and enrich the community through choral excellence and quality international folk and classical compositions to remedy the common misperception that children's music is lower in quality than adult's music
- to enhance the public's appreciation for choral music in general, especially at times other than the Christmas season

Terrific Jazz Party

- with little or no support from the government or the airlines, it is frustrating and very expensive to bring tourists and performers to Victoria

Sooke Philharmonic Orchestra

- we commend the CRD for this initiative and look forward to participating

Civic Orchestra of Victoria

- we now have a website which gives detailed information on the orchestra and its activities and should increase our audience sizes
- advertising has become very expensive and does not seem to distinguish between professional and non-profit organizations in terms of costs

Sooke Community Choir

- last year choir received casino funds and \$5,00 from Sooke which allowed them to purchase risers and an acoustical shell which they share with other choirs and the Sooke Philharmonic Orchestra

Vancouver Island Sculptors Guild

- tourism is one of our biggest industries now, but it's still focused on buildings and architecture; we could become much more of a destination if the arts and crafts were supported
- it's time governments realized the economic viability of the arts and the money they can bring into this region and make an effort to support them in every way possible

Theater Inconnu

- there have been many attempts to study the needs of the smaller performing arts groups but all have been filed away and not acted on/there will be no change until business and government can see how they can financially benefit from support of the arts
- ironically, nothing will be done until it can be shown that there is no longer any need for anything to be done! Victoria seems unique in its utter lack of interest with regard to tapping into its own vast artistic resources

PUENTE Theater Society

- Puente's level of activity varies significantly from year to year and has been supported entirely by massive volunteer activities
- has now received a three year Canada Council capacity building grant creating 2 part time positions and offering a renewed opportunity for growth

Langham Court Theater

- it would be of great help to have: more operating revenue to hire technical support to meet safety regulations; a space for storage and rehearsals; and a 300-400 seat theater to rent to 'hold over' some of our shows
- there are many more theater people in Victoria than there are places for them to use their interest or abilities

Giggling Iguana Productions

- a venue that is no smaller than 75 seats and no larger than 200

Western Communities Community Arts Council

- the importance of the arts as an essential, life enhancing activity needs to be marketed as a concept just like any other business or service
- a campaign of posters, billboards, bus stops, buses, should be undertaken annually to get the attention of the general public; something with guts, balls, and panache

First Peoples' Cultural Foundation/House of First Voices

- the eligibility criteria for CRD operating grants exclude organizations which have been established for less than a two years and need to be adjusted to allow new and marginalized voices to be included

Linden Singers

- anything that can be done to improve the community's awareness and support for the arts would be appreciated; the business community could be educated as to the positive local spin-offs to the community through the arts
- tax incentives, publicity, etc. should be updated as needed to keep encouraging businesses to donate money or in kind support
- centralizing local and provincial sources of support for groups would simplify tasks and would help to guide inexperienced Board members
- build a small acoustically sound concert facility of up to 400 seats suitable for musicians that operates at a reasonable cost and which is managed by the user groups

Comment

While many themes were repeated some new ones emerged with this question:

- A sense of recognition for the funds that the public does provide.
- The importance of security of funding - three year grants not one year grants.
- The importance of creating a foundation or endowment for the arts in the region.
- The need to broaden the definition of 'art' and the audience served - far too narrow and self-serving at present.
- The reality is that these are 'art' organizations, not businesses or tourist agencies.
- The need to recognize that small art groups have very different issues from the large organizations.