
Regional Arts Strategic Plan

Open House Presentation
October 2, 2002

Yates, Thorn & Associates

The Purpose of the Regional Arts Strategic Plan

- ...to provide a policy framework and implementation strategies for the CRD Arts Committee, to ensure:
 - an effective process of regional arts development through the co-ordination of arts planning, facility development and support programs,
 - the appropriate infrastructure to support the goals of the service
 - a broad range of arts services to meet the needs of residents and visitors to the region.
 - Source: CRD's RFP

This was our original assignment

Yates, Thorn & Associates

Project Team

- Yates, Thorn & Associates
- Urban Aspects Consulting Group
- Eric Vance & Associates
- Associates in Community and Personal Planning

Bob Yates, Lyndale Thorn and Diana Butler will be available to answer your questions after this presentation.

Yates, Thorn & Associates

Project Steering Committee

- Maurine Karagianis, Chair, CRD Arts Committee
- Don Kasianchuk, member, Arts Advisory Council
- Steven White, Executive Director, Victoria Dance Series
- James Scott, Chair, Western Communities Community Arts Council
- Lloyd Fitzsimonds, Executive Director, RMTS
- CRD Staff: Diana Lokken, Rita Estock, James Lam, Anne Russo

Members of the Steering Committee are also here today and can answer your questions

Yates, Thorn & Associates

Thanks to...

- All those who attended the community and planning workshops, filled in survey forms, talked on the phone and in person to us, emailed us ideas and suggestions, made sure that we had reports from previous planning processes
- Volunteers, Artists and Staff of Arts Organizations
- You care about the arts in the region, which is the first step to achieving a vision of the future.



Yates, Thorn & Associates

Work Completed

- Objectives Workshop
- Environmental Scan - Demographic/Trend Analysis
- Economic Impact Assessment
- Economic Strategies Report
- Comparative Analysis - the Arts in Other Cities and Regions
- Review of Background Documents

Yates, Thorn & Associates

Work Completed

- Municipal Spending Inventory
- Six Community Workshops
- Workshop with CRD Clients
- Over 90 Key Informant Interviews
- NFP Organization Survey
- Four Planning Workshops

All these sources of information have been used to identify issues and generate ideas for action

Yates, Thorn & Associates

Work Still To Be Undertaken

- Incorporation of notes and ideas from this Open House
- Analysis/synthesis of all data
- Preparation of Draft Report
- Presentations of Draft and Final Reports

The final report will be ready by early/mid November

Yates, Thorn & Associates

Major Issues

- Understanding the Arts
- Audience Development
- Building Partnerships
- Capacity Building
- Funding
- Facilities
- Economic Potential
- Governance
- Standards, Benchmarking and Evaluation

For each major issue, we will present the issues and some ideas for action

Yates, Thorn & Associates

Understanding the Arts - Issues

- What are 'the arts'?
- The importance of art to creativity and innovation
- The arts and economic development
- The community development function of the arts
- The arts and urban development
- The arts - an evolving local government function
- The arts as an ecology

Let's look at these issues one by one



Yates, Thorn & Associates

What are 'the arts'?

- need for the broadest, most inclusive definition of the arts
- visual, performing, media and technology, dance, literary....and more art forms
- individual artists, companies, orchestrasand many other forms of delivery
- display, creation, marketing....and many other reasons for working together
- the arts must reflect our diverse cultural heritage



Yates, Thorn & Associates

The importance of art to creativity and innovation

- Research confirms the linkage between art, in all its forms, creativity, innovation and technology
- need to expose young people (and adults) to the arts

" culture and creativity matter... because they can enrich our lives... and because creative talent is crucial to our individual and national economic success in the economy of the future."
 Prime Minister Tony Blair -
 Foreword to Creativity - the Next 10 Years (1999)

Yates, Thorn & Associates

The arts and economic development

- ▶ A fundamental currency of economic growth
- ▶ The region's culture, heritage, environment, lifestyle are key attractors for new residents and visitors
- ▶ This includes the creative people who are fueling the new economy
- ▶ A vibrant arts community is essential to growth



Yates, Thorn & Associates

The community development function of the arts

- ▶ The arts are part of the community, not apart from the community
- ▶ The arts play a role in diminishing social isolation
- ▶ The arts add vibrancy to community life
- ▶ The arts add opportunities for integration, participation and personal fulfillment



Yates, Thorn & Associates

The arts are an element of a community's urban development

- ▶ Artists are often at the front end of urban regeneration
- ▶ The arts add to the street life of cities
- ▶ The arts help to define a sense of place



Yates, Thorn & Associates

The arts are an evolving local government function

- ▶ The support of the arts by local governments has generally increased over the last decade
- ▶ Some cities and communities focus more on arts than others
- ▶ There are a variety of delivery mechanisms, as well as a range of levels and types of support
- ▶ Across Canada and the US, the regional role is not yet well defined
- ▶ In Canada, both the provincial and federal governments have programs that support the arts.

Yates, Thorn & Associates

The arts are an ecology

- ▶ A continuum from the beginner or hobbyist to the established professional
- ▶ The focus must be on interdependence, not independence, on collaboration, not confrontation
- ▶ The diversity of the arts must be celebrated
- ▶ The system will need leadership to grow



Yates, Thorn & Associates

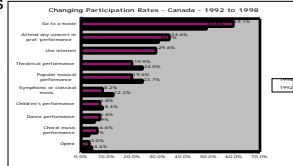
Understanding the Arts - Ideas

- ▶ Ensuring inclusivity in the region's approach to the arts
 - ▶ no exclusion based on age, income, ability, etc
- ▶ Audience development initiatives
 - ▶ such as with schools
- ▶ Take time now to build a firm foundation for proposed initiatives
 - ▶ Speakers Bureau, Identify Champions, Communications Plan
- ▶ Develop leadership within the region, both in local government and in the arts community
 - ▶ use examples of other communities to show what is being done at the municipal/regional level

Yates, Thorn & Associates

Audience Development - Issues

- Statistical data indicates that interest in many sectors of the arts grew little through the 1990's in Canada as a whole
- Participation in the 'traditional' performing arts (symphony music, opera, theatre) normally through attending events, ranges from 4% of the population (Opera) to 20% (visual arts, theatre and popular music)



Yates, Thorn & Associates

Audience Development - Issues

- Arts audiences come from all over the region, but the highest participation rates are in areas with higher incomes, and those close to the downtown
- Although the region's demographics may be a little different, these general trends still apply
- Audience growth will be slightly over the rate for the region's total population



Yates, Thorn & Associates

Audience Development - Issues

- The knowledge base of youth is essential to the future health of the arts - the decline in school arts programs is not an issue that can be left only to the schools or parents to solve
- Income - always a key factor in determining participation; low income continues to be a barrier to arts participation



Yates, Thorn & Associates

Audience Development - Ideas

- Increased outreach is essential to ensure relevance in the community and to substantiate the arts as a public good
- Review approaches locally and elsewhere - identify barriers, opportunities and lessons learned
- Identify new partnerships and programs to reach out to new audiences
- The region's changing population patterns require new approaches (i.e. growth in Western Communities)



Yates, Thorn & Associates

Building Partnerships - Issues

- A critical area for strategic development, with many initiatives already underway
- Potential partnerships with community centres, recreation centres, libraries, schools, health agencies, seniors centres, etc
- More consistent and sustained approaches to engaging the business sector



Yates, Thorn & Associates

Building Partnerships - Ideas

- School system - need to work with all four school districts
- Health system and seniors centres - inventory initiatives, identify opportunities, support groups - using CRD website as hub - based on current best practices
- Libraries as literary arts centres - also opportunities to showcase visual arts, and be a resource for all the arts
- Linking with First Nations groups, Intercultural Association, other community agencies



Yates, Thorn & Associates

Building Partnerships - Ideas

- Reaching out to the region's business sector
- CRD has key advocacy role to play as part of its leadership of the arts in the region
- Liaison with Chambers of Commerce - need to hone the message that the arts want to convey
- Creation of an 'Opportunities Catalogue' - suitable projects for all sizes of businesses



Yates, Thorn & Associates

Capacity Building - Issues

- Capacity building is the ability to plan, resource, and be sustaining
- Assistance needs to be available across the spectrum of organizations, from large to small
- 'A Culture of Shared Resources' - how can this be made to happen in the region?
- Potential for organizational 'hub' to serve small organizations - perhaps based on CACs
- Role of CRD is to build key relationships and nurture ideas



Yates, Thorn & Associates

Capacity Building - Ideas

- Strengthening and supporting key organizations - ProArt, CACs
- Promoting activities that will help small/medium sized organizations survive and grow
- Enhanced capacity of CRD website to provide information
- A service centre for arts organizations



Yates, Thorn & Associates

Managing the Human Resource Component - Issues

- The arts sector is characterized by employees with low wages, most working part-time at one or often more jobs
- Large pool of creative talent in the region, both home-grown, newcomers and retirees
- The need for skilled labour/artists will increase over the next 10 years
- The arts are a volunteer-driven sector but with high burnout

Yates, Thorn & Associates

Managing the Human Resource Component - Ideas

- Tap into retirement demographic for paid staff and volunteers
- Strengthen volunteer management, especially recognition
- Work with Volunteer Victoria, Leadership Victoria, United Way, HRDC to increase training and organizational development opportunities



Yates, Thorn & Associates

Funding - Issues

- Variations across the region in the per capita contribution for the arts
- Funding from CRD is only one part of the local government contribution to arts organizations
- Key issue is defining which services should be funded regionally and which locally?
- Five year strategy to increase core operating grants
- Concerns about equity among the groups receiving funding
- Limited capital planning and funding

Yates, Thorn & Associates

Funding - Ideas

- Maintain the proposed increases in operating funding
- Move to zero-based approach, but multi-year funding
- Consider CRD funding in context of all municipal funding to organizations
- Link funding to plan initiatives - allocate funding incentives
- Link where possible to federal and provincial programs
- Create/access Stabilization Fund in conjunction with the Victoria Foundation

Yates, Thorn & Associates

Funding - Ideas

- Establish a Regional Capital Fund and provide capital as well as operating grants
- Ensure transparency in grant adjudication and evaluation
- Use the proposed *Community Charter* for possible new revenue sources



Yates, Thorn & Associates

Facilities - Issues

- Limited history of capital funding - many unmet needs
- The adequacy of the Royal Theatre has dominated many discussions
- The case for a major performing arts venue must be based on more than the inadequacy of the Royal
- Many venues serving not-for-profit organizations are more expensive than they can afford

Yates, Thorn & Associates

Facilities - Issues

- Need to make better use of existing facilities, and ensure they remain in working order
- Multiplex will impact commercial presenters who currently use the Royal
- The current spaces (indoor and outdoor) used by summer festivals need improvement if this aspect of 'arts tourism' is to grow

Yates, Thorn & Associates

Facilities - Ideas

- The process of funding the capital needs of the visual and performing arts must be moved onto a firmer footing
- Facility needs should be established
- Planning should start/continue to acquire a site for a future major performing arts centre
- Re-examine the mandate of the MacPherson Playhouse, especially regarding affordable access for local arts groups

Let's look at each of these facility ideas one at a time

Yates, Thorn & Associates

A Process for Capital Funding

- The process of funding the capital needs of the visual and performing arts must be moved onto a firmer footing. That process must consist of:
 - a source of funds - a Regional Capital Fund should be created
 - consideration of a region-wide referendum to start the Fund
 - a set of regional priorities, and a process for re-evaluating them on a regular (3 year) basis
 - a process for allocating funds - paralleling the operating/sp. project granting programs, using the Arts Advisory Council
 - broad access to the Fund - a level playing field for all arts organizations/facilities

Yates, Thorn & Associates

Facility Needs

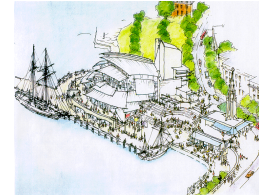
- ▶ Short and medium term needs include:
 - ▶ continued upgrading of the Royal as a heritage theatre
 - ▶ two new theatres in the Downtown, one a 100 seat and one a 300/400 seat theatre
 - ▶ New downtown space for the Art Gallery of Greater Victoria
 - ▶ An artists' centre such as is proposed for Work Point
 - ▶ An arts and cultural centre in the Western Communities
 - ▶ Arts wings to recreation centres such as proposed for Cedar Hill Recreation Centre
 - ▶ Renovations to school theatres
 - ▶ Improvements to outdoor venues for festivals



Yates, Thorn & Associates

Planning for a Major Centre

- ▶ Planning should start/continue to acquire a site for a future major performing arts centre
- ▶ the current case for a Centre is not conclusive
- ▶ 'build it and they will come' is not adequate justification for spending at least \$45m
- ▶ the audience for a new centre will only be there if extensive work is done to increase tourism and further develop local interest in the arts



Yates, Thorn & Associates

Planning for a Major Centre

- ▶ a number of smaller facility projects will build a stronger base for the arts in the region than one mega-project
- ▶ the scale of a new centre should be in proportion to the needs of a region of 450,000 with a tourism economy, and its arts groups
- ▶ notwithstanding all this, if the arts grow in the region as proposed in the Plan, a new performing arts centre will be necessary in 10 to 20 years, and a site for it should be found now

Yates, Thorn & Associates

Affordable Access

- ▶ Re-examine the mandate of the MacPherson Playhouse, especially regarding affordable access for local arts groups
- ▶ process and funding for Royal users is already in place
- ▶ a similar program is required for the MacPherson
- ▶ planning for new small theatres should ensure that they are operable by well-trained volunteers



Yates, Thorn & Associates

The Arts in the Community - Issues

- ▶ Good progress has been made regarding Public Art policies in several municipalities
- ▶ CRD needs its own public art policy
- ▶ Some aspects of the public art selection process need resourcing
- ▶ The vision for art in the community needs to be broader

Yates, Thorn & Associates

The Arts in the Community - Ideas

- ▶ Create a CRD Public Art Policy
- ▶ CRD to provide adjudication service to municipalities as requested on fee-for-service basis
- ▶ Encourage municipalities (or groups of muns.) to create their own visions for the arts in their communities



Yates, Thorn & Associates

The Arts in the Community - Ideas

- ▶ Ensure that the facility aspects of these visions can be funded through the Regional Capital Fund
- ▶ Include these visions in the regional plan, official community plans and local area plans
- ▶ CRD to work with the City of Victoria and Township of Esquimalt to create a vision for the downtown/harbour, to capitalize on the ideas of an Arts Precinct



Yates, Thorn & Associates

Economic Potential - Issues

- ▶ Recognition of 'economic' as one dimension of the arts, in addition to artistic and social
- ▶ Arts tourism needs interpretation in a broad context, including heritage
- ▶ The ability of small not-for-profit groups to be partners in traditional arts tourism is limited
- ▶ Other parts of system, such as arts education/training, new media and creative services, have equal potential



PacificDesignAcademy

Yates, Thorn & Associates

Economic Potential - Ideas

- ▶ Increase the role of the arts in the region's tourism initiatives
- ▶ Position the region as a major centre of arts education and training
- ▶ Increase arts exports from the region
- ▶ Support new media and related digital technologies as an emerging area of opportunity
- ▶ Explore opportunities to position the region as a centre of creative services
- ▶ Devise a structure that can implement these strategies

Yates, Thorn & Associates

Governance - Issues

- ▶ There is no single simple system that will resolve all the region's arts issues
- ▶ The governance system for the arts must be based on the system of distributed power that currently governs the region
- ▶ There is a regional role and the CRD is the appropriate agency for it
- ▶ The municipal role is supporting, enhancing and extending local arts programs

Yates, Thorn & Associates

Governance - Issues

- ▶ The CRD's committee structures, advisory committees and staffing must be developed to ensure that it can fulfill this role
- ▶ The CRD will have to have the support of all other players in the system, especially the municipalities
- ▶ If adequately structured and resourced, other agencies such as CACs and ProArt, have critical roles to play

Yates, Thorn & Associates

Governance - Ideas

- ▶ The governance framework must include arts development at both regional and municipal levels, but it will take time to evolve
- ▶ Progress should be incremental and voluntary, rather than imposed
- ▶ The CRD must be proactive and take a leadership role
- ▶ The Arts Manager's Office must be appropriately resourced and staffed if this is to occur

Yates, Thorn & Associates

Governance - Ideas

- ▶ The Arts Advisory Council role should be strengthened to include capital planning recommendations
- ▶ The CRD's Arts and Facilities Committees should be merged
- ▶ The structure should be evaluated in 2007 to determine whether it has met its goals

Yates, Thorn & Associates

Standards, Benchmarking and Evaluation - Issues

- ▶ Progress in the arts should be related to a vision for the arts

Yates, Thorn & Associates

Standards, Benchmarking and Evaluation - Ideas

- ▶ Progress achievement benchmarks should be developed as part of the vision

Yates, Thorn & Associates

Thank you!

- ▶ For your information, the presentation you just saw is in printed form on the show-board, and will be on the CRD website in the morning
- ▶ Share any questions or ideas with members of the consulting team or Project Steering Committee
- ▶ Complete the Feedback Sheet and put it in the box by the door

▶ Again, our thanks!

Yates, Thorn & Associates