

PRE-CONSULTATION REPORT

CRD Arts Strategy:

Building our #ArtsFuture Together

Inga Petri, Lead Consultant; President, Strategic Moves

Submitted to: James Lam, Manager
CRD Arts Development Service
jlam@crd.bc.ca

Submitted on: July 19, 2016

Submitted by: Inga Petri
Lead Consultant
President, Strategic Moves
ipetri@strategicmoves.ca



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PRE-CONSULTATION SESSIONS, JUNE 2016

PRE-CONSULTATION PROCESS

Upon project start up in June 2016, the consulting team (Strategic Moves) and CRD Arts Service agreed to hold a series of pre-consultation meetings with the arts community and briefings with the CRD Arts Service’s Arts Committee and the Steering Committee.

Date	Start time	Length	Attendees
June 22	4 pm		Arts Committee public meeting <i>RE: Introductions, project outline and input</i>
June 23	9 am	2 hr	Steering Committee <i>RE: Introductions, project outline and input</i>
	11:30 am	2 hr	Pre-consultation session #1
	2:30 pm	2 hr	Pre-consultation session #2
June 24	9 am	2 hr	Pre-consultation session #3
	12 noon	1:30 hr	Nicola Reddington, City of Victoria <i>RE: Victoria’s Arts Master Plan process and collaboration opportunities</i>
	2 pm	2 hr	Pre-consultation session #4

Meetings were held at the CRD office at 625 Fisgard Street in Victoria.

Invitations

Email invitations were sent to the CRD Arts Service list of people within arts organizations it has dealings with as well as some educational, multi-cultural organizations. Every municipal councillor from the 13 CRD municipalities was invited.

- 253 email invitations were sent on June 14, with a reminder on June 20.
- Facebook and Twitter posts complemented the invitations.
- A press release was posted.
- Confirmation e-mails to all who RSVPed online were sent on June 21.

Response

Despite the short time frame the response was tremendous with a 40% participation rate:

- 107 RSVPd, with 100 people from 67 organizations showing.

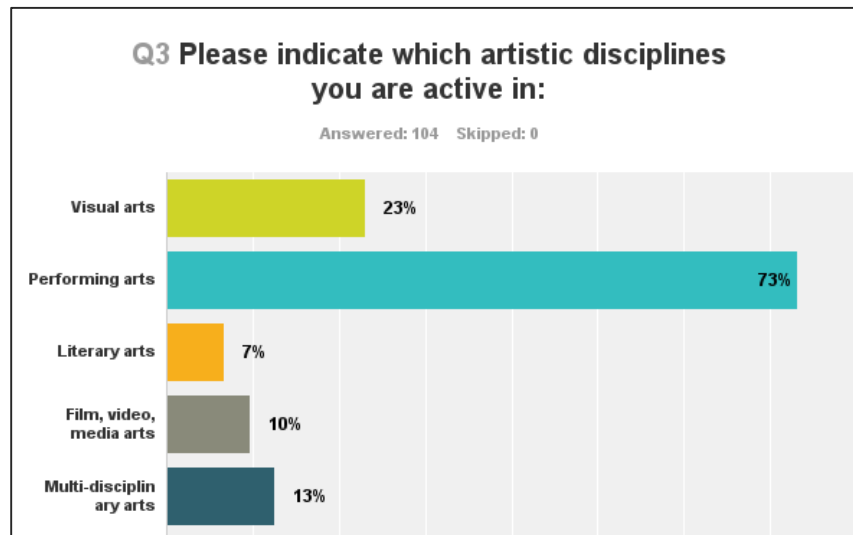
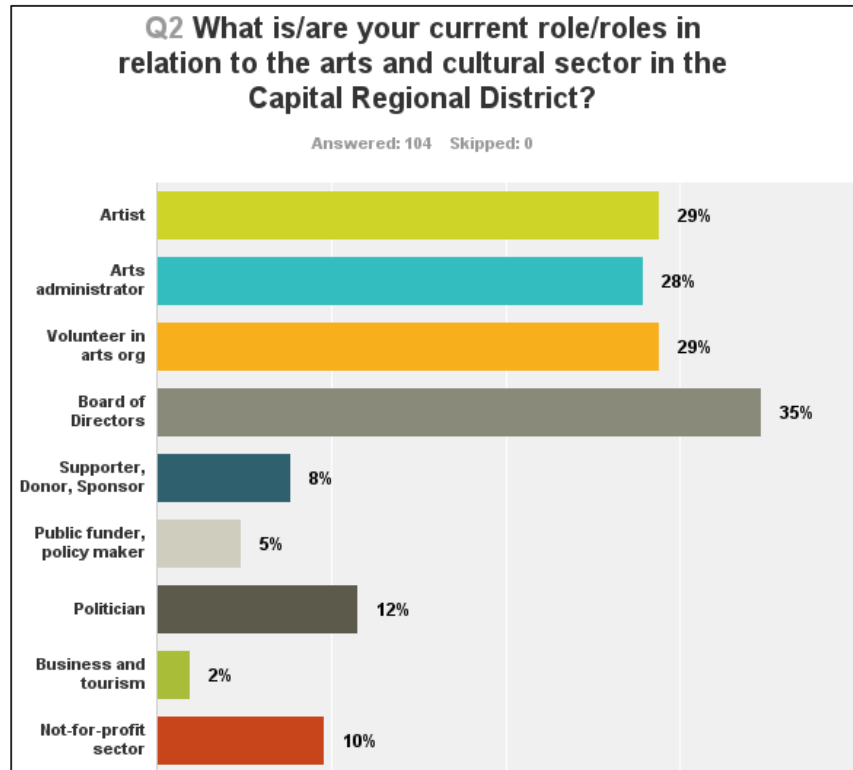
Participant Profile

Many participants have multiple roles in the arts and beyond. They represented a wide range including several active in business and non-arts NGOs.

Additionally, several CRD Arts Advisory Council members participated, as well as University of Victoria staff.

While many are active in the performing arts, other disciplines were represented in each of the four sessions.

The majority of participants reported residing in Victoria (33%) and Saanich (22%), while 45% resided in other municipalities. Highlands was the sole municipality without a resident present. We did not have residents from the three electoral areas, but three members of the Juan de Fuca Performing Arts Centre Society participated.



SESSION DESIGN

Each session, attended by an average 25 participants, followed the same format:

- Roundtable introductions
- Overview of the Public Consultation and Community Engagement
- Jurisdictional scope
- Project governance
- Timeline

We asked participants to work in groups of five to six people on three major topics to inform the final design of the public consultation process:

1. Who to consult
2. Process of consultation and proposed dates for in-person sessions in the CRD
3. Review of CRD Arts Service's seven high level goals

RESULTS: WHO TO CONSULT

After circulating the RSVP list including the organizations they work with, and outlining the broad audience groups identified in the scope of work for the public consultations, we asked where participants saw gaps and sought their input on who to invite to participate in this consultation process.

We obtained a large number of ideas ranging from arts organizations to individuals active in various roles in the arts, from contacts in secondary and higher education to the media. (See *Appendix B*)

We have reviewed the results to determine where to invest project resources directly to ensure the success of this work.

You can help spread the word: To reach the wider community, both community members who participated in this pre-consultation and anyone else with an interest in building the arts in the CRD, can share information with their networks.

In particular, we encourage sharing the link to the public consultation website at www.placespeak.com/CRDArtsService.

A promotional tool kit is available on the website for reference and use.

Decisions

1. Our intention for meaningful consultation with First Nations as a crucial aspect of this work was reinforced by the feedback we obtained. Several groups offered contacts for several First Nations organizations.
 - We will work with Sue Hallatt, Manager of Aboriginal Initiatives at the CRD to identify protocol and best approach to make those connections.
2. We received several ideas to engage seniors as well as culturally diverse arts and other organizations. Ideas for the inclusion of youth who are involved in their communities, such as those serving on municipal youth councils or those in organized student activities at University of Victoria. We also will seek input from municipal contacts who work directly with youth to hear a wider range of views on arts in the CRD.
 - We have used the pre-consultation and CRD arts contact lists available to us to develop an initial contact list for in-depth interviews and outreach for feedback and input by the project’s Steering Committee. A working list will be established the week of July 18 and we will endeavour to make those connections.
3. We decided that several categories of organizations mentioned were beyond the scope of pro-active engagement by the consulting team and we would not invest project resources into pursuing those avenues. (However, to reiterate: we do encourage information sharing with these and any other groups within your networks.)
 - Primary and secondary schools as well as Parent Advisory Councils: the CRD Arts Service has no jurisdictional role in the public education system; it is provincial jurisdiction. The CRD Arts Service cannot affect how schools operate, whether they offer arts education or allow community use of school facilities.
 - Organizations with a primary function other than arts that make facilities available for arts activities, e.g. museums, libraries, churches. We take note that the arts eco-system in the CRD is complex and has many tentacles. However, pro-active engagement of ‘more remote’ from the core functions of the Arts Service cannot be elevated to a priority for the use of project resources.
 - People living near arts venues, donors and sponsors. We do not have resources within the scope of this project to target those groups. We strongly encourage arts organizations to make everyone associated to their organization aware of this public consultation, including their neighbours, as much as they can.
 - Developers or landlords, financial services, estate planners. These types of people may be of significant interest from an arts organization’s perspective, but they are peripheral to the CRD Arts Service’s mandate. Again, we encourage interested participants to share information with these groups and so they can participate in the consultations as they wish.
 - The CRD Arts Service maintains professional relations with the provincial government. In terms of setting CRD Arts Policy, however, there is no correlation.

RESULTS: HOW TO CONSULT

Effective communication about the public consultation was as much a concern as the consultation activities and timing themselves.

Communications: What We Heard - What We are Doing

What we heard	What we have done/plan to do
Clear, compelling story Concrete purpose Clarity of ask Be relevant to participants; not institutional speak	Clear call to action in project title and wordmark: <i>CRD Arts Strategy: Building our #ArtsFuture Together</i> Create texts that are easy to scan quickly with short paragraphs with headlines, bullets.
Direct contact and personal invitation	Email list is used within anti-spam legislation. We will ask partners to distribute information by email and in their tools on our behalf.
Distribute information to general public. Don't only work online but ensure variety of approaches are used to communicate Use social media	We are building up the number of touch points needed for everyone to become aware of this public consultation process as quickly as we can. Your help is encouraged. Media relations designed to reach beyond arts organizations are ramping up week of July 25. We are considering supplementary online advertising.
Moderated website Openness and transparency of process	www.placespeak.com/CRDArtsFuture launched July 13
Need to know context, FAQs, what the consultation tries to achieve	Have developed and posted all relevant background at www.placespeak.com/CRDArtsFuture in <i>Resources</i>
Give us tools to help you spread the word Handout, simple that you and we can use. Use municipal newsletters, websites, social media; Business newsletters; Papers; Noticeboards at venue. Communications calendar.	We have been developing a campaign-style communications plan to be finalized week of July 18. Prepared a "Promotional Tools" document with short texts and promotional images for you to post. See website under <i>Resources</i> . We are considering budget to pay for design and printing of hand outs and signage.

Consultation: What We Heard - What We are Doing

What we heard	What we have done/plan to do
<p>Give people many different ways to participate.</p> <p>Don't rely on online alone.</p>	<p>We have finalized the consulting activities as follows</p> <ul style="list-style-type: none"> ▪ Consultation website with open discussion forums - 24/7 from now until November ▪ More Face-to-face workshops than initially planned in September ▪ November Arts Champion Summit added an evening session and a weekend date ▪ Online survey of arts community ▪ Random sample general population survey ▪ In-depth interviews and outreach activities (about 30 phone or in-person sessions) ▪ Personal contact with consulting team
<p>Don't only hold meetings in Victoria. You have to go into other communities.</p>	<p>Expanded September series of arts community workshops from 3 days to 6 days and plan at least a day (2 meetings each day) on Westshore, Peninsula and on one of the Islands.</p> <p>For outreach activities we will visit groups/participants where they are.</p>
<p>Evening and weekend times to encourage broader participation in meetings</p>	<p>September workshops will offer a day time option and an evening option for each of the six days, Monday Sept 19 to Saturday Sept 24.</p> <p>November Summit will offer an evening session and a day time session (attendees to pick one) before bringing everyone together for a Saturday working summit.</p>
<p>Ensure the consultations are open and transparent</p>	<p>We will grow our email list through this work.</p> <p>We will use the consultation website to promote all activities and share results and findings of the various activities in a timely manner.</p>
<p>Consider survey not only of arts organizations a but allow wider community to participate</p>	<p>Instead of the initial focus of the survey on arts organizations, we have developed a survey that be filled in by anyone with any level of interest in the arts - what we refer to more broadly as the "arts community". To ensure relevance, some sections of the survey are aimed at specific groups, e.g. attendees/participants in the arts versus arts administrators.</p>
<p>Allow people to forward survey link themselves as well</p>	<p>We have established that mechanism within the survey we have drafted.</p>
<p>Consider distributing paper surveys at</p>	<p>Administering paper surveys is considerably beyond the budget of the project.</p>

What we heard	What we have done/plan to do
events, so that more people can fill it in. A one page survey.	And methodologically, it is difficult to have a number of versions of a survey as it doesn't allow us to combine that data from different surveys into a single cohesive data set and report.
Go to community events, do pop ups to get input	We can't use resources for that level of unstructured activity. However, we ask those interested and able to share information about the process, and the consultation website in particular, on our behalf.
Consider accessibility of venues used, offering child care, honorarium to enable participation by some groups	Yes, accessible venues are top-of-mind. Within the consultation project there are no earmarked amounts for these potential additional costs. We will examine these questions as they arise and work with CRD Arts Service toward reasonable accommodations.
How can you engage pre-school children?	We don't. Research with children has a number of requirements including parental consent that are beyond the scope of work of this project. Moreover, while many arts organizations serve both children and adults, the CRD Arts Service itself does not have those relationships, especially to pre-school aged children.



PRE-CONSULTATION SESSION, JUNE 2016

Dates for Face-to-Face Working Sessions

Many asked to ensure much more notice than we were able to give for the pre-consultation sessions. We agree!

Initial proposal	What we have done/plan to do
<p>Arts Community workshops Sept 7 to 9 Sept 13 to 18 Sept 21 to 26</p>	<p>Our initially proposed early September dates were dismissed in our first meeting with the Arts Committee due to timing.</p> <p>Rifflandia takes place September 15-18 and we were advised to avoid those dates. Only a minority preferred those dates in any case.</p> <p>Later September dates were preferred by a large majority of 75%.</p> <p>Final dates: Monday, September 19 to Saturday, September 24 Participants can select from about 12 workshop times across the CRD during that week. Length: 2.5 hours Locations, times, workshop topics and objectives as well as RSVP site to be released in second half of August.</p>
<p>Arts Champion Summit Nov 4-5 Nov 18-19 Nov 21-22</p>	<p>The early November dates were preferred by a small majority.</p> <p>Many favoured the earlier November date as they felt late November was too close to the holiday season and all they need to accomplish during that time. Some felt we would need that time to calibrate the implementation plan and would require more time to work with CRD Arts Service and committees toward our final report due in December.</p> <p>Choirs in particular favoured a later date as they are particularly busy before Nov 11. We were warned that none might be able to participate at that time. (We hope with 4 months' notice, some number of representatives may be able to join the Summit; or choose to make their voices heard in advance either online or via personal contact.)</p> <p>Final dates: Thursday, November 3 to November 5. Participants can select either an evening session on November 3 or a day time session on November 4, of about 3 hours. We bring it all together in a day-long working summit on November 5. Details to be announced in second half of September.</p>

RESULTS: BROAD GOALS IN 2015-2018 STRATEGIC PLAN FOR CRD ARTS SERVICE

Toward the end of the pre-consultation sessions we spent a few minutes reviewing the broad goals identified for implementation. These goals are:

- How can we **increase access** to the arts in the region? What are the barriers to participation?
- How can we **increase awareness** in the community and broaden stakeholder knowledge of the role of the arts? And how important is doing so to you?
- How can we enable **sustainable growth** for the arts and arts organizations in the region?
- How do we ensure the CRD Arts Service **grant programs** are responsive to community needs and use effective and accountable processes?
- How can we **encourage municipalities** to fully participate in supporting the CRD Arts Service with the goal of increasing funding?
- How can we increase the contribution of **arts and culture tourism** to economic development in the region?
- What is the role of key **arts facilities**, including publicly-owned regional arts facilities, with a view to identifying future needs?

With a few minutes reflection, participants felt that they could participate meaningfully within these topics that have been established in the CRD Arts Service's Strategic Plan. In some cases, participants felt these areas would benefit from greater definition to focus the work to be done. There was also a question about how implementing goals would be financed or resourced. (Of note, the implementation framework and action plan resulting from this process is slated for implementation beginning January 2017.)

Notes from the small group discussion show numerous angles on some of these topics, suggesting fertile ground for conversations and discussions during the next several months:

- Most mentioned: Grants
 - Get more creative in funding the arts
 - How to balance the needs of different sizes of arts organizations
 - Increased and coordinated funding; look beyond municipal funding to the overarching arts funding framework across jurisdictions
 - Review standards and eligibility rules for access to CRD funding
 - Consider one per cent policy for public arts for new developments
 - Consider support for individual artists

- Second most mentioned: Increase Awareness
 - Seen as an absolute necessity—or pre-requisite
 - Need a clear value proposition for the arts
 - Recognize connection between arts and human evolution
 - Consider a joint campaign—coordinated messaging across the region and all of the organizations willing to participate
- Third most mentioned: Facilities
 - Need for accessible venues in CRD
 - Bring groups together in umbrella group for more effective use of available space
 - Suitable and more spaces to present art
 - How do facilities determine costs for use when they then sit empty?
 - Facilities should be used collaboratively—sharing resources
- Fourth most mentioned: Getting all municipalities to join the Arts Service
 - Need to identify champions at councils across the CRD and work with them
 - We need tools to communicate our support
- Fifth most often mentioned: Access to arts
 - Define what dimensions of access at issue - money, distance to venues, physical accessibility
 - What are the barriers
- Sixth most mentioned: Sustainable growth
 - Ways to get more and more effective communication between arts organizations
 - Need for a resource organization (that is accessible) to support artists and organizations
- Seventh most mentioned: Tourism/Economic development
 - Art does not have to be directly linked to economic growth to have value. Quality of life is immeasurable
 - How do we build bridges (metaphorically)

APPENDIX A: PARTICIPANTS - PRE-CONSULTATIONS

First and Last Name	Organization / Role
Jon Tupper	Art Gallery of Greater Victoria
Gail Price-Douglas	Artist; fmr City of Victoria staff (arts and culture)
Isolde Verbrugge	Arts Educator, Artist
Paul Destrooper	Ballet Victoria Society
Jan Bate	Bandita Productions; social services
Brian Richmond	Blue Bridge Theatre
Rebekah Johnson	Blue Bridge Theatre
Dyana Sonik-Henderson	Broken Rhythms Society
Francesca Albright	Castlereigh Theatre Project Society
David Geiss	CineVic
Christine Ross	Community Arts Council of Greater Victoria (formerly board)
Judy Moore	Community Arts Council of Greater Victoria
Lynda Hundleby	Councillor, Esquimalt
Heather Gartshore	Councillor, North Saanich
Susan Brice	Councillor, Saanich
Vicki Sanders	Councillor, Saanich (fmr chair, Arts Committee)
Brenda Parkinson	Councillor, Sooke
Pamela Madoff	Councillor, Victoria (fmr Arts Committee member)
Shannon Clarke	CRD - Health & Capital Planning Strategies
Arlene Carson	CRD Arts Advisory Council
Bill Crook	CRD Arts Advisory Council
Carolyn Heiman	CRD Arts Advisory Council
Diane Thorpe	CRD Arts Advisory Council
Johanne Hemond	CRD Arts Advisory Council
Lisa Abram	CRD Arts Advisory Council
Marilyn Sing	CRD Arts Advisory Council
Patti Sullivan	CRD Arts Advisory Council
Stacey Larche	CRD Arts Advisory Council, Expedia CruiseShipCenters
David Screech	CRD Arts Committee / Councillor, View Royal
Colin Plant	CRD Arts Committee / Councilor, Saanich
Tara Lynn Ney	CRD Arts Committee / Councillor, Oak Bay
Susan K.E. Howard	Dance Victoria; Victoria Women's Transition House
Kristy Fallon	Downtown Victoria Business Ass'n
Rondallyn Perras	Early Music Society of the Islands
Laura Backstrom	Eine Kleine Summer Music

First and Last Name	Organization / Role
Kelly MacKinnon	Flamenco de la Isla Society
Trudie Begbie	Flamenco de la Isla Society
Gene Krop	Four Seasons Musical Theatre
Lara Oberg	Four Seasons Musical Theatre
Janet Pryer	Friends of Music Society
Maureen Flanagan	Friends of Music Society
Kathleen Macvey	Galiano Ensemble Society
Jane Gardiner	Greater Victoria Performing Arts Festival
Lynne Picard	Greater Victoria Performing Arts Festival
Sheila Redhead	Greater Victoria Youth Orchestra
Gordy Dodd	Indian Canadian Cultural Assn
Param Bhalla	Indian Canadian Cultural Assn
Sabba Sall	Indian Canadian Cultural Assn
Heather Lindsay	Intrepid Theatre Company Society
Colin Millard	Island String Players
Don Kissinger	Island String Players & Raven Baroque
Christine Chase	Juan de Fuca Performing Arts Centre Society
David Stocks	Juan de Fuca Performing Arts Centre Society
Judith Cullington	Juan De Fuca Performing Arts Centre Society
Marcus Handman	Kaleidoscope Theatre Productions
Kate Rubin	Kate Rubin Theatre & Drama Studio
Tom McCarthy	Langham Court Theatre
John Ellis	Langham Court Theatre; musician
Tim Roberts	Linden Singers of Victoria
Yaro Woloshyn	Linden Singers of Victoria
Peter Sandmark	MediaNet
Marna Lynn Smith	Metshosin Int'l Summer School of the Arts
Rainer Roth	Musician (independent)
Barbara Adams	Oak Bay Arts Laureate
Helen Marzolf	Open Space
Patrick Corrigan	Pacific Opera Victoria
Charles Job	Palm Court Light Orchestra
Mercedes Bátiz-Benét	Puente Theatre
Milton Carman	Retired, former ED of Ontario Arts Council
Byron Smith	Royal and McPherson Theatres Society
Lloyd Fitzsimonds	Royal and McPherson Theatres Society

First and Last Name	Organization / Role
Heidi Rust	Sidney Classical Orchestra
David Watson	Sooke Philharmonic Orchestra
Mary Jane Watson	Sooke Philharmonic Orchestra
David MacPherson	Story Theatre Company
David Ferguson	Suddenly Dance
Alyssa Beurling	The Festival Centre - Victoria Int'l Buskers/Chalk/Kite Festivals
Clayton Jevne	Theatre Inconnu
Laurie Rubin	Theatre Inconnu
Tim Gosley	Theatre Inconnu
Joy Andrews	U Vic- Careers, Fine Arts
Allison Benner	University of Victoria
Corrina Edmondson	Veselka Ukrainian Dance
Diane McWilliams	Via Choralis
Allyn Chard	Victoria Baroque Music Society
Carrol Duke	Victoria Baroque Music Society
Vanessa M. Dingley	Victoria Baroque Music Society
Boudewyn van Oort	Victoria Children's Choir
Carla Tadla	Victoria Children's Choir
Cedric Zala	Victoria Choral Society
Peter Quinn	Victoria Choral Society
Peter Scales	Victoria Choral Society
Jane Butler McGregor	Victoria Conservatory of Music
Sue Coneys	Victoria Good News Choir Society
Sandra Glass	Victoria International Jewish Film Festival
Doug Crockett	Victoria Operatic Society
Joanna Verano	Victoria Women's Transition House Society
Bonnie Helm-Northover	Visual artist
Christine Bhopalsingh	West Shore Arts Council
Laura Davis	West Shore Arts Council

APPENDIX B: BRAINSTORMING ON WHO TO CONSULT

The following list shows people, organizations and categories of organizations that were not on the CRD's email list. We have considered these recommendations in our plans for upcoming outreach, interviewing and surveying.

Arts Organizations	Individuals
ArtsReach school program	Anne Russo - retired arts administrator and advocate
Bollywood East Indian	Barry Clarke (Juan de Fuca Orchestra)
Folk Fest	Bill Glasson - playwright
Francophone film festival	Christine Chepyha / Gordon Miller - Sing Your Joy Young Adult Chorus
Furusato Dancers c/o Victoria Nikkei Cultural Society	Dave Morris - Papersheet Studios
McTavish Academy for the Arts in North Saanich	David Moore - RBC
Naden Band	Dean Freeman, Scotiabank
O'Brien Academy of Irish Dancing	Duncan Regher
Reggae Sumfest	Eric Charman - fundraiser; philanthropist
Rifflandia	Fran Willis - Art gallery of GV
Sambrigeta (Philipino)	Galiano Ensemble (Yariv Aloni)
Sini Balkan	Gotta getta gimmick, theatre (Brad L'Ecuyer)
Sketch arts - Victoria Urban Sketchers - meet up	Gunter Heinrich
Sons of Norway	Ian Case, Farquar Auditorium Uvic
Sooke Philharmonic	Ian Ferguson - director
Sidney Classical Orchestra	Jacques LeMay (Pacific Opera)?
Theatre SKAM	Jessica van der Veen
Vanc Island Scottish Country Dance Society	Joey MacDonald - InterArts Centre for Makers' Olio Collective
Veselka Ukrainian Dance	Jon O'Riordan (Civic Orchestra)
Victoria Artishow	Ken Lavigne - tenor
Victoria Búzavirag Dance Group	Mary Jo Hughes - Legacy Gallery - UVIC
Victoria Jazz Society - Jazz Fest	Mel Cooper - Telus Board' business man, philanthropist
Victoria School of ContemporaryDance	Mike Klazek (Hampton Concert Orchestra)
Victoria Symphony	Nick Blasko - Rifflandia/Atomique Productions
Education	Peter Gustavson - philanthropist; business man
Canadian College of Performing Arts (CCPA)	Peter Ord - Robert Bateman Centre
University of Victoria Chairs of Fine Arts Departments	Reid James, GM, Hotel Grand Pacific
Development and External Relations Officer	Richard Lucas - performer /drag
Daniel Laskarin - UVIC	Ron & May Loupoy (former chancellor of UVIC)
Lorna Crozier - UVIC	Royal BC Museum (Jack Lohman, CEO)
Juliana Saxton - UVIC	Sandra Meigs
Trevor Hancock - UVIC	Shauna Baird-Salomon
Mike Figursky - UVIC	Shawn Shepherd - artist
Gerry King - UVIC	Steven Baileys -Inter-Cultural Association of Greater Victoria

Susan Lewis Uvic School of Music	Sylvia Hosie - Perf arts at Claremont Secondary
Royal Roads	Tania Miller - Victoria Symphony
CamosunCollege - Brad Muir, Instructor, Visual Arts	Tina Pearson and Paul Wilde - LaSam Music
First Nations	Tony Booker (Klezmer player)
Bradley Dick - Unity Drummers and Singers	Tristan Baker (Working class theatre)
Bruce Parisian - Victoria Native Friendship Centres	Vicki Kuhl
Cathi Charles-Wherry - The First Peoples' Cultural Council	Media
Charlene George - Sooke First Nation	Adam Sawatsky - CTV
Gordon Planes - Sooke First Nation	Adrian Chamberlain - Times Colonist
Chiefs in Councils of local bands	Exhibit V - arts promoter
Darlene Gait - Esquimalt First nations (Gallery contact info)	James Green - Shaw
France Trepanier - Aboriginal Curatorial collective	Laura Lavin - Monday Magazine
Aboriginal Tourism BC (Linda Calla)	Leanne Allen - CVV Magazine
Gerry Ambers (Artists and elder)	Mary Ellen Green - Analogue Magazine
Janet Rogers - poet, storyteller, broadcaster	Michael Reid - Times Colonist
Native Elders	Mike Devlin - Times Colonist
Victoria Native Friendship Centre - Cultural & Community liaison	Monica Prendergast - CBC; UVIC
Russ Chips - Beecher Bay Band	Shelagh Rogers
Songhees Band	Other ideas
Business	active long time sponsors, Thrifty Foods
Hotels Association	arts collectives
Tourism Vancouver Is. Calum Matthews, Community & industry specialist	BC art therapy association
Tourism Victoria - Paul Nursery	Frances Bryant-Scott
VIATEC Dan Gunn, CEO	Canadian Federation of Artists - Agnes Cornell
Victoria Conference Centre, Jocelyn Jenkyns	Community associations
Gtr Vic Harbour Authority - Kirsten Denham	Fairfield Gonzales Community Assn
GVHA - Joseph Gonyeau, Vic Harbour Arts Fest Coordinator	Community Centres
Funding partners	Cultural Centres/Multicultural Assns
BC Arts Council - Gillian Wood, CEO	Philippine Bayanihan Community Centre
Creative BC - Prem Gill, CEO	Victoria Event Centre - Amanda Smith
David Foster Foundation - Mike Ravenhill, CEO	Developers and landlords
South Island Prosperity Project	Estate and financial planners
Economic Development Council	Fine arts department heads in junior and senior school
Egon Bauman Foundation	First Nations arts groups
Gordon & Marion Smith Foundation	RAVEN - Laurie MacKenzie
Provincial government (Peter Fassbender, minister)	Antidote: Multiracial & Indigenous Girls' & Women's Network-Sabina Chatterjee
Robert & Devi Jawl Foundation	Tryce Blion - South Island Pride Community Centre
Victoria Foundation - Sandra Richardson	Library or museums that collaborate w arts

Non-arts stakeholders	Local Churches (as venues)
Winnie Lee, Inter-Victoria ICA	Municipal youth councils
Beacon Community Services	North Saanich Residents Association
Berwick Retirement home	Parent Advisory Councils (in schools)
Child & Youth Health Network (Petra Chambers-Sinclair)	People living close to arts venues
MS Society	People who work in arts and health
Our Place Society - heart beat program	Krissi Spinosa - Victoria Brain Injury Society
Silver Threads - Services for Seniors, Marjorie Moulton, Director	Private galleries
Societe Francophone de Victoria-Paul André Mongeau (ED)	School districts (as venues)
Victoria Disability Resource Centre	students on uVIC governing bodies
Victoria Pride Society	Technology companies
Lesbian, Gay, Bisexual, Trans, Queer, 2 spirit community	Unions - arts and technical - IATSE; AFM - Fergus Heywood (pres prof musicians)
	Volunteer Victoria
	Youth groups - especially street artists
	Girls Rock Camp Victoria - Geraldine Bulosan
	Youth organizations such as UVIC student union/clubs