



Making a difference...together

Additional Circulation: C. Gilpin T. Robbins N. Chan R. Lachance A. Gibbs J. Verano

ARTS COMMISSION

Notice of Meeting on **Wednesday, November 22, at 4pm-5pm**
Room 488, 4th Floor, 625 Fisgard Street, Victoria, BC; and Electronic Participation

M. Alto (Chair)	D. Cavens	D. Lajeunesse	C. Plant	C. Smart
P. Brent	S. Epp	G. Lemon	K. Roessingh	

Delegations will have the option to participate in-person or electronically. Please complete the online application at www.crd.bc.ca/address no later than 4:30 pm two days before the meeting.

AGENDA

1. Territorial Acknowledgement
2. Approval of Agenda
3. Adoption of Minutes of September 27, 2023

Recommendation: That the September 27, 2023, minutes of the Arts Commission be adopted.

4. Chair's Remarks
5. Presentations/Delegations - none
6. Commission Business
 - 6.1 Arts Advisory Council Update - no meeting in October
 - 6.1.1 Arts Advisory Council Chair's Report (verbal)
 - 6.2 Manager's Report (verbal)
 - 6.2.1 Outreach Report (attached)
 - 6.3 Implementation Plan

Recommendation: That the implementation plan for the 2024-27 Strategic Plan of the Arts and Culture Support Service be approved as presented.

Attachments:

Staff Report: Implementation Plan for Arts Strategic Plan 2024-27
Appendix A: Implementation Summary
Appendix B: Implementation Plan Timeline

7. Notice(s) of Motion
 - 7.1 Motion with Notice - Joint Meeting of the Arts Commission and Arts Advisory Council (Member Plant)

Member Motion: That staff report back to the Commission on the advisability of an annual joint meeting with the Arts Advisory Council.

Commissioners: To ensure quorum, please advise Heather Heywood (hheywood@crd.bc.ca) if you or your alternate cannot attend.

8. New Business

9. Correspondence - none

10. Motion to Close the Meeting

1. That the meeting be closed in accordance with the Community Charter, Part 4, Division 3, 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the regional district or another position appointed by the regional district; and
2. That Joanna Verano, Chair, Arts Advisory Council, be allowed into the closed portion of the meeting.

11. Adjournment

(Next Meeting: January 24, 2024)



Making a difference...together

**Minutes of a Meeting of the ARTS COMMISSION
Held September 27, 2023, in Room 488, 625 Fisgard St., Victoria, BC**

EP = Electronic Participation

Members Present: M. Alto (Chair); P. Brent (EP), D. Cavens, D. Lajeunesse, G. Lemon, C. Plant, C. Smart (EP), K. Roessingh (EP)

Staff: C. Gilpin, Manager, Arts & Culture Service; A. Gibbs, Community Outreach Coordinator, H. Heywood, Administrative Assistant (recorder), N. Chan, CRD CFO

Also present: J. Verano, Arts Advisory Council Chair

Regrets: S. Epp

The meeting was called to order at 4:02 pm.

1 Territorial Acknowledgement

Chair Alto provided a Territorial Acknowledgement.

2 Approval of Agenda

**MOVED by Member Cavens, SECONDED by Member Lemon
That the agenda be approved as published.**

CARRIED

3 Adoption of Minutes

**MOVED by Member Lemon, SECONDED by Member Lajeunesse,
That the minutes of the July 26, 2023, Arts Commission meeting be adopted as circulated.**

CARRIED

4 Chair's Remarks

Chair Alto commented on the following:

- On October 10th, a presentation will be made to the Colwood Mayor & Council on the costs and benefits of joining the CRD Arts and Culture Support Service by Chair Alto and C. Gilpin.
- The World Leaders Global Summit on Food Safety and Well Being in New York featured themes on the important role of arts and culture in community well-being. There were several remarkable presentations from around the world, speaking specifically about how arts and culture have an impact on the sense of community in very diverse municipalities, and it's worth noting that when speaking about community safety and well-being, arts and culture were part of those discussions.

5 Presentations/Delegations – None

6. Commission Business

6.1 Arts Advisory Council Update

6.1.1 Arts Advisory Council (AAC) Chair's Report (verbal)

Arts Advisory Council Chair Verano commented on the following:

- one AAC members recently resigned due to personal commitments; there are three

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- vacancies; new members are currently being recruited;
- the AAC reviewed the Project Grant eligibility policy at their September meeting and their recommendation appears later in the agenda;
- the Operating grant package will be received by AAC members in a couple of weeks; staff were thanked for their work in preparing the applications for adjudication;
- C. Gilpin provided the main points of the proposed strategic plan to AAC members and they are looking forward to the implementation; and
- many events and performances are starting up this fall and hopefully AC members will be able to attend in support of funded organizations.

Chair Alto thanked Chair Verano for the activity list provided by the AAC, noting it is a real snapshot of all the events going on in the region.

6.1.2 Arts Advisory Council Minutes - Sept. 12, 2023

6.1.3 Arts Advisory Council ABCs - Sept. 12, 2023

The Arts Advisory Council Chair's Report, AAC Minutes and ABC's were received for information.

6.2 Manager's Report (verbal)

C. Gilpin reported on the following:

- The deadline for Operating grants was Sept 14th. There are 22 annual returning applicants and three new ones; all AAC members adjudicate all applications and their recommendations will be brought forward at the Jan AC meeting;
- The deadline for receipt of AAC applications is Friday, Sept 29th; this has been well publicized in both print and social media as well as through the Arts & Culture e-newsletter (over 800 subscribers); an appointment committee, as per the Bylaw, of the AC and AAC Chairs, and the Arts Manager will review applications and make recommendations to the Arts Commission;
- After the Arts Service presentation to Langford, Council agreed to review joining the Arts & Culture Service as part of their strategic plan. Their strategic plan is still in progress;
- On October 10th a CRD Arts presentation will be made to Colwood Mayor and Council; and
- As directed by the AC, letters regarding Arts participation in the Arts Service were sent to non-participating jurisdictions and electoral areas. No official responses or invitations to present have been received yet, but staff will continue to monitor the council agendas.

6.2.1 Outreach Report (attached)

The 2022 Impact Report has been printed and distributed to all municipal Councils and electoral area directors and is available on the CRD website. New this year, there are impact stories in the report that will be shared individually through CRD social media platforms.

Member Plant advised members that Sidney Council recently voted to decline a presentation by the CRD Arts Service.

The Manager's and Outreach reports were received for information.

6.3 2024 Budget for Arts and Culture Support Service

C. Gilpin introduced N. Chan, CFO at the CRD. He provided a brief overview of changes to budget and process for budget approval, noting it was developed within financial planning constraints set by the CRD Board, limiting core operations to no more than a 3.5% increase. N. Chan provided clarification for some of the changes from the previous year's budget; he also extended his appreciation for volunteers who support the work of the CRD and specifically thanked Commission members for their work which benefits the region.

MOVED by Member Plant, SECONDED by Member Lajeunesse, that the Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board: That the 2024 Arts & Culture Service Support Budget be approved as presented.

CARRIED

6.4. Project Grant Intakes - Allowing Unsuccessful January Applicants to Apply Again

C. Gilpin provided the background for the project grant intake policy review by the AAC, and an overview of the considerations that resulted in the proposed recommendation. J. Verano noted that the recommendation reflects a consensus to provide a benefit to applicants rather than putting up barriers to apply.

A discussion ensued regarding application eligibility and evaluation, in relation to the proposed AAC recommendation.

MOVED by Member Cavens; SECONDED by Member Lajeunesse, That the Arts Advisory Council recommends to the Arts Commission that eligibility for Projects Grants be changed so that unsuccessful applicants to the first intake have the option to apply to the second intake with the same project or a new project.

MOVED by Member Plant, SECONDED by Member Lemon, That the main motion be amended by replacing the words “the same” with “a similar”.

A discussion ensued regarding changes to an application versus changes to a project.

MOVED by Member Brent, SECONDED by Member Cavens, That the amendment be amended by replacing the word “project” with the word “application” in the two places where it appears.

CARRIED

Opposed: Roessingh, Smart

The question was called on the amendment.

That the Arts Advisory Council recommends to the Arts Commission that eligibility for Projects Grants be changed so that unsuccessful applicants to the first intake have the option to apply to the second intake with a similar application or a new application.

DEFEATED

Opposed: Alto, Cavens, Lajeunesse, Roessingh, Smart

The question was called on the main motion:

The Arts Advisory Council recommends to the Arts Commission that eligibility for

Projects Grants be changed so that unsuccessful applicants to the first intake have the option to apply to the second intake with the same project or a new project.

CARRIED

Opposed: C. Plant, M. Alto

Motion Arising

MOVED by Member Plant, SECONDED by Chair Alto, that staff report back to the Art Commission with the results of this policy change, after both project grant adjudications in 2024.

CARRIED

6.5 Strategic Plan 2024-27: Review of Complete Document

C. Gilpin provided background for the development of a 2024-27 strategic plan including community consultation and the timeline. After the plan is approved, staff will prepare a timeline for the implementation over the next four years. The final plan will be published on the CRD website which includes a community engagement platform, as well as through Arts & Culture communication tools. Staff confirmed the approved plan would be presented to the CRD Board for information only and that no amendments could be made by the Board.

**Moved by Member Lemon, SECONDED by Member Cavens,
That the 2024-27 Strategic Plan for the Arts & Culture Support Service be approved and reported to the Capital Regional District Board for information.**

CARRIED

7. New Business

The October 25th meeting date needs to be changed; staff will determine if an October meeting is required and will reschedule as necessary.

8. Notice(s) of Motion

Notice of Motion - Joint Meeting of the Arts Commission and Arts Advisory Council (Member Plant)

Member Plant provided the following Notice of Motion for consideration by the Arts Commission:

“That staff report back to the Commission on the advisability of an annual joint meeting with the Arts Advisory Council.”

9. Correspondence - none

10. Adjournment

**MOVED by Member Cavens, SECONDED by Member Lajeunesse,
That the meeting be adjourned at 5:18 pm.**

CARRIED

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CHAIR

RECORDER

OUTREACH REPORT

Arts Commission Meeting, November 22, 2023

The following is a short summary of the outreach activities undertaken since the last Arts Commission meeting on September 27th:

Completed Call for New Arts Advisory Council Members

- Digital ad completed on September 29th with the closing of application intake.
- Ad reached 19,002 users, and generated 515 link clicks; posts reached 1,300+ users.
- 3 of 4 applicants interviewed heard of vacancy via social media or the digital ad.

2024-2027 Strategic Plan

- Posted to webpage, get involved engagement pages & included in Nov 21st e-newsletter.
- Reported to Capital regional District Board for information; printed copies distributed.
- C. Gilpin guest on CBC Radio "All Points West" to discuss Strategic Plan on October 6th.

Social Media Content: Stories of Impact & Fast Facts

- Stories of impact, arts fast facts, and grant recipient content shared regularly.

2023 Grant Recipients Media Release

- Release sent out on October 13th identifying all 2023 grant recipients & funding amounts.
- Generated one print article in the Times Colonist with additional quotes from C. Gilpin.

IN PROGRESS: 2024-27 Communications & Outreach Plan / 2023 Impact Report

- Development timelines determined; planning, content gathering & first drafts initiated.

2024 Project Grant Launch & Info Sessions

- Published on webpage and event calendar (as of Nov 21st).
- Posted on social media (including an event for info sessions) (as of Nov 21st).
- Featured in newsletter including link to register for zoom info session (as of Nov 21st).
- Print ads will be placed going forward.

November 2023 E-Newsletter

- Set to be sent out Nov 21st.
- Includes: Strategic Plan, Project Grant launch & info sessions, ProArt Alliance 2023 Greater Victoria Regional Arts Awards, 2023 grant recipients list.

REPORT TO ARTS COMMISSION MEETING OF WEDNESDAY, NOVEMBER 22, 2023

SUBJECT Implementation Plan for Arts Strategic Plan 2024-27

ISSUE SUMMARY

The Arts Commission has adopted a new strategic plan for the next four years with many new and ongoing initiatives. An implementation plan provides a roadmap for the sequencing of planning, research, decision making, and actioning of these initiatives.

BACKGROUND

On September 27, 2023, the Capital Regional District (CRD) Arts Commission approved a new strategic plan to guide the work of strategic initiatives for the Arts and Culture Support Service over the next four years. The new plan contains 10 goals and 17 initiatives (see Appendix A for at-a-glance summary).

On September 13, 2023, the Arts Advisory Council received an update on the approved core elements of the incoming strategic plan (which were approved at the July 2023 meeting of the Arts Commission) and asked to provide feedback on the sequencing of initiatives, which has been incorporated into the timeline of the implementation plan (Appendix B).

The CRD Arts Advisory Council (AAC) has up to 12 members, who are community volunteers. The AAC, according to its establishing bylaw (No. 2973) is “an independent community based body to provide advice” to the Arts Commission. The AAC serves an important role in policy development for the Arts and Culture Support Service, ensuring new initiatives are informed by community knowledge. The Arts Commission has final authority over which initiatives are implemented and the timing of their development.

The implementation plan timeline provides a visual guide for the sequencing of initiatives in the strategic plan. Some initiatives are ongoing efforts, others are crosscutting lenses applied to all activities and policy development. For time-limited initiatives, three stages are identified: planning, AAC and Arts Commission review, and implementation. Some initiatives have strongly overlapping connections and their development and implementation would be conducted jointly to ensure that synergies between multiple goals and initiatives can be optimized.

The Arts Manager would provide updates on the implementation plan at Arts Commission meetings and a fully updated version of the attached summary and timeline on an annual basis.

ALTERNATIVES

Alternative 1

That the implementation plan for the 2024-27 Strategic Plan of the Arts and Culture Support Service be approved as presented.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

Alignment with Board & Corporate Priorities

In the 2023-26 CRD Corporate Plan, initiative 10a-1 states the CRD will “[d]esign and implement a revised Arts & Culture Support Service Strategic Plan”. This implementation plan provides the roadmap to advance the implementation component of this initiative.

Alignment with Existing Plans & Strategies

This implementation plan complements the newly approved 2024-27 Strategic Plan for the Arts and Culture Support Service by sequencing the advancement of its 10 goals and 17 initiatives.

Service Delivery Implications

At present, the CRD Arts & Culture Division is composed of 2.8 FTE staff who would be responsible for leading the coordination of the implementation plan, as well as the research, planning, and actioning of initiatives. These staff also support other CRD arts services and any special board initiatives related to arts and culture.

The strategic plan does not outline the normal annual operations of the Arts and Culture Support Service, such as the regular delivery of its five grant programs, which continue to be an essential part of the service.

If forced to choose between core operations and policy development, staff will focus on delivering the essential services of the granting programs that the arts sector relies upon for activating arts events. Board-initiated special projects may also take precedence over Arts Service policy development. Both constraints could cause delays in the timeline of the implementation plan.

CONCLUSION

The Arts Commission has approved the design of a new strategic plan to guide the development of the Arts and Culture Support Service from 2024 to 2027. An implementation plan has been proposed, which provides a guide for when each strategic initiative will be developed over the next four years.

RECOMMENDATION

That the implementation plan for the 2024-27 Strategic Plan of the Arts and Culture Support Service be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager Arts and Culture
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer

ATTACHMENTS

Appendix A: Implementation Summary
Appendix B: Implementation Plan Timeline

CRD Arts & Culture Strategic Plan 2024-27: Implementation Summary

Appendix A

CRD Arts & Culture Support Service | Updated November 2023

	STATUS:	TIMELINE:	RECENT ACTIVITY:	NEXT STEPS:	ON SCHEDULE?	ON BUDGET?
CHAMPION						
Goal 1: Scale up participation						
Action A: Advocate for regional approach	Ongoing	2024-2027	Strategic Plan public engagement	Add to new Comms plan (9a)	Yes	Yes
Action B: Recruit new participants	Ongoing	2024-2027	Presentation to Colwood council	Decision by Langford council	Yes	Yes
Goal 2: Value of arts awareness						
Action A: Collaborate w/ arts orgs	Planning	Start: Q2 2024 / Implement: Q1 2025-->	Greater Vic Regional Arts Awards 2023	Outreach to arts orgs and ASOs	Yes	Yes
Action B: Share research on arts impact	Planning	Start: Q1 2024 / Implement: Q3 2024-->	Joined National Research Group	Share StatsCan info on artist jobs in BC	Yes	Yes
CONNECT						
Goal 3: Boost org development						
Action A: Support mentoring	Not Started	Start: Q1 2024 / Implement: Q3 2024-->	n/a	n/a	Yes	n/a
Action B: Enhance networking & convening	Planning	Start: Q1 2024 / Implement: Q3 2024-->	Arts Champions Summit 2023	Restart in-person Creative Mornings	Yes	Yes
Goal 4: Connect arts organizations to funding						
Action A: Roadmap for infrastructure grants	Not Started	Start: Q3 2025 / Implement: Q3 2026-->	n/a	n/a	Yes	n/a
CULTIVATE						
Goal 5: Support sustainable growth						
Action A: Funding for planning and capacity	Not Started	Start: Q2 2024 / Implement: Q1 2025-->	n/a	n/a	Yes	n/a
Action B: Review of Incubator Grants	Not Started	Start: Q2 2024 / Implement: Q1 2025-->	n/a	n/a	Yes	n/a
Action C: Emphasis on regional distribution	Ongoing	2024-2027	2023 project-based grants adjudication	Projects Grants (Jan 2024) adjudication	Yes	Yes
Goal 6: Align funding to community needs						
Action A: Review of Equity/IDEA/Projects	Not Started	Start: Q1 2026 / Implement: Q4 2026-->	n/a	n/a	Yes	n/a
EXTEND						
Goal 7: Invest in underserved communities						
Action A: Build on EDI momentum	Ongoing	2024-2027	2024 Operating Grants adjudication	Projects Grants (Jan 2024) adjudication	Yes	Yes
Goal 8: Reduce barriers to access						
Action A: Support for youth arts	Not Started	Start: Q1 2026 / Implement: Q4 2026-->	n/a	n/a	Yes	n/a
Action B: Review of Operating Grants	Not Started	Start: Q4 2024 / Implement: Q3 2025-->	n/a	n/a	Yes	n/a
ENGAGE						
Goal 9: Resources for grant applicants						
Action A: Design Comms & Outreach Plan	Planning	Start: Q1 2024 / Implement: Q3 2024-->	Research and design underway	Draft plan to Arts Commission (Q2 2024)	Yes	Yes
Action B: Grant-writing workshops	Planning	Start: Q1 2024 / Implement: Q3 2024-->	Projects Grants (Jan 2024) info session	IDEA/Equity/Incubator 2024 info session	Yes	Yes
Goal 10: Enhance branding of Arts Service						
Action A: Review of name and brand	Not Started	Start: Q2 2025 / Implement: Q4 2025-->	n/a	n/a	Yes	n/a

2024–2027 Strategic Plan Implementation Timeline

Appendix B

CRD Arts & Culture Support Service | Updated November 2023

PRIORITY:	GOAL:	ACTION:	IMPLEMENTATION:															
			2024				2025				2026				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CHAMPION	Goal 1: Scale up participation	Action A: Advocate for regional approach	Ongoing															
		Action B: Recruit new participants	Ongoing															
	Goal 2: Value of arts awareness	Action A: Collaborate w/ arts orgs	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
		Action B: Share research on arts impact	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
CONNECT	Goal 3: Boost org development	Action A: Support mentoring	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action B: Enhance networking & convening	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
	Goal 4: Connect arts organizations to funding	Action A: Roadmap for infrastructure grants	Implementation (Q3-Q4), Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3)															
CULTIVATE	Goal 5: Support sustainable growth	Action A: Funding for planning and capacity	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action B: Review of Incubator Grants	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action C: Emphasis on regional distribution	Crosscutting Lens – applied to all initiatives															
	Goal 6: Align funding to community needs	Action A: Review of Equity/IDEA/Projects	Implementation (Q1-Q2), Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4)															
EXTEND	Goal 7: Invest in underserved communities	Action A: Build on EDI momentum	Crosscutting Lens – applied to all initiatives															
	Goal 8: Reduce barriers to access	Action A: Support for youth arts	Implementation (Q1-Q2), Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4)															
		Action B: Review of Operating Grants	Research & Planning (Q3-Q4), AAC & AC Review (Q4-Q1), Implementation (Q1-Q2)															
ENGAGE	Goal 9: Resources for grant applicants	Action A: Design Comms & Outreach Plan	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
		Action B: Grant-writing workshops	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
	Goal 10: Enhance branding of Arts Service	Action A: Review of name and brand	Implementation (Q3-Q4), Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3)															
PROCESS FOR NEXT STRATEGIC PLAN			Research & Planning (Q1-Q2)															

● Ongoing
 ● Research & Planning
 ● AAC & AC Review
 ● Implementation
 Crosscutting Lens – applied to all initiatives