

Support,  
promote,  
+ celebrate  
the arts.



Capital Regional District  
Arts & Culture Support Service

2020-2023 Strategic Plan >  
Updated March 2020

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## A Vision for the CRD Arts & Culture Support Service

The Arts & Culture Support Service is a division of the CRD and its activities support the CRD mission: *We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region, through an effective, efficient and open organization;* and vision: *Our communities strive to achieve exemplary environmental stewardship, a dynamic, vibrant economy and an inclusive, caring society. Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD.*

Strategic planning session participants revisited the Arts Service vision and mission statements and agreed to continue with the current mission statement, and to update the vision statement:

**Our Mission:** The CRD supports, promotes and celebrates the arts.

**Our Vision:** The arts are central to life in the region.

## The CRD Arts & Culture Support Service

CRD Bylaw 2884 established the Arts & Culture Support Service (Arts Service) in June 2001 for “the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community.” Bylaw 2884 also gives authority to the Arts Service’s political oversight body, the Arts Commission (AC).

The Arts Commission is appointed annually by the CRD Board and consists of one elected official from each jurisdiction that is a member of the Arts Service. The Arts Commission sets an annual budget to support policies and programs pursuant to its governing bylaw.

CRD Bylaw 2973 established the Arts Advisory Council (AAC) “for an independent community-based body to provide advice to the CRD” on matters relating to the Arts Service. The AAC’s mandate is to act as an arm’s length adjudication body for Arts Service

funding programs and to advise the Arts Commission on policies that foster and promote:

- Support of the arts in the region,
- Public awareness of and involvement in the arts,
- The creation, exhibition and performance of artistic works, and
- The development of artistic and other requisite skills, and shall advise the CRD Arts Commission of measures which the Council considers to be conducive to these ends.
- Other appropriate duties as assigned by the Arts Commission from time to time.

The Arts Service has five grant programs:

1. **Operating Grants** provide annual and multi-year financial support to organizations for ongoing annual operations,
2. **Project Grants** support one-time events, short series or extended project-based programming,

3. **Equity Grants** support arts initiatives by applicants from communities that are at-risk of exclusion or have difficulty accessing support for systemic reasons.
4. **Incubator Grants** support development or capacity building for emerging or developing organizations
5. **IDEA** (Innovate, Develop, Experiment, Access) **Grants** support arts-based programming by non-arts mandated organizations.

In broad terms, the Operating Grant program is designed to support larger organizations for annual operations while the other grant programs support project-based events or series of events produced by smaller organizations.

The Arts Service also:

- Manages [landmarkpublicart.ca](http://landmarkpublicart.ca), a searchable website dedicated to the presentation of public art in the region for jurisdictions participating in the Arts Service

- Provides outreach and communications activities, produces an annual Progress Report, a bi-annual Arts Summit, and hosts a community of practice roundtable for municipal staff responsible for arts and culture activities in the region.

Arts Service staff consist of a full-time manager, a full-time community outreach coordinator and a 0.8 FTE administrative assistant. They are responsible for the reporting, analysis and administration of the funding programs and outreach activities. They also provide support to the AC and AAC, and liaise with other levels of government, NGOs and the public in providing information and representing the Arts Service.

Members of the AC, AAC and staff create a strategic plan for the purpose of defining the Arts Service's vision, mission, goals and strategic priorities. This report updates the 2015-2019 plan and is the result of a planning session held in February 2020. A list of the participants is appended.

## Situational Analysis

To analyze the Arts Service’s current state, strategic planning session participants reviewed the situation analysis created in 2015, and engaged in an appreciative inquiry exercise to identify current strengths, opportunities, aspirations and results to guide the updated strategic plan. A “SOAR” framework was completed, and key risks/threats were noted in a Risk Register\*.

Strengths What are our greatest strengths?	Opportunities What are our best opportunities?
<ul style="list-style-type: none"><li>• Strong staff</li><li>• New outreach program has created new conduits to the community we serve</li><li>• Have accomplished many actions from the implementation plan adopted in 2017</li><li>• Arts &amp; Culture Support Service programs are more inclusive and diverse</li><li>• We have increased access through new programs</li><li>• We have the tools to successfully make the case for investment in arts and culture</li></ul>	<ul style="list-style-type: none"><li>• Build upon successful implementation results from current strategic plan</li><li>• Play a part in reconciliation with First Nations</li><li>• Share the social and economic impact story of the arts in our region</li><li>• Arts as part of the innovation economy – explore tech and business collaborations</li><li>• Build new partnerships to help increase funding for the arts</li><li>• Create a funding roadmap to understand what increased funding will be used for and how it will be secured</li><li>• Orientation program to support new Arts Commission members</li><li>• Continue to expand outreach activities</li><li>• Build capacity using available resources like arts hubs in diverse regions, school district collaborations, etc.</li></ul>

Aspirations What is our preferred future?	Results What results show we've achieved the vision?
<ul style="list-style-type: none"> <li>• More funding available in the system</li> <li>• A more inclusive and diverse funding system</li> <li>• More intentional granting program design</li> <li>• 100% participation in the arts service by all CRD jurisdictions</li> <li>• All CRD arts-related services rolled into a centralized service (e.g. granting, facilities)</li> <li>• Centralized applications and collaborative funding opportunities</li> <li>• Align programs with broader impact metrics – e.g. international social development goals</li> <li>• Introduce orientation tools to support new Arts Commission members</li> </ul>	<ul style="list-style-type: none"> <li>• Increased funding in the system measured over time</li> <li>• Create a funding roadmap that lays out funding goals, sources and allocation plan for how funds are allocated, ways to support different types of organizations, equitable sharing of resources</li> <li>• Sustainable region-wide participation in the arts service</li> <li>• Arts Commission has tools for outreach activities</li> </ul>

**\*Risk Register - Identified Risk**

- Demand for funds from new and existing organizations outstrips current funds available. Limitations on amount that can be requisitioned through the tax base
- Not all municipalities in the CRD are represented through the Arts Service, meaning that only a portion of the population is served (76% as of 2018)
- Questions around the amount of funds received by different organizations – e.g. do the granting programs privilege certain segments of the arts eco-system?

## Goals & Priorities

Session participants reviewed the 2015-2019 Arts Strategic Plan's goals, the impact areas related to the goals, and the implementation actions taken to date. A decision was made to remain focused on the current goals and outcome areas which are aligned with broader CRD organizational outcomes.

### Goals

1. Increase community awareness
2. Increase participation and funding
3. Make access equitable
4. Sustain creativity
5. Respond to granting needs

## 1. Increase community awareness

Increase community appreciation and knowledge of regional arts, the benefits of arts and the value of public sector funding delivered through the Arts Service.

### Initiatives

**1a** Deliver community outreach to increase awareness of the arts as a valued part of life in the capital region.

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**1b** Implement Communications Strategy

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**1c** Facilitate dialogue and celebrate the arts through convening opportunities

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**1d** Share information about links between arts, sustainable communities and wellbeing

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### Impact

Outcome Area	Progress Measures
Arts and culture are central to life in our communities	<ul style="list-style-type: none"><li>• Attendance at events programmed by grantees</li><li>• Volume of Events -by grantees and CRD convening events</li><li>• Number of participatory activities for community by grantees</li><li>• Social Media uptake</li><li>• Number of volunteers in funded organizations</li></ul>

## 2. Increase participation and funding

Encourage all CRD jurisdictions to participate as contributing members in the Arts Service.

### Initiatives

**2a** Create a “funding roadmap” that identifies increases in funding in accordance with community need as well as the funding sources required to meet these goals, including considering funding support outside of municipal requisition.

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**2b** Strengthen and expand partnership activities to increase the number of participants and support the level of funding identified in 2a. Develop a toolkit for the Arts Commission that supports these activities.

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**2c** Explore the possibility of consolidating all CRD arts-related services under one service.

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### Impact

Outcome Area	Progress Measures
Collaborative governance benefits the arts sector	<ul style="list-style-type: none"><li>• Approved funding roadmap</li><li>• \$ increases in funding pool</li><li>• # of Group 1 participants</li><li>• # of Group 2 participants</li><li>• % of population living in contributing jurisdictions</li></ul>

### 3. Make access equitable

Increase representation of art forms funded by the CRD

#### Initiatives

**3a** Ensure support for new and emerging organizations.

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**3b** Support equity, diversity and inclusion through grant programs.

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**3c** Reduce barriers experienced by rural communities.

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#### Impact

Outcome Area	Progress Measures
Arts funding contributes to a more equitable society.	<ul style="list-style-type: none"><li>• # of barriers removed</li><li>• # of Equity grants provided</li><li>• # of first time applicants</li><li>• Evidence of broader representation of art forms and those from rural communities</li></ul>

## 4. Sustain creativity

Enable sustainable growth of the arts and foster a culture of creativity by arts organizations in the region.

### Initiatives

**4a** Support arts organizations in fulfilling their artistic mandates.

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**4b** Invest in emerging and growing organizations.

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**4c** Support innovation through a funding system that allows arts organizations to take risks.

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### Impact

Outcome Area	Progress Measures
Artists create a unique cultural landscape.	<ul style="list-style-type: none"><li>• # funded organizations</li><li>• % of funded organizations creating new work</li><li>• Impact of Incubator grant and evidence of increase in emerging arts organizations</li><li>• Evidence of funded organizations creating artistic output unique to the region</li></ul>

## 5. Respond to granting needs

Ensure that the CRD Arts Service programs are responsive to community need.

### Initiatives

**5a** Use effective and accountable processes to stimulate a healthy creative economy.

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**5b** Review grant program design and guidelines to ensure funding is allocated in a sustainable way.

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**5c** Include community input when evaluating programs.

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### Impact

Outcome Area	Progress Measures
A thriving creative economy meets the needs of the arts sector.	<ul style="list-style-type: none"><li>• \$ of funding pool</li><li>• # of jobs for culture workers stimulated by CRD grants</li><li>• Revenues of funded organizations</li></ul>

## Implementation Monitoring

To support implementing this plan:

- The strategic priorities will inform the Arts Service Business Plan,
- The Arts & Culture Strategic Implementation plan will be updated based on the renewed Strategic Plan,
- The Arts Advisory Council and the Arts Commission will mutually report on activities supporting the established priorities
- Implementation status of the Plan will be a standing item on meeting agendas for the AC and AAC
- The AC and AAC will reconvene to discuss participation in the work plan, and
- This plan and its priorities will be reviewed annually.

## Appendix: Planning Session Participants

The following individuals participated in developing this plan.

Emmy Beaton	Arts Advisory Council
Meagan Brame	Arts Commission (Esquimalt)
Sharie Epp	Arts Commission (Metchosin)
Wendy Gardner	Arts Commission (Southern Gulf Islands)
Michelle Heinz	Arts Advisory Council (Funding Chair)
Heather Heywood	Administrative Assistant, Arts & Culture Support Service
Suzanne Ives	Arts Advisory Council
Dana Lajeunesse	Arts Commission (Sooke)
James Lam	Manager, Arts & Culture Support Service
Jeremy Loveday	Chair, Arts Commission (Victoria)
Tara Ney	Arts Commission (Oak Bay)
Jennifer Nichols	Community Outreach Coordinator, Arts & Culture Support Service
Colin Plant	Arts Commission (Saanich)
Karel Roessingh	Arts Commission (Highlands)
Patti Sullivan	Arts Advisory Council
Erica Mattson	Facilitator

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