

**CAPITAL REGIONAL DISTRICT
REGIONAL ARTS STRATEGIC PLAN**

**FINAL REPORT
PART 3
IMPLEMENTATION PLAN**

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Implementation Strategy

The Implementation Strategy forms Part 3 of the Regional Arts Strategic Plan. The implementation strategy is the key document in ensuring that the Plan's initiatives are moved forward. The strategic initiatives from Parts 1 and 2 are examined in terms of:

- Their priority - high priorities are those that should be initiated in either 2003 or 2004. Medium priorities should be initiated in 2005 or 2006. Low priorities are those that should be initiated beyond 2007, although in some cases they could be addressed earlier if the opportunity arises. Other projects are noted as 'ongoing' when action needs to occur on a continuing basis.
- The lead agency - noting which organization should take the lead in moving the initiative forward.
- The first steps - noting some possible actions that could be taken to start the implementation process.

Acronyms

RASP - Regional Arts Strategic Plan

ADO - Arts Development Office

AAC - Arts Advisory Council

CAC - Community Arts Council

RMTS - Royal McPherson Theatre Society

The numbering of initiatives corresponds to that in Parts 1 and 2 of the Plan. The order in which they are presented has generally been followed, except when some regrouping of related recommendations with the same priority, lead agency and first steps, provides additional clarity.

Once strategic initiatives have been reviewed by the various committees¹ and councils that need to approve them, additional data can be added to each one, such as future budget allocations, additional partners, etc., to provide a workplan which will facilitate ease of monitoring and review.

¹ One assumption that was made in preparing this Implementation Strategy was that Initiative 9.5, to merge the CRD's Arts Committee and Facilities Sub-committee, was carried out.

Part 1 - Policy and Organizational Planning

#	Strategic Initiative	Priority	Lead Agency	First Steps
1.1	Adopt the vision for the arts	High	CRD Board	Include as a recommendation when the RASP is presented to the Board.
1.2	Use the vision to develop a clear communications strategy focused on the role, the health and the contribution of the arts.	High	ADO, with AAC	Discussion at first AAC meeting after Board adoption of the vision.
1.3	Identify leaders in the community who can speak strongly in support of the entire arts spectrum.			
1.4	Take time now to build a strong communications strategy for the Regional Arts Strategic Plan's proposed initiatives.			
2.1	Ensure that all arts groups in the region have access to the funds and expertise that allow them to assess their own markets, and develop marketing plans .	High	ADO	Prepare information and communicate through the CRD website.
2.2	Develop and expand outreach initiatives , particularly those designed to reach a broader and more diverse audience and participants.	High	ADO	Develop a report for the AAC which includes a listing of current outreach initiatives, and proposals for expanding these initiatives both through existing funding programs and through the expansion of existing and the creation of a new program for a broader range of organizations.
2.3	Identify specific programs and funding sources that can ensure access to the arts for those with low incomes, especially families and youth.	High	ADO	Initiate discussions with other service providers, especially recreation departments, and arts organizations, to review the best approaches.

2.4	Find approaches that will maintain or rebuild the school arts programs .	High	ADO and CRD Arts Committee	Initiate discussions with representatives of the four School Districts at both the political and administrative levels.
3.1	Develop an inventory of current partnerships with public sector agencies, and identify opportunities for their expansion.	High	ADO and CRD Arts Committee	Initiate discussions with representatives of the four School Districts at both the political and administrative levels.
3.2	Establish ongoing relationships with key business organizations throughout the region.	Ongoing	CRD Board (Arts Committee)	Create a region-wide strategy for communicating with Chambers of Commerce and other business organizations in all parts of the region.
3.3	Develop a series of workshops for professional and community arts groups that will increase the skills of arts practitioners in developing partnerships with business.	Medium	ADO, with ProArt and CACs	Establish a task force to identify workshop topics, presenters, funding sources, etc., as well as agencies which already deliver such workshops.
3.4	Create an ' Opportunities Catalogue ' detailing examples of partnership projects, both capital and operating, that businesses in the region could become involved in.	Low	ADO, with ProArt and CACs	Request arts organizations to identify opportunities for partnering as part of their annual grant applications, and then establish a task force to bring this information together into a coherent 'catalogue'.
3.5	Facilitate the creation of an Arts Celebration Award Program.	Low	ADO, with ProArt and CACs	Encourage a task force resourced by the ADO to develop this program.
4.1	Strengthen the Community Arts Councils through ensuring clarity of roles, responsibilities and funding.	High	ADO, with CACs	Organize a workshop of CACs to agree/clarify their roles and responsibilities, and to identify their funding needs.
4.2	Enhance the capacity of the CRD Arts Development website to provide information.	Ongoing	ADO	Work on this strategic initiative must be adequately resourced.

4.3	Develop shared-use administrative and/or studio space for small/medium arts organizations and artists.	Low	ProArt, CAC's ADO with local governments	Seek opportunities to develop shared-use administrative and/or studio space through creative re-use or through initiatives such as amenity bonusing.
4.4	Establish an Arts Stabilization Program for major professional organizations.	High	ADO with Victoria Foundation and other partners	Work on such a fund is already underway.
4.5	Continue to support the Arts Partners in Organizational Development Program and establish a 'Flying Squad' Program .	Ongoing	ADO	Promote information on these and other similar programs through the CRD website. Identify funding in regular operating budgets.
5.1	Use the CRD website to share training and other human resource needs and opportunities , for both paid staff and volunteers.	Medium	ADO, with ProArt and CACs	Part of the ongoing enhancement of the CRD website.
5.2	Develop/promote generic training programs for arts volunteers in combination with Volunteer Victoria, Leadership Victoria, and the United Way.	Medium	ADO, with ProArt and CACs	These programs could be an expansion of the public partnership training programs noted in 3.3 above.
5.3	Review current volunteer recognition systems and strengthen them in a coordinated system-wide manner.	Low	ADO, with ProArt and CACs	Review of these programs could be undertaken in partnership with the development of an Arts Celebration Award noted in 3.5 above.
5.4	Ensure that all organizations receiving operating funds from CRD have succession planning as part of their strategic plans.	High	ADO	Request all organizations to include succession planning in their strategic planning processes. Monitor plans as they are submitted to the ADO.
6.1	Maintain the proposed increases in operating funding .	High	CRD Board	Include as a recommendation when the RASP is presented to the Board.

6.2	Move to a zero-based approach , but multi-year funding.	High	AAC	Establish a sub-committee of the AAC to review funding evaluation criteria to ensure that all are zero-based, and that the allocated grant is based on the scoring from this process.
6.3	Realign the Project Grants to direct programming toward the initiatives laid out in this plan.	High	AAC, with ADO	Review, and amend as necessary, the guidelines for the Project Grants to ensure that they direct funding to RASP initiatives, eg diversity and access.
6.4	Build on existing, or create new, directed foundations that will build endowment funds.	Low	AAC, with ADO	ADO to prepare report for AAC.
6.5	Use the proposed Community Charter for possible new revenue sources.	Medium	ADO with other CRD Depts.	Work with other CRD departments, especially Finance, in the review of the <i>Charter</i> once it becomes law.
6.6	Establish a funding formula and mechanism for Community Arts Councils .	High	CRD Arts Committee and local governments	Follow through with the discussions started as part of Strategic Initiative 4.1
7.1	Develop a CRD Public Art Policy .	Medium	ADO	ADO to prepare policy for review by AAC.
7.2	Administer a public art adjudication service for local governments as requested on a fee-for-service basis.	High	ADO	ADO to prepare a program plan in conjunction with interested local governments.
7.3	Encourage local governments to create visions for the arts in their communities.	Medium	ADO, with CACs, local government planning directors and recreation directors	Propose that the arts be included in plans such as OCPs and Recreation Master Plans.

8.1	Increase the role of the arts in the region's tourism initiatives.	High	ADO with Tourism Victoria, ProArt and CACs	Hold discussions with Tourism Victoria to explore the potential for the development of additional tourism products and marketing.
8.2	Position the region as a major centre of arts education and training .	High	ADO (with regional economic development agency once established)	Hold discussions with the major education institutions and training organizations.
8.3	Increase arts exports from the region.	High	ADO	Refer these initiatives to the group who are preparing a regional economic development strategy
8.4	Support new media and related digital technologies as an emerging area of opportunity.			
8.5	Explore opportunities to position the region as a centre of creative services .			
8.6	Liaise with whatever agency is established with the regional economic development mandate.	High	ADO	Progress on this initiative can proceed when there is an agency responsible for regional economic development, which will likely be a recommendation of the strategy which is currently being prepared.
9.1	Maintain the present system of governance with arts as a shared responsibility of municipalities and the regional district.	High	CRD Board	Include as recommendations when the RASP is presented to the Board.
9.5	Merge the CRD's Arts and Facilities Committees .			
9.6	Evaluate this governance structure in 2007 to determine whether it has met its goals.			

9.2	Encourage the CRD, both Board and administration, to be proactive and to take a leadership role .	Ongoing	CRD Arts Committee, with AAC	Arts Committee and AAC to work together to ensure that the arts remain a high priority for the CRD Board.
9.3	Staff the Arts Development Office at a level to undertake the functions laid out in this plan, which includes taking a proactive leadership role.	High	CRD Board and Senior Administration	Include as a recommendation when the RASP is presented to the Board.
9.4	Strengthen the Arts Advisory Council .	High	CRD Arts Committee	Review the terms of reference and resourcing of the AAC and ensure that new appointees to the Council have the expertise and commitment to be vocal advocates for the arts.
10.1	Establish benchmarks to identify the progress that is being made on the implementation of each strategic initiative that is adopted by the CRD.	High	ADO, with AAC	By the end of 2003, this strategy will be adopted by the AAC, and detailed with benchmark/result expected, confirmed timeline for action, and the CRD budget required.
10.2	Identify the Arts Development Office as the body to gather data and assess progress.	High	ADO, with AAC	Data on progress should be gathered by the ADO.
10.3	Publish an annual report in which progress is reported.	High	ADO	Data published in the form of an annual report.

Part 2 - Facilities Planning

#	Strategic Initiative	Priority	Lead Agency	First Steps
11.1	Create a Regional Capital Fund .	High	CRD Board	Include as recommendations when the RASP is presented to the Board.
11.2	Start the Regional Capital Fund through a region-wide capitation levy .			
11.3	Use the same formula to identify contributions to the Fund as are agreed for funding Operating Grants.			
11.4	Create a Capital Projects Advisory Committee of the restructured CRD Arts Committee responsible for annual review of submissions for capital funding.	High	CRD Arts Committee,	Once the CRD Board has established the Regional Capital Fund, an Advisory Committee should be created to review submissions. This Committee should establish policy, including evaluation criteria and invite organizations to submit proposals for the 2004 fiscal year.
11.5	Establish criteria to evaluate projects based on regional need and the likelihood of particular initiatives being successfully implemented and sustainable in the long term.			Final decisions will be made by the CRD Board.
11.6	Establish an initial list of facility needs for the region.			
11.7	Establish an organization to promote a Performing Arts Centre and to act as its steward.	High	CRD Board	Include as a recommendation when the RASP is presented to the Board.
11.8	Investigate the potential for a new Performing Arts Centre to be built as a public-private partnership .	High	New Organization	Commission report as soon as possible.

11.9	Undertake a site evaluation study and site search for a new Performing Arts Centre.	High	New Organization with CRD and local planning departments	The site study should not be started until the P3 report is completed. If the Centre is to be developed as a P3, then its site requirements may be significantly different from the requirements for a publicly owned facility.
11.10	Support financially and in principle the establishment of a satellite downtown location for the Art Gallery of Greater Victoria .	High	CRD Board	Include as a recommendation when the RASP is presented to the Board.
11.11	Redefine the role of the McPherson Playhouse as providing space for both commercial companies and community based companies.	High	RMTS Board	Prepare report for the CRD Arts Committee on steps to be taken.
11.12	Re-evaluate current rental rates to retain existing users and attract new community users.			
11.13	Encourage the region's performing arts community to work together to produce professional productions in the McPherson Playhouse .	High	RMTS Board, with other performing arts companies	Initiate a meeting as soon as possible.
11.14	Investigate ways used in other communities that allow volunteers and professional staff to collaborate in technical support roles , and transfer these ideas where possible to the McPherson.	High	RMTS Board	Contingent on the progress of discussions re 11.13, RMTS should also investigate alternatives that will ensure greater occupancy of the theatre by community theatre groups.
11.15	Ensure that any new small (less than 450 seat) theatres built in the region can be managed in such a way as to allow the operation of their technical equipment by volunteers .	Ongoing	Capital Projects Advisory Committee	Maintain a watching brief on this issue.

11.16	Partner with Tourism Victoria to establish an Arts Tourism Task Force .	High	ADO, with Tourism Victoria	Initiate discussions with Tourism Victoria.
11.17	Encourage local governments to develop community-based plans for arts tourism .	Medium	CRD Arts Committee and ADO	Initiate discussions with representatives of local governments, at both the political and administrative level.
11.18	Examine amenity bonusing with all local government planning departments in the region.	High	ADO, with CRD and other planning departments	Initiate discussions with planning departments to identify opportunities for establish amenity bonusing for the arts in both policy (such as OCPs) and practice.
11.19	Ensure that facility ideas that come from these initiatives can be funded from the Regional Capital Fund .	High	Capital Projects Advisory Committee	Ensure that arts facilities that serve a tourism market are eligible for funding through the Regional Capital Fund.