

PROPOSED IMPLEMENTATION FRAMEWORK AND PRIORITIES 2017-2019

CRD Arts Strategy: Building Our ArtsFuture Together

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Key dates:

November 3, public Arts Champions Summit to review these priorities with arts community and interested stakeholders

December 12, refined detailed plan for final review by CRD Arts Service/Arts Committee

December 23, final plan approved by CRD Arts Service/Arts Committee

The final plan will include a detailed quarterly implementation plan and evaluation measures for next 3 years.

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CRD ARTS DEVELOPMENT SERVICE'S 2015-2018 STRATEGIC PLAN

These goals were identified in the Strategic Plan:

- Increase access to the arts in the region by identifying and reducing barriers to participation.
- Enable sustainable growth of the arts and arts organizations in the region.
- Increase community awareness and stakeholder knowledge of the role of the arts and the CRD Arts Development Service.
- Ensure that the CRD Arts Service grant programs are responsive to community needs and use effective and accountable processes.
- Encourage municipalities to fully participate in supporting the CRD Arts Development Service with the goal of increasing funding.
- Understand the role of key arts facilities, including publicly-owned regional arts facilities, with a view to identifying future needs.

Due to the CRD's Strategic Initiatives related to economic development, this goal was added to the Scope of Work for the Public Consultations for consideration:

- Increase the contribution of arts and culture tourism to economic development.

Public Consultations

In response to the Statement of Work, Strategic Moves developed a regional consultation process to raise awareness of the goals and priorities of the CRD Arts Service's Strategic Plan and collect and analyze input on implementation strategies. Our aims were:

- To ensure awareness and broad participation amongst key stakeholders, community groups, and arts champions in the process.
- To engage with community members in active, participatory ways that allowed them to contribute how they preferred either online, in person or in conversations both in contributing and non-contributing municipalities.
- To leverage facts about the value and benefits of the arts and its community-engaged partnerships in creating vibrant communities across Canada by making them relevant in the CRD context.

To gain strong direction from a public consultation process, we used several qualitative and quantitative modes to gain feedback and input. Each activity was iterative and built on the others. Each activity was summarized and results posted online to encourage further dialogue and buy-in leading to this Implementation Framework and Priorities.

We developed the *Building Our #ArtsFuture Together* name and graphic identifier to ensure cohesive communications during the project. We used email lists, social media and media relations to raise awareness and encourage participation throughout.

Project Steering Committee

The primary role of the Steering Committee was to provide guidance and local expertise on who to consult with pro-actively throughout the process and act as a resource to the consultant team.

(Alphabetical by last name)

1. Lisa Abram, Arts Advisory Council
2. Kyara Kahaukawila, Arts Committee, Councillor for Metchosin
3. David MacPherson, Story Theatre
4. Tom McCarthy, Langham Theatre (not currently funded by CRD Arts Service)
5. Judy Moore, Community Arts Council of Greater Victoria/replaced by Jan Dong
6. Colin Plant, Chair of Arts Committee, Councillor for Saanich
7. Patti Sullivan, Arts Advisory Council
8. Jon Tupper, Art Gallery of Greater Victoria

Methodology

Building Our #ArtsFuture Together was designed to identify community priorities towards realizing the goals of the CRD Arts Development Service's Strategic Plan. The public consultation process was designed to provide a variety of ways to participate both online and through face-to-face working sessions.

- **Face-to-face workshops and working sessions**
 - Four pre-consultations sessions attended by 100 members of the arts community from across the CRD took place in June 2016.
 - September 19 to 24: A series of ten community workshops in seven locations across the CRD including three non-contributing municipalities with 135 participants and another 49 that expressed interest.
 - November 3: Arts Champions Summit
- **Consultation website www.placespeak.com/CRDArtsFuture**
 - Over 3,000 views, with 60 registered users
 - Twelve individuals participated in ongoing online discussion forum.
- **In-depth interviews and outreach**
 - 34 in-depth interviews with various types of arts organizations, artists and business representatives as well as First Nations, visible minority groups, people with disabilities, senior and youth groups.
- **Two Surveys**
 - An open survey of members of the arts community with 467 respondents.
 - A representative survey of 615 CRD residents undertaken by EKOS Research Associates

All reports were published on www.placespeak.com/CRDArtsFuture for public review.

REGIONAL GOVERNMENT FRAMEWORK

Capital Regional District (CRD) Bylaw 2884 established the CRD Arts Development 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.” This same bylaw gives authority to the Arts Committee.

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 Development Service. The AAC’s mandate is to act as an arm’s length adjudication body for the Arts Development funding programs and to advise the Arts Committee on policies that foster and promote:

- Support of the arts in the community
- 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 Committee of measures which the Council considers to be conducive to these ends.
- Other appropriate duties as assigned by the Arts Committee from time to time.

Capital Regional District

Mission

We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region.

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 - an effective, efficient and open organization.

CRD Arts Development Service

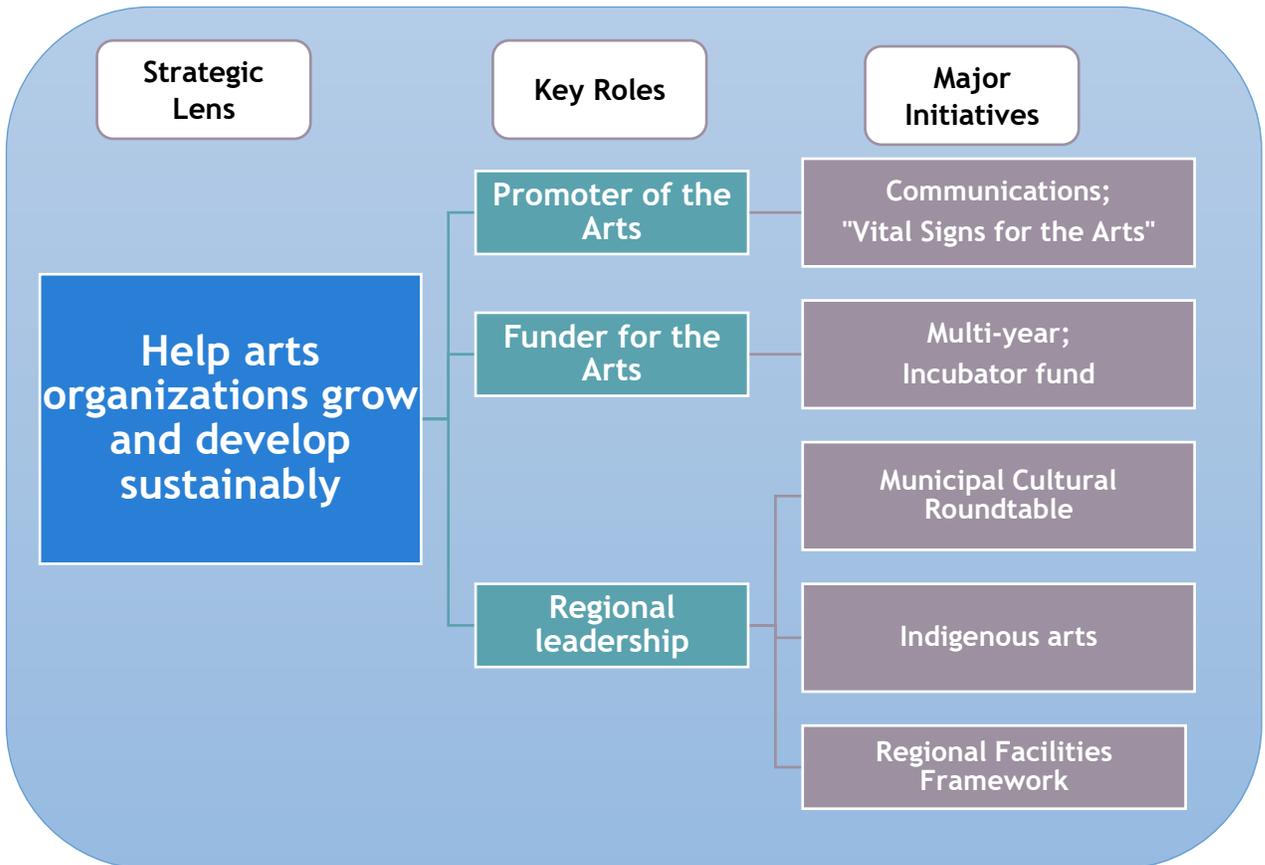
Mission

The CRD supports, promotes and celebrates the arts.

Vision

The arts are central to life in our communities.

SUMMARY: IMPLEMENTATION FRAMEWORK AT A GLANCE



Rationale

The mission for the CRD Arts Development Service has three aspects:

1. To support,
2. To promote, and
3. To celebrate the arts.

In its first 15 years the Arts Development Service has delivered on the first aspect effectively. Due to the commitment of the five Group 1 contributors: Esquimalt, Oak Bay, Saanich, Victoria, and View Royal, operational funding increased from \$560,000 to \$1.76 million from 2001 to 2006 and ongoing with subsequent funding increases averaging about \$35,000 annually. In 2016, the CRD Arts Committee awarded \$2,121,240 in Operating grants to 31 organizations, and \$175,985 in Project and IDEA grants to 49 organizations.

There is strong support for the Arts Development Service to be a promoter for the arts and to take a proactive leadership role in the region. Doing so moves the Service toward fulfilling its mission and vision more broadly.

PROMOTER OF THE ARTS: A COMMUNICATIONS/OUTREACH STRATEGY

The CRD Arts Development Service will:

- Develop a *Vital Signs for the Arts* report annually for stakeholders and the public:
 - While activities and organizations funded by the CRD Arts Development Service will be at the core of the report, we recommend including funding for arts organizations administered by the CRD directly as well as aggregating local municipalities' arts funding or support to create a comprehensive landscape.
 - Annual facts and figures of community impact, value and benefit of the multi-faceted arts activities in the region, including survey-based public opinion.
 - Create infographics and other tools annually for dissemination through the arts community to their publics.
 - Media and public relations to launch the report annually

In terms of organizational capacity and individual skill building the CRD Arts Service will:

- Connect arts organizations with existing professional development and capacity building training, such as Arts BC, Volunteer Victoria, Business for the Arts, etc.
- Provide regular workshops to familiarize current and prospective applicants with CRD Arts Development Service application process and evaluations

Rationale

A number of aspects of the 2015-18 Arts Plan relate to pro-active communications to increase community and stakeholder knowledge and support of the arts and the CRD Arts Development Service; enhance communications between funding bodies; make the case for public funding regionally; and in so doing contribute to the sustainability of arts and arts organizations in the CRD. The public consultations process surfaced the concept of a *Vital Signs for the Arts* report modelled on the Community Foundations of Canada model. Artists and arts organizations also requested organizational capacity and skill building.

Expected Outcomes

- Increase awareness among arts organizations of how arts funding in the CRD works.
- Significantly increase knowledge and awareness among policy and decision-makers within the CRD and municipalities of the regional arts impact.
- Highlight the impact of public arts funding regionally, and the role of arts in the lives of individuals and the community.
- Increase professionalism of local arts organizations.

New Resources Create new position of Community Outreach Coordinator that includes various responsibilities below, plus design and communications budget.

FUNDING PROGRAMS

The CRD Arts Development Service will enable longer planning horizons

- Move operational funding to a 3-year operational funding cycle, rather than the current annual cycles; with an annual reporting requirement and built-in annual cost-of-living increases, if warranted during the 3-year cycle.
- Maintain project funding as is on an annual cycle

Funding to enable new relationships with and benefit for equity groups

- Transform the IDEA Grants (Innovate, Develop, Experiment, Access) to support arts initiatives that offer opportunities for greater diversity and mutually respectful relationship-building through the arts. Dedicate **a percentage (TBD)** of total budget for organizations that are or serve Indigenous, multi-cultural, people with disabilities, youth-at-risk or low-income groups; any arts organization can apply in partnership with arts initiatives led by one of or more of these equity groups.

Life-cycle funding

- As new arts funds are secured, create a new Incubator Arts Fund for new/emerging projects and organizations to access senior-level expertise in any area they require to strategically accelerate their development; commit funding for up to three years during the organization's start-up phase.

Increase funding

- Advocate for new sources of stable arts funding, e.g. gas tax, hotel tax, retaining and increasing municipal participation in the Arts Development Service
- Explore pilot project to implement the www.investYYC.com platform for any size project or Awesome Foundation process <http://www.awesomefoundation.org> approach for small grants as a way to offer matching funds for unfunded arts projects. Dedicate **a percentage (TBD)** of total grant budget annually in matching funds.

Rationale

As most operational funding tends to go to the same organizations each year this shift to a multi-year model reduces workload related to operational funding by 1/3 annually once fully implemented. That in turn will free up time to dedicate to other strategic funding initiatives, in particular life-cycle funding mechanisms and building new relationships with equity groups. No new resources are required for this aspect.

Expected Outcomes

- Greater sustainability of arts organizations and arts programs.
- Build ongoing relationships with all equity groups including foremost Indigenous arts.
- Encourage and support new arts practices and arts organizations.
- Increase arts funding to **x dollars over x years (TBD)** to enable new funding streams.

REGIONAL LEADERSHIP: MUNICIPAL CULTURAL ROUNDTABLE

The CRD Arts Development Service convenes a community of practice for municipal arts and culture staff:

- Three to four meetings annually to share practices, updates on activities, priorities, progress.
 - Establish self-governance structure for the roundtable including rotating chair.
 - Include any municipal staff with an interest in arts and culture.
 - In first year focus on understanding and developing mechanisms to support Indigenous arts at local level and regional level within the Arts Service model of funding not-for-profit organizations located within contributing municipalities.
 - To consider wide range of issues including arts and culture tourism opportunities, regional facilities

The Municipal Cultural Roundtable with leadership from the CRD Arts Development Service will host an annual meeting with the arts community alternating between an Arts Summit and an informal Arts Meet-up

- To bring together the arts community regionally and discuss the state of the arts, progress made, share best practices, establish peer mentorship opportunities, encourage new partnerships
- To celebrate the achievements of the arts scene annually with a gala dinner/fundraising event for arts funding for equity groups or the Incubator Arts Fund.

Rationale

Municipal staff expressed strong interest in the Arts Development Service taking on this role as did members of the arts community via the survey undertaken this past summer. The CRD Arts Development Service as a regional government is best-positioned to provide and encourage regional coordination and collaboration between municipalities.

In this forum any issue that would benefit from concerted action can be explored from local zoning issues to new kinds of events.

The Arts Development Service can use the roundtable to facilitate input for the new *Vital Signs for the Arts* report.

Finally, this group is well-positioned to encourage important conversations with the arts community via an annual meeting.

Expected Outcomes

- Improved relations and giving a strong voice to regional concerns in the arts.
- Improve communications with municipal stakeholders and decision-makers in the CRD.
- Support a sustainable arts community more effectively by streamlining processes.
- Build ongoing relationships among roundtable participants with all equity groups including Indigenous arts via presentations, collaboration, reciprocity, identifying new opportunities for partnerships.

New Resources New Community Outreach Coordinator position to support the Roundtable, follow up on actions and coordinate the annual meeting of the arts community, with additional administrative budget.

REGIONAL LEADERSHIP: SUPPORT INDIGENOUS ARTS

In addition to the aforementioned funding to enable mutual relationships with equity groups, the CRD Arts Development Service will use the municipal cultural roundtable as a mechanism for conversations and connection with Indigenous organizations.

It is proposed that during the first year of the municipal cultural roundtable one of the three sessions will be dedicated to exploring current municipal and CRD funding practices in relationship with eligible Indigenous arts and cultural organizations. A second session will be used to convene conversations with Indigenous artists and arts programmers or administrators to develop new approaches to build mutually beneficial relationships.

The CRD Arts Development Service will also assist in the development of partnerships between Indigenous and non-Indigenous arts organizations and people active in the arts through its re-imagined IDEAS grants.

Rationale

Several in-depth interviewees and workshop participants, both Indigenous and non-Indigenous, raised the need to forge closer, mutual relationships between First Nations and mainstream arts organizations as well as First Nations and the CRD Arts Development Service. [Note, for the final plan we will reflect additional information about new ways various levels of public arts funders are approaching relationship building and funding for Indigenous arts that the CRD could use as guidance.]

Expected Outcomes

- Improved relations and amplifying the voice of Indigenous arts, arts programs and arts organizations in the region.
- Ensure that the CRD Arts Development Service eliminates barriers to full participation of eligible Indigenous arts organizations.
- New partnerships between Indigenous and non-Indigenous arts programs and organizations.

New Resources The new Community Outreach Coordinator would be a full time position in support of the ongoing outreach activities and partnership building with Indigenous organizations. We expect the CRD Aboriginal Liaison can also work with the Arts Development Service on establishing relationships.

REGIONAL LEADERSHIP: ARTS FACILITIES FRAMEWORK

This public consultation process was not designed to provide specific answers for specific arts facility projects, but rather to understand the role of facilities, existing needs and provide a framework for considering arts facilities from the regional perspective.

It is recommended that the CRD support feasibility studies on a regional basis for new facilities/major renovations, including proposed theatres, arts hubs and arts districts. The CRD should treat arts infrastructure with the same level of financial support it provides to other infrastructure for which it is responsible.

The federal and provincial government has recognized the importance of cultural infrastructure and the deficit that exists by earmarking significant infrastructure funding for arts and culture. Arts facilities should be considered basic cultural infrastructure at the same level as roads, parks and libraries. They merit ongoing public support both for capital funds and for ongoing operational funding. These requirements however must be fully transparent with a credible cost-benefit analysis from a regional perspective and anticipated annual budget plans.

Proposed framework for consideration for investment in regional arts facilities:

- Needs assessment: Current asset utilization, i.e. what is the level of unused capacity available for arts organizations across the CRD and how can it be accessed currently.
- Feasibility assessment: Required population to support a particular new facility desired or the need for extensive renovations for existing facilities, i.e. given the eco-system of facilities in the CRD how do new facilities/renovated facilities complement and enhance the existing infrastructure and provide value for money in terms of the multiple bottom lines of social outcomes, economic activity, environmental stewardship and artistic outcomes.
- Financial management: New facilities and major renovations requiring significant capital funds need to develop a capital budget, annual operating budget and a 20-year infrastructure maintenance budget to demonstrate financial feasibility given the regional population development anticipated and the eco-system in the CRD.
 - Affordability of facilities for rehearsal, presentation, exhibition, as well as affordable places to live are a major consideration among artists and arts groups.
 - Affordability in terms of fees to arts groups has to be addressed pro-actively by proposed new facilities or those seeking investment for major renovations.
- Favour multi-purpose facilities located in areas with easy access via public transit, a sufficient local walking distance population, services like restaurants and shops should be favoured over single-purpose, stand-alone facilities.
- Consider long-term feasibility of facility ownership and operator models proposed for regional arts facilities.

DETAILED IMPLEMENTATION PLAN

To come - after the vetting and assessment during the Arts Champions Summit and in collaboration with the Arts Service.

EVALUATION CRITERIA

DRAFT