



Making a difference...together

Additional Circulation:
J. Lam
R. Lapham
J. Grelson
N. Chan
R. Lachance
P. Sullivan
R. Thompson
S. Price

ARTS COMMISSION
NOTICE OF MEETING ON WEDNESDAY, NOVEMBER 22, 2017, AT 4:00 P.M.
Room 107, 1st Floor, 625 Fisgard Street, Victoria, BC

C. Plant (Chair)
J. Loveday

M. Brame
T. Ney

B. Fallot
K. Roessingh

K. Kahakauwila
J. Rogers

AGENDA

1. Approval of Agenda
 2. Adoption of Minutes of October 4, 2017
Recommendation: That the October 4, 2017, minutes of the Arts Commission be adopted as read.
 3. Chair's Remarks
 4. Presentations/Delegations
 5. Commission Business
 - 5.1. Arts Advisory Council Chair's Report (Verbal)
 - 5.2. Financial Statement Requirements
Recommendation: That this report be received for information.
 - 5.3. Funding Organizations with Deficits
Recommendation: That an indicator related to consecutive deficits be incorporated into the operating grant assessment matrix.
 - 5.4. Arts Strategic Implementation Plan Update: Community Outreach Strategy
Recommendation: That the Community Outreach Strategy be adopted.
 6. Correspondence
 - 6.1. Intrepid Theatre, 31 Oct 2017, re: Thank You
Recommendation: That the correspondence be received for information.
 7. New Business
 8. Adjournment
- Next Meeting: 2018



Making a difference...together

Minutes of a Meeting of the ARTS COMMISSION

Held Wednesday, October 04, 2017, in Room 107, 625 Fisgard St., Victoria, BC

Present: Members: C. Plant (Chair), M. Brame (via speaker phone), K. Kahakauwila, J. Loveday, K. Roessingh, J. Rogers

Staff: James Lam, Senior Manager, Arts Development; A. Donaldson, Senior Manager, Financial Services; J. Nichols, Community Outreach Coordinator; N. More, Senior Administrative Secretary (recorder)

Also Present: R. Thompson, Chair, Arts Advisory Council

Absent: B. Fallot, T. Ney

The meeting was called to order at 4:00 p.m. Chair Plant invited those around the table to introduce themselves.

1 Approval of Agenda

MOVED by Member Rogers, **SECONDED** by Member Kahakauwila,
That the agenda be approved with the addition under New Business of a Bylaw 4127 update.
CARRIED

2 Adoption of Minutes

MOVED by Member Roessingh, **SECONDED** by Member Loveday,
That the minutes of the June 28, 2017, meeting be adopted as previously circulated.
CARRIED

3 Chair's Remarks

Chair Plant remarked on the new permanent position of Community Outreach Coordinator and of his attendance at a conference in September related to Primary Colours/Couleurs primaires (PC/Cp), a three year initiative, which seeks to place Indigenous art practices at the centre of the Canadian art system. He related it to the part of the implementation plan which speaks of reaching out to Indigenous artists.

4 Presentations/Delegations: There were none.

5 Commission Business

5.1 Arts Advisory Council Update

5.1.1 Arts Advisory Council Chair's Report (Verbal)

R. Thompson spoke in appreciation of the new Community Outreach Coordinator position and reported he had informed the Arts Advisory Council of the position.

5.1.2 Arts Advisory Council Minutes for Information

MOVED by Member Kahakauwila, **SECONDED** by Member Roessingh,
That the Arts Advisory Council minutes of September 5, 2017, be received for information.
CARRIED

5.1.3 Arts Advisory Council *Activities by Council Summary*

MOVED by Member Roessingh, **SECONDED** by Member Loveday,
That the Arts Advisory Council *Activities by Council Summary* of September 5, 2017, be received for information.

CARRIED

5.2. Arts Implementation Plan Update (Verbal)

J. Lam called on Jennifer Nichols for the report. J. Nichols spoke of the implementation plan and described the upcoming work to carry out the plan in alignment with the CRD strategic priorities. She handed out documents as part of the toolkit being developed, such as a presentation slide describing the Arts Development Service (now on file at CRD Finance Administration). A second piece to be provided will be language to use when describing the service. Additional toolkit material will be provided over time, and one purpose is to show how the service is impacting people in the region in a positive way. Jennifer is the contact for the toolkit.

The Commission discussed the material and ways to communicate with Councils, including presentations, a newsletter, and acceptable time intervals.

5.3 2018 Arts Development Service Budget and Service Plan

J. Lam provided highlights of the report and provided clarification upon questions from the Commission. The Commission requested that they be provided with the one-page table that breaks down the budget between municipalities, which will be available at the end of November.

Upon the motion, the Commission discussed the budget implications of the arts implementation strategy.

MOVED by Member Rogers, **SECONDED** by Member Roessingh,
That the Arts Commission recommend to the Capital Regional District Board,
That the attached service plan and budget be approved as presented.

CARRIED

5.4 Recommendations: Funding Organizations with Deficits; Financial Statement Requirements

J. Lam provided highlights of the report and clarified how the policy may be applied. The Commission discussed the logic and ramifications of the proposed policy, especially the use of the criteria to determine eligibility.

MOVED by Member Rogers, **SECONDED** by Member Loveday,
That the additional criteria be described as a guideline rather than strict policy.

On the motion, the Commission discussion included the following points:

- Policy with latitude could be tried but revisited to see if it works
- Recommendation was deliberated by the Arts Advisory Council
- Public money

MOVED by Member Rogers, **SECONDED** by Member Loveday,
That the additional criteria be described as a guideline rather than strict policy.

DEFEATED

Brame, Kahakauwila and Plant, Opposed

The Commission discussed that the motion failed because of a tie and the item could be revisited when more members were present to deliberate on the matter.

MOVED by Member Loveday, **SECONDED** by Member Kahakuawila,
That the matter be taken up again at the next meeting.

CARRIED

6 Correspondence

6.1 Victoria Philharmonic Choir, 15 July 2017, Thank You

6.2 Sidney & Peninsula Literary Society, received 17 July 2017, Thank You

6.3 Victoria Baroque Players, 24 July 2017, Thank You

6.4 Art Gallery of Greater Victoria, 8 August 2017, Thank You

6.5 Greater Victoria Youth Orchestra, 18 August 2017, Thank You

6.6 Victoria Operatic Society, 5 September 2017, Thank You

MOVED by Member Rogers, **SECONDED** by Member Roessingh,
That the correspondence items 6.1 through 6.6 be received for information.

CARRIED

7 New Business

7.1 Bylaw No. 4127: Arts and Culture Bylaw Amendment – Update

Chair Plant informed the Commission that the Municipal Inspector had rejected Bylaw 4127 on the basis that the two clauses having to do with the incremental ramping up of Group 2 contributions were not appropriate, as they provide uncertainty on how much is required for each municipality. However, it would be acceptable to provide a new amendment each time the increment changes. Thus, CRD Legislative staff will bring the Bylaw back to the CRD Board for rescinding and a revised bylaw, without the two clauses, presented for first, second and third reading, and then sent to the Municipal Inspector for approval.

The Commission discussed the potential for participation in the service by other municipalities.

8 Motion to Close the Meeting

MOVED by Member Roessingh, **SECONDED** by Member Kahakauwila,
That the Commission close the meeting in accordance with the *Community Charter* Part 4, Division 3, Section 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.

CARRIED

The Commission moved to the closed session at 5:24 p.m.
The Commission rose from the closed session at 5:27 p.m. without report.

9 Adjournment

MOVED by Member Rogers, **SECONDED** by Member Roessingh,
That the meeting be adjourned at 5:27 p.m.

CARRIED

CHAIR

RECORDER



Making a difference...together

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, NOVEMBER 22, 2017**

SUBJECT **Financial Statement Requirements**

ISSUE

The Arts Commission requested that the Arts Advisory Council provide a recommendation on whether changes are necessary to the current requirements for financial statements.

BACKGROUND

An Arts Advisory Council recommendation on this issue was presented in a staff report at the October 4, 2017 meeting however a decision was tabled to the November 2017 regular meeting.

In the previously presented staff report the AAC recommended that no changes to the current financial statement requirements were necessary. The report noted

The AAC concluded that the current financial statement requirements are reasonably aligned to budget size. They serve as an appropriate tool for assessing an organization's financial capacity and in helping to determine if applicants possess a degree of administrative competence appropriate to their development. This determination helps to ensure that funded activities are accountable to the goals of the funding program; in turn, fulfilling the purpose of the Service.

Since the October report and in support of the recommendation, there is some evidence that the existing requirements do not appear to be a significant barrier for current recipients. A guideline change effected in 2017 requires Notice to Reader statements for all organizations with budgets under \$300,000. Five organizations in the operating program adjusted their reporting without issue. In the same program one organization's financial growth required a change from Notice to Reader to Review Engagement and correspondence with the organization indicates a smooth transition.

ALTERNATIVES

It is recommended:

Alternative 1

That this report be received for information.

Alternative 2

That the report be referred back to staff for further information.

CONCLUSION

Under the current guidelines the rationale for financial statements relative to budget size appears to be reasonable.

RECOMMENDATION

That this report be received for information.



James Lam, Manager
Arts Development Service

Reference: Recommendations: Funding Organizations with Deficits; Financial Statement Requirements [Oct. 4, 2017, staff report]



Making a difference...together

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, NOVEMBER 22, 2017**

SUBJECT Funding Organizations with Deficits

ISSUE

There are currently no specific assessment, eligibility guidelines, or criteria related to applicant organizations having deficits. This has resulted in a lack of clarity around funding program eligibility and assessment of such organizations.

BACKGROUND

An Arts Advisory Council recommendation on this issue was presented in a staff report at the October 4, 2017 meeting. Following a split vote the matter was tabled to the November 2017 regular meeting for further consideration.

In the October report the AAC recommended that a criteria be added that would make an organization ineligible for operational support should it incur three consecutive annual deficits. This would apply to either new applicants or those currently receiving operating support.

In considering the recommendation Commission members discussed whether this financial indicator would be best applied as an eligibility criteria or as an assessment measure within the adjudication process.

As an eligibility criteria this recommendation provides a clear measure by which to include or exclude an organization seeking operational support. Comments provided by CRD Finance subsequent to the October report advised caution against using only one indicator (e.g. a deficit) for funding eligibility noting “comparing two similar organizations, if one has made significant capital investment, has high amortization, and is in deficit as a result, you’d in effect be penalizing that organization for an investment that could potentially speak to their long-term viability.”

As an assessment measure, scoring of deficits would be included within the category of “Administrative Competence”. This approach would incorporate the impact of a single or consecutive deficits into the broader assessment of an organization and could be weighted appropriately. Considering deficits within the overall assessment process allows for the possibility of financial circumstances that may have resulted in a deficit but which may not either be material, or be reflective of other planning initiatives.

ALTERNATIVES

It is recommended:

Alternative 1

That an assessment indicator related to consecutive deficits be incorporated into the operating grant assessment matrix.

Arts Commission – October 4, 2017
Recommendations: Funding Organizations with Deficits

Alternative 2

That a criteria be added to the Operating Grant Guidelines General Eligibility Requirements as follows: New applicants must not have incurred three consecutive deficits in the most recently completed fiscal years prior to application; current recipients may be removed from the operating grant program if they incur deficits in three consecutive years.

Alternative 2

That the report be referred back to staff for further information.

CONCLUSION

Introducing deficits as a weighted component of the scoring matrix will allow the Arts Advisory Council to incorporate this measure into the overall assessment of organizations seeking operating support. The approach of consecutive deficits as an eligibility criteria provides a more clearly defined path for decision making but may result in unintended exclusions.

RECOMMENDATION

That an indicator related to consecutive deficits be incorporated into the operating grant assessment matrix.



James Lam, Manager
Arts Development Service

Attachment: Recommendations: Funding Organizations with Deficits; Financial Statement Requirements [Oct. 4, 2017, staff report]



Making a difference...together

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, OCTOBER 4, 2017**

SUBJECT **Recommendations: Funding Organizations with Deficits; Financial Statement Requirements**

ISSUE

1. There are currently no specific assessment, eligibility guidelines, or criteria related to organizations having deficits. This has resulted in a lack of clarity around funding program eligibility and assessment of such organizations.
2. The Arts Commission requested that the Arts Advisory Council provide a recommendation on whether any changes are necessary to the current requirements for financial statements.

BACKGROUND

The Arts Advisory Council (AAC) considered the two issues at their regular meeting of September 5, 2017. Their discussion and recommendations were based on information provided by a sub-committee that met twice between June and August to discuss the issues.

1. Guidelines for Funding Organizations with Deficits

Recent adjudications have underlined the desirability of having clear policies in the adjudication and granting process as regards funding of organizations with deficits. Several discussion points arose in the sub-committee and AAC subsequent discussion that included the following:

- policies provide guidance and transparency for applicants, adjudicators and oversight bodies
- acceptance that arts organizations, like other organizations and businesses, may reasonably experience unexpected circumstances resulting in negative annual financial variances
- operating grant and project grant programs have different expectations for funded organizations: in general, the former looks for overall sustainability, the latter focuses on the capacity to produce specific events

Specific discussions on the two funding programs took place as follows:

Operating Grants

It was agreed that that guidelines/eligibility around deficits for organizations in operating grants should reflect an appropriate level of sustainability while allowing for unforeseen circumstances that may affect a given year's annual financial performance. To this end the subcommittee recommended that a new criteria be added to the operating grant eligibility criterion. It would state that organizations incurring a deficit in three *consecutive* years would be ineligible to receive operating grant support. This criteria would be applicable to both new applicants and those already receiving funding through the operating grant program.

Implementation of this policy as an eligibility criteria in the Operating Grant guidelines requires the approval and adoption of the Arts Commission.

Project Grants

Project grants provide one-time funding that focuses on completion of the proposed project and place less emphasis on long-term sustainability of the organization. The AAC noted that there was a gap in the ability of the current process to assess the overall financial status of applicant organizations and recognised that this should be addressed. The Advisory Council requested staff to revise the scoring matrix to include a general assessment of financial management as reflected by an organization’s financial statements and to revise the application to gather information on the presence of a surplus and its use, or a deficit and its resolution.

2. Financial Statement Requirements

The current financial statement requirements for funding applicants are as follows:

| Budget size | <\$300,000 | \$300,000-\$750,000 | > \$750,000 |
|--------------------------------------|--|--|------------------------------|
| Type of Financial statement required | Compilation Financial Statements with a Notice to Reader | Review Engagement Financial Statements | Audited financial statements |

The review of financial statement requirements was triggered by an organization that had grown in budget from <\$300,000 into the \$300,000-\$750,000 category. The organization noted their objection to the enhanced requirement citing an increased cost for little benefit.

The AAC discussion focused on the reasonableness of the current requirements in relation to the goals of the program(s).

The AAC noted:

- the overarching principle set out in the Arts Service Establishing Bylaw is that assistance should result in a benefit to the community
- the need for an appropriate level of accountability in order to receive public sector funding
- that a significant component of assessment is determining administrative competence and/or demonstrated ability to carry out the proposed activities
- that the three levels of financial statements provide varying levels of assurance as follows:

| Type of Statement | Level of Assurance provided by preparer that financial information is not materially misstated |
|-----------------------------------|--|
| Compilation with Notice to Reader | No assurance – however presents information in FS format |
| Review Engagement | Limited assurance - provides a statement that the preparer is not aware of a need for material modifications |
| Audit | High assurance – provides an opinion that information is fairly presented in all material respects |

The AAC acknowledged that while the cost to organizations increases with higher levels of financial statements, the guidelines allow for the lowest level—Compilation Statements—to be created internally; e.g. by the treasurer or bookkeeper, keeping costs for smaller organizations to a minimum. It was also noted that costs for accounting services in the not for profit sector can often be managed through in-kind donation of services.

The AAC concluded that the current financial statement requirements are reasonably aligned to budget size. They serve as an appropriate tool for assessing an organization's financial capacity and in helping to determine if applicants possess a degree of administrative competence appropriate to their development. This determination helps to ensure that funded activities are accountable to the goals of the funding program; in turn, fulfilling the purpose of the Service.

The AAC recommended no changes to the requirements at this time.

ALTERNATIVES

The Arts Advisory Council recommends to the Arts Commission:

Alternative 1

That an additional criteria be added to the Operating Grant Guidelines General Eligibility Requirements as follows: New applicants must not have incurred three consecutive deficits in the most recently completed fiscal years prior to application; current recipients may be removed from the operating grant program if they incur deficits in three consecutive years.

Alternative 2

That the report be referred back to staff for further information.

IMPLICATIONS

The proposed change to the Operating Grant eligibility criteria would implement an eligibility criteria intended to provide additional guidance and greater clarity for applicants and adjudication and oversight bodies. Incurring a deficit in three consecutive years is an easily understood indicator of the level of financial stability required for initial and/or ongoing support through the operating grant program. Adoption and implementation of this change requires adoption by the Arts Commission.

The proposed changes to the Project Grant scoring matrix will give adjudicators the means to assess the state of an organization's finances as reflected by their financial statements. The changes are within the scope of the existing AAC mandate to adjudicate applications and do not require changes to current policies.

CONCLUSION

The proposed eligibility criteria of not incurring three consecutive years with a deficit appears to be a reasonable requirement. Staff may seek focussed community feedback prior to final implementation.

No changes to the current financial statement requirements for Arts Service funding programs were seen to be necessary at this time; however, some additional considerations will be added to the adjudication process.

RECOMMENDATION(S)

It is recommended that an additional criteria be added to the Operating Grant Guidelines General Eligibility Requirements as follows: New applicants must not have incurred three consecutive

deficits in the most recently completed fiscal years prior to application; current recipients may be removed from the operating grant program if they incur deficits in three consecutive years.



James Lam, Manager
Arts Development Service



Making a difference...together

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, NOVEMBER 22, 2017**

SUBJECT **Arts Strategic Implementation Plan Update: Community Outreach Strategy**

ISSUE

Review and adoption of the Community Outreach Strategy

BACKGROUND

Since the position began in September 2017 the Community Outreach Coordinator has been tasked with

- Becoming familiar with CRD structures and processes
- Establishing contacts and creating relationships with a broad range of internal and external stakeholders and potential partners
- Developing an outreach and engagement strategy that will address the issues related to promoting and celebrating the arts as detailed in the Building Our Arts Futures Implementation Plan.

A draft Outreach Strategy has been developed based on a two year time frame extending through November 2019. The Strategy is a comprehensive and detailed working document that reconciles Arts Development Service goals and activities with CRD Corporate Plan priorities and themes, and outlines detailed strategies, actions, rationales, indicators and measurements for each goal.

The Strategy is a reference framework whose purpose is to ensure the service remains focused on identified goals and in achieving the desired outcomes. Within the Strategy's current timeframe and beyond, the details of a given action may be adjusted in response to changing context and circumstances. Monthly updates will be provided through a standing Arts Commission agenda item.

The Overview on page 3 of the strategy contains a one-page summary of the rationale, purpose, activities and timeline of the full Strategy. Pages 4-17 provide details on the components of the Strategy including:

- purpose
- background
- approach
- stakeholder profiles
- messaging and measuring
- activities; with descriptions, potential partners, milestones and deliverables

The appendices contain background information underlying the logic models for the strategy. Of particular interest is Appendix 4 which provides a table showing the 15 indicators that will be tracked, their metrics, data source, frequency and the links between Arts Strategy goals and the priorities and themes of the CRD Corporate Plan.

ALTERNATIVES

It is recommended:

Alternative 1

That the Community Outreach Strategy be adopted.

Alternative 2

That the Community Outreach Strategy be adopted with revisions.

Alternative

That the Community Outreach Strategy be referred back to staff for further information.

CONCLUSION

The Outreach Strategy is a working document that provides a two-year reference framework for activities intended to achieve the strategic goals defined in the Arts Strategic Plan 2015-2018.

RECOMMENDATION(S)

That the Community Outreach Strategy be adopted.



James Lam, Manager
Arts Development Service

Attachment: Community Outreach Strategy

Community Outreach Strategy

Arts Development Service



Capital Regional District | November 2017 – November 2019

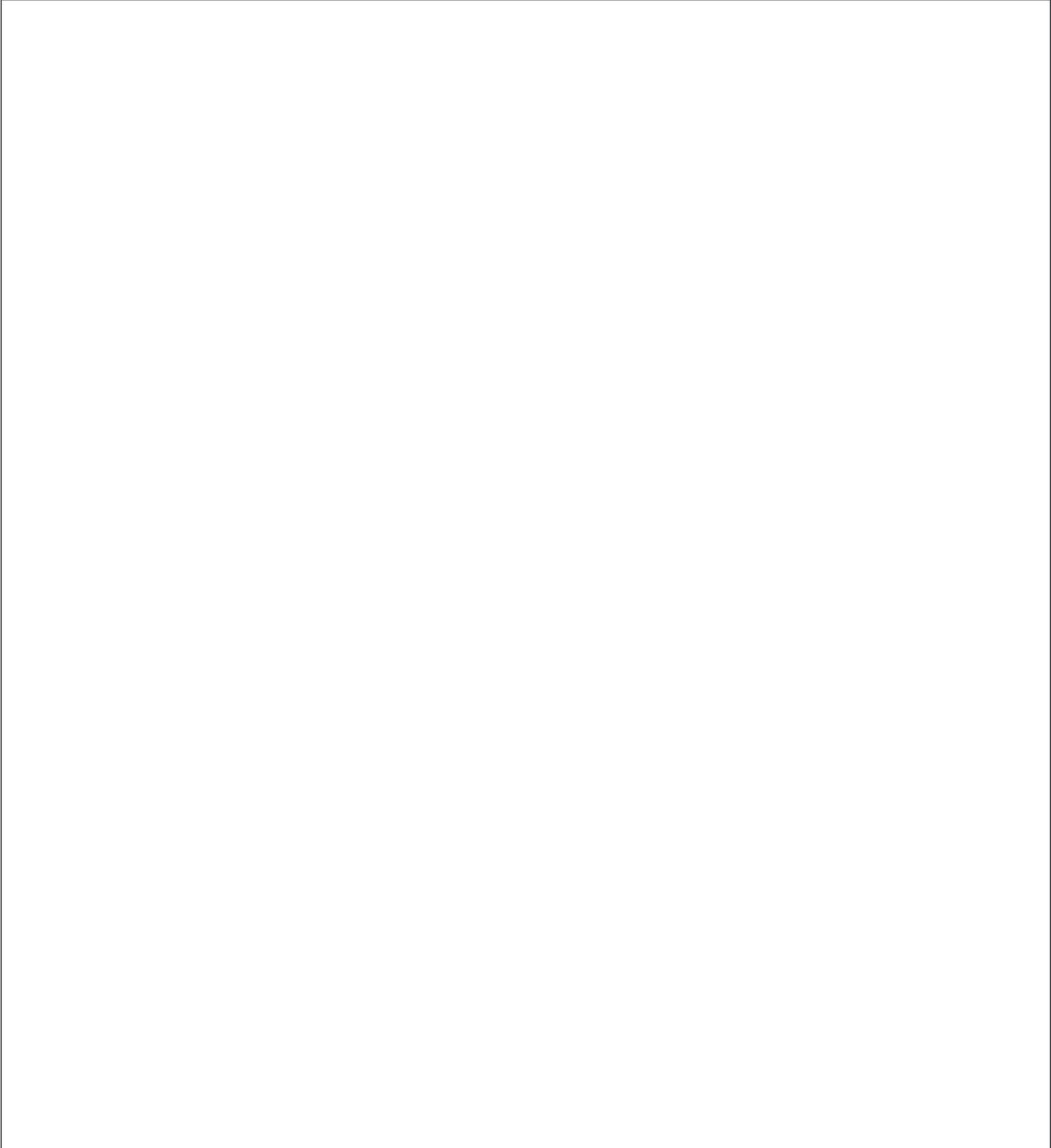
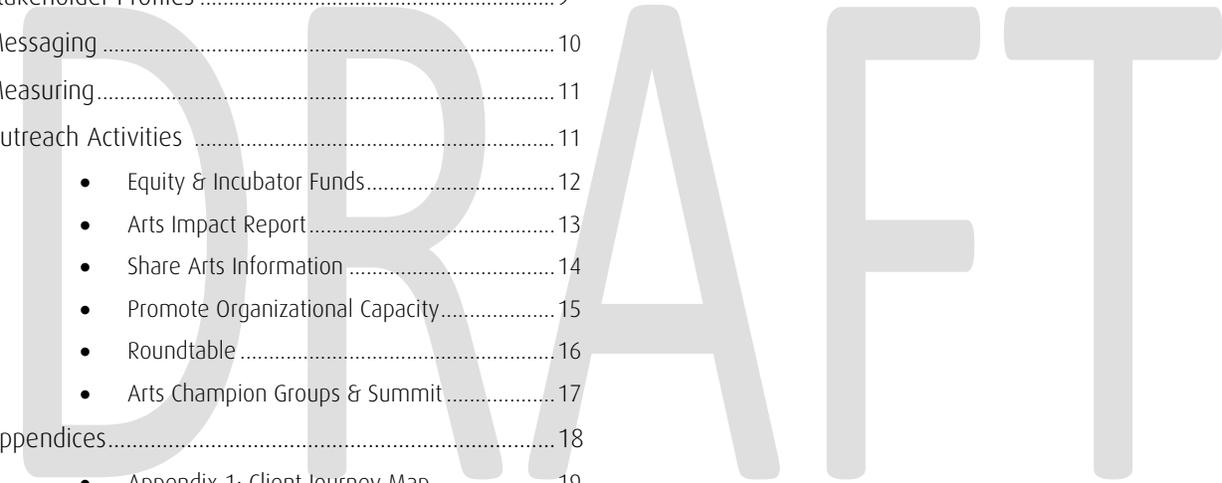


Table of Contents

- Overview 3
- Purpose 4
- Background..... 4
- Outreach Approach..... 6
 - Increase Access..... 6
 - Increase Stakeholder Awareness..... 6
 - Activate Partnerships..... 7
- Summary of Goals, Actions & Outreach Activities 8
- Engaging Stakeholders 9
- Stakeholder Profiles 9
- Messaging 10
- Measuring..... 11
- Outreach Activities 11
 - Equity & Incubator Funds..... 12
 - Arts Impact Report..... 13
 - Share Arts Information 14
 - Promote Organizational Capacity..... 15
 - Roundtable 16
 - Arts Champion Groups & Summit..... 17
- Appendices..... 18
 - Appendix 1: Client Journey Map 19
 - Appendix 2: Content Checklist 21
 - Appendix 3: Client Empathy Maps..... 23
 - Appendix 4: Impact Tracking..... 26
 - Appendix 5: Timeline Summary: 29



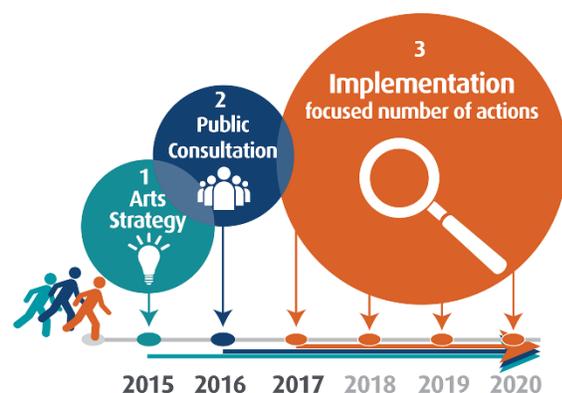
Developed by:
 The Capital Regional District, Arts Development Service
 November 2017

Overview

The CRD Arts Development Service is building a new level of service delivery. The Service concluded a community engagement initiative **Building Our Arts Future Together** in early 2017. The resulting Implementation Plan supports Arts Strategy Goals as well as CRD Board priorities with new programming and staff capacity. The Service will continue to invest in community organizations that make great art and support livable, vibrant communities.

What's different?

The Arts Development Service has always had a role as funder and has now committed resources to growing the roles of convenor and champion. Embodying these roles will enable the Service to deliver its full mission – to support, *promote* and *celebrate* the arts. Capacity to roll-out the plan is provided by a new staff position; the community outreach coordinator.



What will outreach look like?

The outreach approach is to increase access to the arts, increase audience awareness and activate partnerships. There are **six major outreach activities** planned for 2017/18.

1. Engagement for **two new funding streams** will increase access to the Service for organizations representing First Nations, people that are at-risk of exclusion and groups seeking senior-level mentorship.
2. **Measureable communications tactics** will address misconceptions and build awareness.
3. A series of data driven profiles will inform in an annual **impact report**.
4. **Skill-building workshops** will engage participants from the Arts Summits and new stakeholders.
5. A **roundtable** of municipal cultural planners across the CRD will bolster the regional approach.
6. Public participation will provide input into a **regional celebration** of the arts in 2018.

How will we know we are successful?

An evaluation framework with indicators and metrics of both Service delivery and community impact is being used to measure progress. A list of deliverables with timeframes will also measure effectiveness of the outreach activities. The following table summarizes deliverables for the upcoming year:

| Outreach Activities | Oct.- Dec. /17 | Jan.- Mar. /18 | Apr.- Jun. /18 | Jul.-Sept. /18 |
|---------------------|--------------------------------|------------------------|----------------------|-------------------|
| Fund Outreach | Key stakeholder interviews | Finalize | Launch funds | Assess / Evaluate |
| Impact Report | Select Indicators | Deliver Survey | Draft report outline | Publish & promote |
| Sharing Information | Update website/graphics | Launch eNews & stories | Landmarks site | Printed package |
| Skill-building | Determine needs of non-profits | Partner & plan content | Host workshops | Assess / Evaluate |
| Roundtable | Re-establish Roundtable | Convene | Convene | Convene |
| Summit | Convene Arts Champion group | Plan content/Logistics | Host Summit | Dissemination |

Purpose

The Arts Development Service has a key role to play in the mission of the CRD. By supporting, promoting and celebrating the arts - communities become more resilient, economically diverse and livable. The Service is designed to create the conditions where arts are central to life in CRD communities in order to foster an inclusive, caring society, a vibrant economy and regional cooperation.

This strategy shows how **delivering effective communications and outreach** through the Arts Development Service can enable sustainable growth of the arts and support the **mission and vision** of the Capital Regional District (CRD)ⁱ:

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

***CRD 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.*

Background

The **CRD Arts Development Service mission** is to support, promote and celebrate the arts towards a broader aspirational vision that the arts are central to life in our communities. The Service provides funding support to arts organizations on behalf of eight participating municipalities: Esquimalt, Highlands, Oak Bay, Metchosin, Saanich, Sidney, Victoria and

View Royal. The municipality of North Saanich provides a donation in support of regional arts.

The Service has an overarching strategy; the **CRD Strategic Arts Plan.**ⁱⁱ The **goals of the strategy** are:

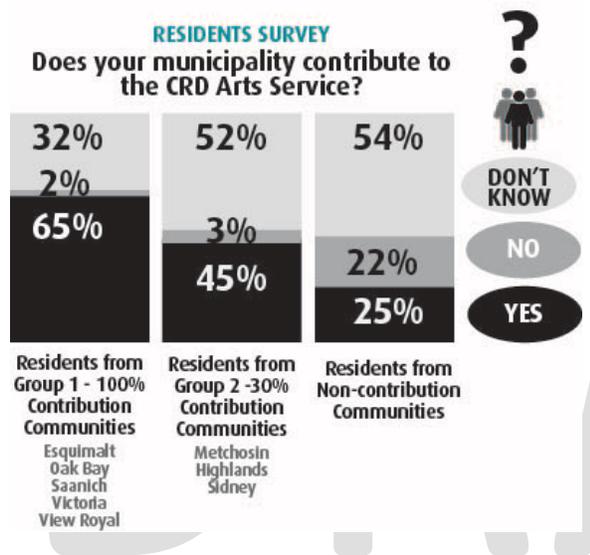
- 1. Access:** Increase access to the arts in the region by identifying and reducing barriers to participation.
- 2. Sustainable growth:** Enable sustainable growth of the arts and arts organizations in the region.
- 3. Awareness:** Increase community awareness and stakeholder knowledge of the role of the arts and the CRD Arts Development Service.
- 4. Granting:** Ensure that the CRD Arts Development Service grant programs are responsive to community needs and use effective and accountable processes.
- 5. Increase Funding:** Encourage municipalities to fully participate in supporting the CRD Arts Development Service with the goal of increasing funding.
- 6. Economic Impact:** Strengthen the contribution of the arts to economic development.
- 7. Facilities:** Understand the role of key arts facilities, including publicly-owned regional arts facilities, with a view to identifying future needs.

This Strategic Arts Plan provided the basis for the development of the **Building our Arts Future Together Implementation Plan.**ⁱⁱⁱ

The **Implementation Plan** is the result of a comprehensive public consultation process that took place in 2016. The process raised awareness of the Arts Strategic Plan, collected input and prioritized the

results into a framework for action going forward with one strategic lens: to help arts and arts organizations grow and develop sustainably.

The process also included extensive research, engagement events and surveys. A general population survey indicated a high-level of support for the arts. However, there was a low awareness of the Arts Service and the value and benefits of integrating arts into community life.



The Implementation Plan addresses the issue of lack of public awareness by expanding its role as funder to also include champion and convenor roles. The Plan describes new initiatives for each role. The roles and initiatives are outlined in the Plan:

1. **Funder Role:** Create two new funding programs and move to a lifecycle model while maintaining current programming.
2. **Champion Role: New Priority!** Highlight the benefit and value of the arts in the community and increase knowledge and awareness among policy and decision-makers.
3. **Convenor Role: New Priority!** Create an Arts and Culture Roundtable and events to encourage

regional coordination and collaboration between municipalities and arts organizations.

In addition, a Regional Arts Facilities Framework was received for information by the Arts Commission. The Framework will be considered for the future.

The Implementation Plan was approved in 2017 with nine adopted recommendations for action:

1. **Multi-year Operational Funding**
2. **Incubator Fund** Build skills and capacity more rapidly
3. **Equity Fund** Dedicated to Indigenous & Diverse Groups (Outreach & Engagement)
4. **Arts Impact** Community Value and Benefits Report
5. **Share Arts Information** and interact directly with Audiences
6. **Promote Organizational Capacity** Skill-building
7. **Hire** Community Outreach Coordinator
8. **Roundtable** Community of Practice for Government Arts & Culture Staff
9. **Arts Champion** Group & Summit

Of the nine recommendations – one is already complete. The Community Outreach Coordinator position was created then filled in September 2017.

Implementation of multi-year funding is not included in this strategy. This is the responsibility of the Arts Development Service manager and supported with outreach as-needed.

Outreach Approach

This strategy covers six outreach activities:

- Equity & Incubator Fund engagement
- Arts Impact Reporting
- Sharing Arts Information
- Skill-building Workshops
- Municipal Arts Roundtable
- Arts Champion Summit

Outreach will be coordinated based on three approaches: increased access, increased awareness and activating partnerships.

Increase Access

The consultation revealed the need to forge closer, mutual relationships between First Nations and mainstream arts organizations. Some interviewees felt there was more room for inclusion of marginalized communities and those at-risk of exclusion. In addition, the Service needed to provide an avenue for funding research and development. The Equity and Incubator grants are solutions to these gaps in service.

Outreach Activities for Increasing Access:

- **Engage diverse communities** in designing new funding streams.
- **Use expanded communications tactics** to promote funds and provide education.

The plan is to create two prototypes of application forms for the new funding streams. A diverse range of organizations will engage in ten key stakeholder interviews to integrate feedback into the application process for new funds. Please see Appendix 1 for the Arts Service Delivery Journey Map.

Increase Stakeholder Awareness

According to the general population survey conducted as part of the consultation process, 93% of respondents reported attending an arts event of some kind in 2016, yet only 11% of the general public were familiar with the CRD's role in arts funding. Promotion of the Service is a priority.

Outreach Activities for Increasing Awareness:

- **Make profile and impact visible to the public** with communications plan using multiple channels of targeted messaging and theme-based communications calendar.
- **Write and film** unbiased stories and profiles focusing on organizational capacity and programming. Please see Appendix 2 for Content Criteria Checklist.
- **Create indicator** framework and produce infographics based on data.

The Outreach Coordinator will produce monthly factsheets, with infographics, newsletters and social media campaigns. These monthly activities will be supported by ongoing updates of two websites (CRD Arts Funding and Landmarks Public Art). Communications materials will be based on a clear value proposition, human experience stories and measurable data to present impact of the service to members, clients and audiences.



Activate Partnerships

The Arts Service has formed positive relationships with a large network of non-profit organizations and local government staff.

Over the next two years the Service will draw on this network to convene different stakeholder groups to build, celebrate and promote regional arts.

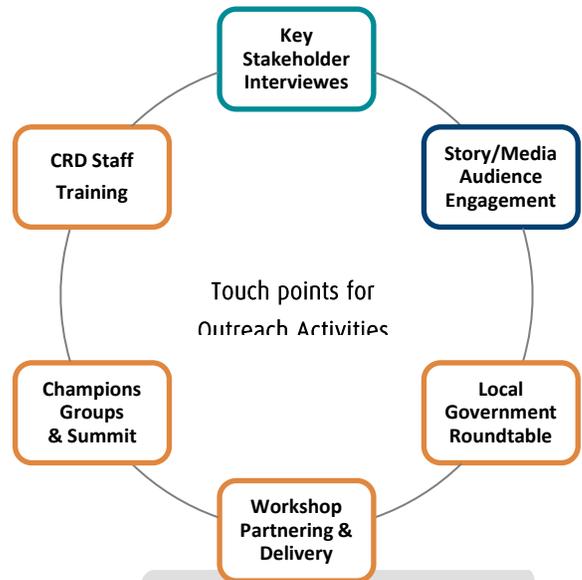
Outreach Activities for Activating Partnerships:

- **Host quarterly local government roundtable** – open to cultural planning staff throughout CRD.
- **Partner with other funders** and municipalities on skill-building workshops.
- **Host arts champion group** to engage arts community in workshop and Summit topics.
- **Take action on recommendation #57** from Truth & Reconciliation Commission.

The Arts Development Team will develop their role as Convenor by organizing events based on different stakeholder needs.

Arts Development staff will host a quarterly Roundtable with local government cultural planning staff across the region to share initiatives, best practices and challenges. The Roundtable will consider ways to coordinate efforts to support, promote and celebrate the arts across the region.

The Service will grow partnerships with other funders and capacity-building organizations to deliver educational workshops that provide opportunities to help arts and arts organizations grow and develop sustainably.



These partnerships will result in two skill-building workshops for non-profit organizations. The workshops will also be a place for two-way dialogue and an opportunity for residents to engage in regional matters.

A series of three Arts Champion engagement sessions will be created for non-profit groups working in the arts. These session will share CRD arts services as well as build awareness of the upcoming Summit and workshops. These Arts Champion engagement sessions will lead to one Arts Champion Summit. The Summit will share stories of collaboration and accomplishments across the region.

The Service will work closely with the First Nations Relations Division of CRD Executive Services to take action on recommendation #57 from the Truth and Reconciliation Commission (TRC). The TRC is calling on municipal governments to provide professional development and training for public servants on the history of Indigenous peoples. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

Summary of goals, actions and outreach activities for CRD Art Development Service

Regional Outcomes: Improved Health & Wellbeing, Economic Benefit, Encourage Artistic Enterprise, Support Residents of All Ages, Working Together with First Nations, Access to Relevant Data, Information & Educational Programming (**CRD Corporate Plan**)

| | SUPPORT (Fund) | PROMOTE (Champion) | CELEBRATE (Convene) |
|------------------------------------|--|--|--|
| Arts Strategy Goals | <p>Encourage municipalities to fully participate in funding the CRD Arts Service.</p> <p>Ensure that the CRD Arts Service grant programs are responsible to community needs and use effective and accountable processes.</p> | <p>Increase community and stakeholder knowledge and support of the arts and CRD Arts Service.</p> <p>Enable sustainable growth of the arts and arts organizations in the Region (understand role of facilities).</p> <p>Strengthen the contribution of the arts to economic development.</p> | <p>Identify and reduce barriers to participation in the arts in the Region.</p> |
| Implementation Plan Actions | <p>Multi-year operational funding.</p> <p>Create incubator fund to build capacity.</p> <p>Created equity fund to support diversity.</p> | <p>Annually publish <i>Arts Impact</i> report.</p> <p>Share arts information with municipalities.</p> <p>Promote skill-building and organizational capacity building workshops.</p> | <p>Convene community of practice – municipal roundtable.</p> <p>Convene Arts Champion Summit.</p> |
| Outreach Activities | <p>Increase Access</p> <p>Engage diverse communities in designing new funding streams.</p> <p>Use expanded communications tactics to promote funds and provide education on accessing funds.</p> | <p>Increase Audience Awareness</p> <p>Make profile and impact visible to the public. Take action on outreach & communications plan using multiple channels (online, in-print and presentations), targeted messaging and theme-based communications calendar.</p> <p>Write and film stories and profiles.</p> <p>Create indicator framework and produce infographics based on data.</p> | <p>Activate Partnerships</p> <p>Host quarterly local government roundtable – open to cultural planning staff throughout CRD.</p> <p>Host arts champion group to engage arts community in summit topics.</p> <p>Partner with other funders and municipalities on skill-building workshops.</p> <p>Endeavour to take action on recommendation #57 from Truth & Reconciliation Commission.</p> |

Engaging Stakeholders

There are a number of stakeholders connected to the CRD Arts Service. This strategy identifies key stakeholder groups and interest areas, as not all stakeholders will have the same need for information or level of involvement. Please see Appendix 3 for Stakeholder empathy maps. Interest areas for stakeholders are broadly:

1. Sharing funding information.
2. Communicating the value and benefit of the Service and tracking impact.
3. Providing capacity-building advice.
4. Invitations to community for input.
5. Reporting on policies and financials.

Stakeholder Profiles

Recipients or Potential Recipients of Service

Audiences: CRD residents involved in, supporting and/or consuming art.

Interest: value and benefit of Service/impact, invitations to community for input.

Clients of Service: Non-profit organizations located in the CRD Arts Development Service member municipalities or electoral areas receiving funding.

Interest: funding information, capacity-building advice, invitations to community for input.

Potential Clients of Service: Non-profit organizations located in a CRD Arts Development Service member municipalities or electoral areas.

Interest: funding information, capacity-building advice, invitations to community for input.

Partners: Community-based organizations and peer organizations with related goals to the Arts Service.

Interest: ways to collaborate and value and benefit of Service/impact.

Service Participants or Potential Participants

Participating Municipalities: Local governments contributing to Service at Group 1 or 2 level.

Interest: value and benefit of Service/impact, policies, procedures and financials.

Donor Municipalities: Local governments providing financial donations to Service.

Interest: value and benefit of Service/ impact.

Non-Participating Municipalities: Local governments in CRD not contributing to Arts Service.

Interest: value and benefit of Service/impact.

Service Delivery Support

Arts Advisory Council: Twelve person adjudicating body for grant requests and arts grant award recommendations. Also provides policy advice for enrichment of the cultural life of the community.

Interest: policies, procedures and financials.

Arts Commission: Decision-making body made up of one councillor from each participating municipality - provides policy and budget oversight for Service.

Interest: value and benefit of Service/impact, policies, procedures and financials.

CRD Board: 24-member Board of Directors, governing collaboratively with all levels of government includes Chair of the Arts Commission.

Interest: value and benefit of Service/impact, policies, procedures and financials.

CRD Staff: Employees delivering services throughout the region with shared corporate goals.

Interest: ways to collaborate and value and benefit of Service/impact.

Arts Development Staff: Employees delivering the Arts Development Service.

Interest: all interest areas.

Messaging

Messaging is intended to create greater awareness of what kind of arts services the CRD provides, who participates and the community impact.

The following positioning statement describes the key purpose of the Arts Development Service and the value it brings to building a vibrant, livable and sustainable region through support, promotion and celebration of the arts.

Slogan: Making a difference together...by supporting the arts.

Positioning Statement

The CRD Arts Development Service is the only local government arts funder that transcends municipal boundaries to deliver grants and promotional opportunities to non-profit organizations striving to make great art, central to community life in a collaborative, livable region.

Key Public Messages

The goal for key messaging is to clearly define the relationship between CRD Arts Service and stakeholders (e.g. participating municipalities, funded organizations) and how they work collaboratively to develop livable, vibrant communities through the arts.

The strategy for these messages is to consistently explain and promote the relationships between the stakeholders and how our work complements each other. *Considerations:*

- Clarify what the CRD Arts Service does
- Describe how stakeholders' efforts align
- Use plain language

Key Messages by Groups of Stakeholders Receiving, Participating, or Delivering Service

Capital Regional District Arts Development Service

The Capital Regional District Arts Development Service collaborates with municipalities and non-profit organizations to make arts central to community life. The Service provides funding support to arts organizations on behalf of eight participating municipalities. Together we make a difference by building a collaborative, livable region through the arts.

Participating Municipalities

[Local government name] collaborates with the Capital Regional District Arts Development Service and non-profit organizations to make arts central to community life. We contribute to the Service along with seven other participating municipalities to provide funding support to arts organizations. Together we make a difference by building a collaborative, livable region through the arts.

Clients of Service

[Non-profit name] collaborates with the Capital Regional District Arts Development Service to make arts central to community life. The Arts Service provides funding support on behalf of eight participating municipalities for *[organization or project name]*. Together we make a difference by building a collaborative, livable region through the arts.

Specific messaging will be developed for different activities. Please see the Arts Development Service Please see Appendix 2, Content Criteria Checklist for guidance on appropriate messaging.

Measuring

The success of the outreach strategy is based on indicators that are measuring community progress towards the following impacts:

1. The CRD Arts Development Service increases the amount of art and the access to arts for audiences as well as non-profit clients in the CRD.
2. The Arts Service engages residents in regional initiatives; provides education and outreach information; and shares stories of collaboration.
3. Arts development improves community health and well-being.
4. Investing public sector funding benefits a diverse range of residents and changing demographics.
5. The CRD's comprehensive arts strategies have a positive economic impact.

To review the 15 indicators and related metrics being tracked, please see Appendix 4: **CRD Arts Service Impact Tracking.**

Internal Reporting

The Community Outreach Coordinator will reflect on progress of increasing access, awareness and activating partnerships through monthly reporting.

Outreach Activities

The following outreach activities are based on community input and the research that informed recommendations from the Building our Arts Future Together Implementation Plan.

The following section provides more detail on the activities, milestones and responsibilities. All activities are managed by the Arts Development Service Manager (M) and implemented by the Community Outreach Coordinator (OC) with support from the Administrative Assistant (AA). Internal stakeholders are referenced with the following acronyms:

- **AC:** Arts Commission
- **Partner:** Varies
- **CC:** Corporate Communications
- **AAC:** Arts Advisory Council

Equity & Incubator Funds: Outreach and Engagement

STRATEGY: FUNDER ROLE, INCREASE ACCESS

Corporate Theme: Collaborate

Corporate priorities: programming specifically for First Nations, seniors, youth & children pg. 39^v

Support increased access to community arts and recreation through programming and strategic investments. Pg. 34^v

Description

These new funding streams will address equality of opportunity and sustainability of the arts. Both funds will be designed as two-year pilot programs. The Equity fund will be offered to organizations representing groups that are at risk of exclusion. The Incubator fund is intended for arts organizations needing access to senior-level expertise to accelerate development. An initial \$25,000 will be

available per pilot program, per year for two years. A total of \$50,000 is available per year to run both programs.

Potential Partners

- CRD First Nations Relations
- Inter-cultural Association
- First Peoples Cultural Council
- ProArt

Milestones

Draft funding outline (Dec. 2017)

Engagement/Input (Jan. 2018)

Launch new fund (Apr. 2018)

| 2017/18 Event-Deliverable | Target Date | Team Member Responsible | Inform (I), Consultation (C), Approval (A), or No Involvement (N) Required? | | | |
|----------------------------|-------------|-------------------------|---|----|---------|-----|
| | | | AC | CC | Partner | AAC |
| Draft funding outline | Nov. /17 | M | I | N | N | I |
| Key Stakeholder interviews | Dec/17 | OC/M | N | N | C | I |
| Final fund description | Feb. /18 | OC/M | A | N | I | I |
| Launch fund online/media | Apr./18 | OC | N | C | I | I |
| Promote fund | Ongoing | OC | N | I | I | I |
| Assess & Evaluate | Ongoing | AA | I | N | N | I |

New in 2019: Multi-year Funding Outreach & Promotion.

Arts Impact: Community Value and Benefits Report

STRATEGY: CHAMPION ROLE, INCREASE AUDIENCE AWARENESS

Corporate Theme: Serve

Corporate priorities: Residents have access to relevant data, information and educational programming. Pg. 40^{vi}

Description

This annual report will compile annual facts and figures of community impact, value and benefit of the arts activities in the region. Activities and organizations funded by the Arts Service will be a core focus.

Potential Partners

- Individual municipalities
- Victoria Foundation (potential)

Milestones

Select indicators (Oct. 2017)
 Launch of impact section of eNews (Nov 2017)
 Close reporting period (May 2018)
 Launch of impact report (Fall 2018)

| 2017/18 Event-Deliverable | Date | Team Member Responsible | Inform (I), Consultation (C), Approval (A), or No Involvement (N) Required? | | | |
|---------------------------|----------|-------------------------|---|----|---------|-----|
| | | | AC | CC | Partner | AAC |
| Select Indicators | Nov. /17 | M/OC/AA | I | N | I | I |
| Tracking | Monthly | OC | N | N | N | I |
| Impact on website. | Dec. /17 | OC | I | I | N | I |
| Deliver Survey | Mar./18 | OC | I | I | C | I |
| Collect & Analyze Data | Apr./18 | OC/AA | I | N | N | I |
| Create report | July/18 | OC/M | A | I | C | I |
| Launch Impact report | Sept./18 | OC/M/AA | I | C | C | I |

New in 2019: Audience Survey.

Share Arts Information: Directly with Audiences

STRATEGY: CHAMPION ROLE, INCREASE AUDIENCE AWARENESS

Corporate Theme: Serve

Corporate priorities: Include stories of collaboration and accomplishment as part of existing and new communications activities. Pg. 30^{vii}

Description

The Arts Development Service needs to share information with a variety of stakeholders in the public and internally.

Primary public stakeholders are clients of the Service, audience members and partner organizations. **Internal stakeholders** include municipal members, donors and potential member municipalities.

Potential Partners

- Individual municipalities
- Funded organizations

Milestones

- Update website (Nov. 2017)
- Launch e-News (Jan 2018)
- Relaunch Landmarks Public Art website (Feb 2018)

| 2017/18 Event-Deliverable | Target Date | Team Member Responsible | Inform (I), Consultation (C), Approval (A), or No Involvement (N) Required? | | | |
|---------------------------------|-------------|-------------------------|---|----|---------|-----|
| | | | AC | CC | Partner | AAC |
| Approve Communications Calendar | Nov. /17 | M | I | I | C | I |
| Update website | Nov. /17 | OC | I | I | I | I |
| Program graphics | Dec. /17 | OC | I | A | N | I |
| Create Story Series | ongoing | OC | I | I | I | I |
| Launch e-News | Jan./18 | OC | I | I | I | I |
| Relaunch Landmarks site | Feb./18 | OC | I | I | I | I |
| Deliver Printed Materials | Mar./18 | OC | C | N | I | I |

New in 2019: Research facilities information.

Promote Organizational Capacity: Skill-building

STRATEGY: CONVENOR ROLE, ACTIVATE PARTNERSHIPS

Corporate Theme: Collaborate

Corporate priorities: Residents have increased opportunities to engage with the CRD and participate in regional initiatives. pg. 39^{viii}

Description

Artists and arts organizations have requested organizational capacity and skill building opportunities. As a result the CRD will offer events related to applying for CRD Arts Development Service funding once new funds are announced. These workshops will connect arts organizations with existing professional development, mentoring, training and/or capacity-building.

Potential Partners

- Greater Victoria Community Funders' Network
- Municipal Roundtable
- Business for the Arts

Milestones

Partner with subject-matter experts
 Create agenda for workshops
 Deliver CRD workshop 1
 Deliver CRD workshop 2

| 2017/18 Event-Deliverable | Date | Team Member Responsible | Inform (I), Consultation (C), Approval (A), or No Involvement (N) Required? | | | |
|-----------------------------------|----------|-------------------------|---|----|---------|-----|
| | | | AC | CC | Partner | AAC |
| Determine capacity-building needs | Nov. /17 | M/OC | I | N | C | C |
| Partner on workshop content | Feb. /18 | OC/M | I | I | C | I |
| Plan workshop logistics | Mar. /18 | OC/AA | I | N | I | I |
| Host workshop 1 | Apr. /18 | OC/M/AA | I | I | I | I |
| Host workshop 2 | May /18 | OC/M/AA | I | I | I | I |

New in 2019: Assessment of partnerships and workshop content.

STRATEGY: CONVENOR ROLE

Roundtable: Community of Practice for Government Arts & Culture Staff

STRATEGY: CONVENOR ROLE, ACTIVATE PARTNERSHIPS

Corporate Theme: Collaborate

Any Municipality in CRD

Corporate collaboration vision: “We envision relationships maintained through ongoing dialogue, partnerships built on striving for the same goals, and working together with First Nations and other governments”^{ix}

Milestones

- Event 1 – Nov. /17
- Event 2 – Jan. /18
- Event 3 – Mar./18
- Event 4 – June /18: In conjunction with Summit
- Event 5 – Nov. /18
- Event 6 – Feb. /19
- Event 7 – Spring /19
- Event 8 – Fall /19
- Event 9 – Winter /19

Description

The Roundtable will be a regular working meeting of cultural planning staff in the region and near the region for sharing best practices, updates on activities and new initiatives. These meetings will not be limited to those working in member municipalities. The first meeting will be hosted at the CRD office, however hosting may rotate.

Potential Partners

| 2017/18 Event-Deliverable | Date | Team Member Responsible | Inform (I), Consultation (C), Approval (A), or No Involvement (N) Required? | | | |
|------------------------------|----------|-------------------------|---|----|---------|-----|
| | | | AC | CC | Partner | AAC |
| Establish roundtable | Nov. /17 | M/OC | I | N | C | I |
| Determine shared focus | Dec. /17 | Roundtable | I | N | C | I |
| Complete four meeting series | Nov. /18 | Roundtable | I | N | C | I |
| Evaluate | Dec. /18 | M | I | N | C | I |

New in 2019: Discuss membership make-up, address any inequities or gaps, rotate hosting.

Arts Champion Groups & Summit

STRATEGY: CONVENOR ROLE, ACTIVATE PARTNERSHIPS

Corporate Themes: Collaborate and Serve

Corporate priorities: Residents have increased opportunities to engage with the CRD and participate in regional initiatives. pg. 39 Residents have access to relevant data, information and educational programming. Pg. 40*

Description

The CRD will host an event to focus on topics of regional interest across arts practices and organizations. Topics will relate back to the service delivery and member municipalities, however will not be limited to member organizations. This will be the second Summit hosted by the CRD Arts Development Service. An Arts Champion Group will be established prior to the event to provide input into Summit.

Potential Partners

- All stakeholders
- Roundtable
- ProArt

Milestones

Convene Arts Champion Group

Summit theme, focus area

Summit logistical details (time, place, invitation, accessibility etc.)

Host Summit

| 2017/18 Event-Deliverable | Date | Team Member Responsible | Inform (I), Consultation (C), Approval (A), or No Involvement (N) Required? | | | |
|-----------------------------------|----------|-------------------------|---|----|---------|-----|
| | | | AC | CC | Partner | AAC |
| Convene Arts Champion Group | Dec. 1/7 | M/OC | I | N | C | I |
| Summit Content Outline - Speakers | Jan. /18 | M/OC | A | A | C | I |
| Plan Summit logistics – Save Date | Jan. /18 | M/OC | I | I | C | I |
| Invitations/Promotions | Mar. /18 | OC/AA | I | I | C | I |
| Host Summit | Jun. /18 | M/OC/AA | I | I | C | C |
| Evaluation & Follow-up | Jul. /18 | M/OC/AA | C | I | C | C |

New in 2019: New theme, topics and speakers/facilitators.

Appendices

Appendix 1: Stakeholder Journey Map

This **diagram** describes the journey of a client of the Arts Development Service by representing the different touchpoints and channels that characterize their interaction with the service.

Appendix 2: Content Checklist

This **checklist** provides guidance on the required criteria all Arts Service media and web content should meet. It also provides guidance on what details to highlight in order to show impact and how to share the content widely.

Appendix 3: Client Empathy Maps

Empathy maps help us understand what clients of the Arts Development Service might be experiencing and frame-up what is of value or interest to them to improve service delivery.

Appendix 4: Impact Tracking

The indicators listed here will track the impact of the Arts Service in communities in the Capital Region. An indicator is “an instrument or tool for evaluation, a yardstick to measure results and to assess realization of desired levels of performance in a sustained and objective way.”^{xi} This document includes both qualitative and quantitative indicators. These indicators are measuring how well the Arts Service is meeting the Strategic Arts plan goals as well as the priorities in the CRD Corporate Plan 2015-2018. The indicators were selected to describe the following impacts of the Service on communities across the region.

- The CRD Arts Development Service increases great art and access to arts.
- The Arts Service engages residents in regional initiatives.
- Arts development improves community health and well-being.
- Investing public sector funding benefits a diverse range of residents in all areas of the region.
- Comprehensive Arts strategies have a positive economic impact.

Appendix 5: Timeline

This timeline is a summary of key milestones per quarter. A detailed month-by-month breakdown of all activities by action area is available from Arts Development Service staff.

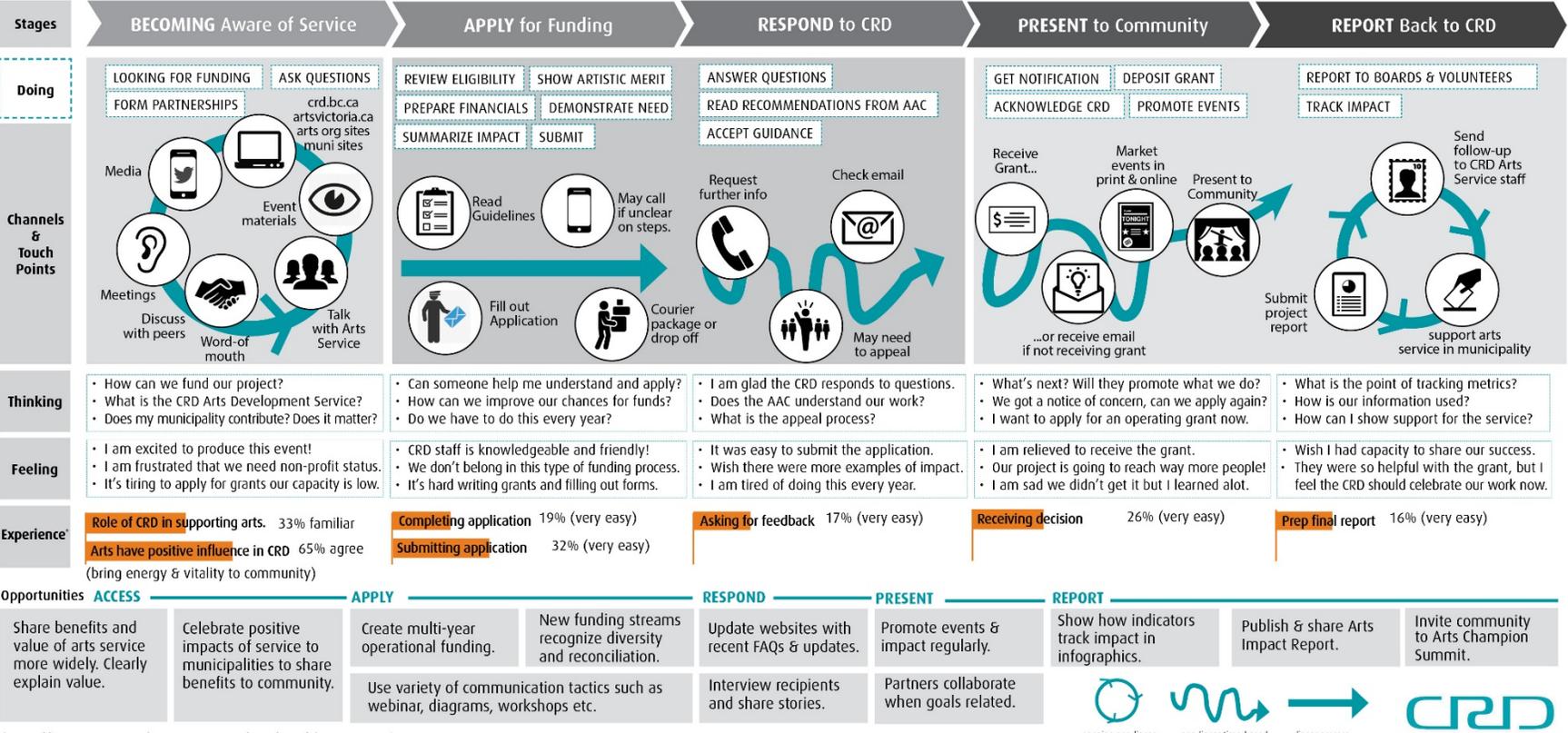
Stakeholder Journey Map

Experience over time of a non-profit organization located in a CRD Arts Development Service member municipality or electoral area accessing the Arts Service.

Value Proposition: The CRD Arts Development Service administers public sector funds to eligible arts organizations to support the sustainable development of arts organizations and improve community life through celebration and promotion of arts.

SUSTAIN AND ACCELERATE GROWTH OF ARTS ORGANIZATIONS PROVIDE RESPONSIVE GRANTING AND FUNDING OPTIONS SUPPORT, PROMOTE AND CELEBRATE THE ARTS

Journey of those who receive CRD Arts Development support (current)



*CRD Building Arts Future Together Strategy survey of members of the arts community



Page left intentionally blank.

Follow these steps when considering content for the Arts Development Service media channels.

Step One: Required Criteria

- Is this about art in the Capital Regional District?
 - Is it related to a direct output the CRD Art Service provides? Which one?
 - (Funding, Landmarks Public Art site, Municipal leadership/collaboration)
 - Can it be linked back to the CRD website? How?
-

Step Two: Suggested Ways to Angle the Content

Which one Arts Service indicator does the content best describe? (This list matches the indicator framework)

- The CRD Arts Development Service increases access to arts for audiences
 - The CRD Arts Development Service increases great art locally by supporting non-profit clients.
 - The Arts Service engages the public in regional arts initiatives through education, information or stories
 - Arts development improves community health and well-being.
 - Investing public sector funding benefits a diverse range of residents and changing demographics.
 - The CRD's comprehensive arts strategies have a positive economic impact.
-

Step Three: Including Useful Details

Can you provide an interesting qualitative detail related to the following metrics?

- If the organization is a CRD-funded Arts organization.
 - How the event/production created jobs for artists and cultural workers.
 - If there are volunteers at an arts event and organizations.
 - What municipality the event/production took place in.
 - Where audience members travelled from.
 - Where to find out more about funding.
 - If this can be linked to Landmarks Public Art website.
 - What kind of funding? (Operating, Project, Incubator or Equity Fund).
 - Aspects of collaboration across the region. (E.g. multiple municipalities participating).
 - How the CRD participated in an outreach event.
-

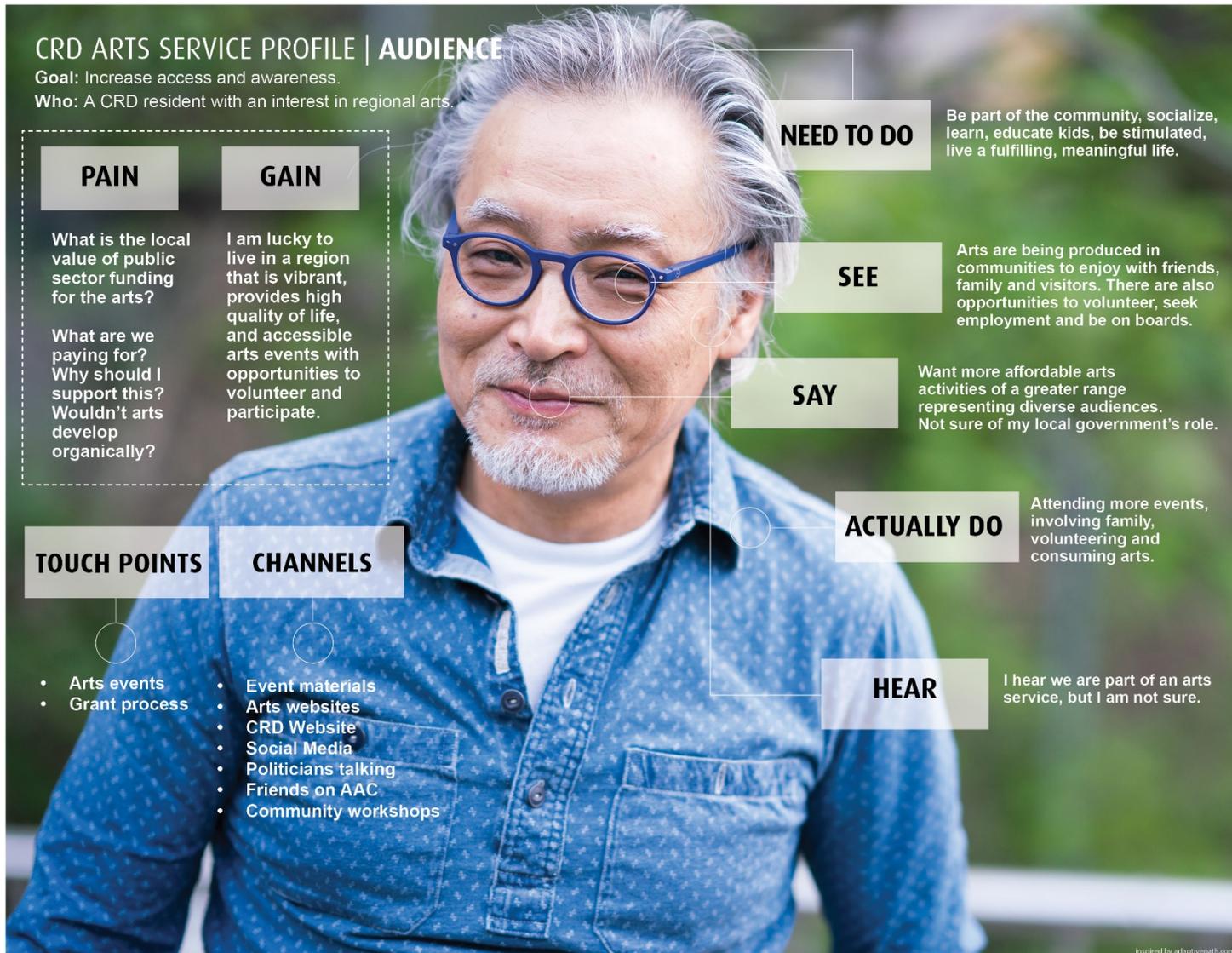
Step Four: Stewarding content

- Can you also link this content to other CRD service areas? (Parks/Rec, First Nations Relations etc.)
 - Have you sent it to the featured funded organization by email?
 - Would this content be appropriate to forward to participating municipalities for their newsletters or website news? (Township of Esquimalt, District of Highlands, District of Oak Bay, District of Metchosin, District of Saanich, Town of Sidney, City of Victoria or Town of View Royal)
 - Has this been tagged on social media streams with '@handles' of the featured organization or linked hashtags? #crdarts #feedtheartsyyj #yyjarts #yyjevents, etc.
 - Is this something to notify the local media about?
-

Example Messaging

- The CRD Arts Service provides grants in support of the ongoing programming at [organization name here]. Learn more about the service [link to FAQ]
- [insert event name here] supported by a CRD Arts Development project grant. Learn about arts funding www.crd.bc.ca/service/arts-funding #crdarts
- The CRD Arts Service funds non-profit organizations. Learn about arts funding www.crd.bc.ca/service/arts-funding #crdarts
- Support from the CRD Arts Development Service allows [insert event or venue] to [provides increased access/ affordable tickets/us to produce this event/other...].
- The CRD Arts Service grants are provided on behalf of eight of 13 municipalities in the Capital Region: Esquimalt, Highlands, Oak Bay, Metchosin, Saanich, Sidney, Victoria and View Royal.
- Take a regional public art tour on Landmarks Public Art managed by the CRD Arts Service. www.landmarkspublicart.ca
- Landmarks: Public Art in the Capital Region first time that all the municipally-owned works of public art are (virtually) accessible in one place. [FIND IT HERE: <http://www.landmarkspublicart.ca/>]
- The CRD Arts Service increases access to arts across the region by providing \$2.3 million in grants to 79 organizations producing over 3600 events annually. Learn how and when to apply for CRD Arts Project Funding [<https://www.crd.bc.ca/service/arts-funding>]
- Make arts a part of your everyday life. Links to arts information, events, funded organizations and public art tours: crd.bc.ca/service/arts-funding
- The organizations we fund provide opportunities to learn, socialize and bring meaning to everyday life. Find out more: <https://www.crd.bc.ca/service/arts-funding>
- Why does the CRD fund arts organizations? Find out more: <https://www.crd.bc.ca/service/arts-funding>

Appendix 3: Client Empathy Maps



CRD ARTS SERVICE PROFILE | NON-PROFIT ORGANIZATIONS

Goal: Sustain growth, provide responsive granting, increase funding.

Who: An organization located in a CRD Arts Development Service member municipality or electoral area.

PAIN

More financial stressors.

Don't feel accommodated if non-western, non-institutional.

Programs and adjudication not designed for research and development or risk-taking.

GAIN

I get to make and produce art.

We form valuable partnerships and gain audiences.

Together we contribute to the arts sector and the economy.

TOUCH POINTS

- Grant process
- Follow-up calls

CHANNELS

- CRD Website
- Social Media
- Word-of-mouth
- Friends on AAC
- Community workshops

NEED TO DO

Produce art, stay in business, generate revenue, increase profile, understand audiences and contribute to culture, vibrancy of life.

SEE

Demographic and technological changes, tastes are changing. Importance of non-profit structure, lack of diversity in organizations that are funded.

SAY

Grateful for funding and need more money from the public sector. Funding appears to be locked in large institutions. There is not enough financial room for all art. We would like different types of organizational structures to be funded.

ACTUALLY DO

Reassessing. Looking for new ways to get funding/partnering. Taking art in new directions.

HEAR

There is a City arts plan and a CRD plan underway, what's the difference?

CRD ARTS SERVICE PROFILE | PARTNERS

Goal: Increase awareness and knowledge of service, increase contribution of arts to economic development.
Who: A community-based organization located in the CRD with related goals to Arts Service.

PAIN

Broadly focused on multiple sectors or only on just one audience.

Rely on others for expertise.

Need arts impact information.

GAIN

Improve society. Seen as credible and serious.

Improve reputation.

Boost member benefits.

TOUCH POINTS



- Engagement workshops
- Special events

CHANNELS



- Peer network
- Social Media

NEED TO DO

Empower communities in the CRD. Partner and collaborate in order to redistribute money and build capacity.

SEE

Need for multi-sectoral collaboration. Focus on social belonging, equity.

SAY

Appreciate input across sectors into shared metrics around local community development based on globally or regionally recognized goals.

ACTUALLY DO

Helping non-profit societies improve society and achieve their goals by raising money, working with philanthropists and redistributing funds to non-profits. Engaging partners in tracking metrics.

HEAR

Communities want more affordable arts activities, increased funding and diverse events. Noticing strong trends towards social justice issues across different sectors.

Appendix 4: DRAFT CRD Arts Service Impact Tracking

| | INDICATOR | METRIC | DATA SOURCE | FREQUENCY OF DATA | RELATED ARTS STRATEGY GOAL & CRD CORPORATE PLAN PRIORITY |
|---|---|---|---|-------------------|---|
| 1 | Number of funded Arts organizations that are growing sustainably. | Number of funded organizations. | Arts Development Service (ADS) database | Annual | Goal: Sustainable growth, Economic impact Theme: Livable Supports economic development |
| 2 | Funded organizations provide jobs for artists and cultural workers. | Number of workers employed by funded organizations. | ADS database | Annual | Goal: Sustainable growth, Economic impact Theme: Livable Supports economic development |
| 3 | Percentage of total revenues generated provided by CRD grant. | Percentage of total revenues generated provided by CRD grant. | ADS database | Annual | Goal: Sustainable growth, Economic impact Theme: Livable Supports economic development |
| 4 | Number of volunteers in arts events and organizations. | Total number of volunteers at CRD funded arts events and supporting CRD-funded organizations. | ADS database | Annual | Goal: Access, Awareness Theme: Livable Support health & well-being |
| 5 | Number of audience members representing each municipality | Track the box office proxy of attendees from participating municipalities. | Royal McPherson Theatre Society | Quarterly | Goal: Access, Awareness, Facilities Theme: Vibrant Access to arts & culture |
| 6 | Number of events produced. | Total number of events created by projects and funded organizations. | ADS database | Annual | Goal: Access, Awareness Theme: Vibrant Access to arts & culture |

| | INDICATOR | METRIC | DATA SOURCE | FREQUENCY OF DATA | RELATED ARTS STRATEGY GOAL & CRD CORPORATE PLAN PRIORITY |
|----|---|--|---|---------------------|--|
| 7 | Attendance at arts events. | Total number of attendees at events funded by Arts Service. | ADS database | Annual | Goal: Access, Awareness Theme: Vibrant Access to arts & culture |
| 8 | Barriers in education & communication about service reduced. | Survey question to arts organizations, “Are you aware of the funding programs the CRD has offered during the last five years?” & “How would you rate the process of dealing with the CRD Arts Service with regards to your funding application?” | General population & Arts Industry survey | TBD (baseline 2016) | Goal: Access, Awareness, Granting Vibrant Access to arts & culture |
| 9 | Access to Landmarks Public Art website maintained. | Total page views and visits to Landmarks website. | Outreach database | Monthly | Goal: Access, Awareness, Increase Funding Theme: Vibrant Access to arts & culture |
| 10 | Uptake of Incubator Fund. | Number of CRD non-profit applicants to fund. | ADS database | Twice a year | Goal: Access, Awareness, Sustainable Growth, Granting Vibrant Access to arts & culture |
| 11 | Delivery of Equity Fund. | Number of CRD non-profit applicants to fund. | ADS database | Twice a year | Goal: Access, Awareness, Sustainable Growth, Granting Theme: Collaborate Reflects changing demographics & First Nations |
| 12 | Number of stories celebrating collaboration and accomplishment. | Participation rates of people participating in two-way dialogue in story processes. Divisional social | Outreach database | Monthly | Goal: Access, Awareness, Increase Funding Theme: Collaborate Public engagement & communications. |

| | INDICATOR | METRIC | DATA SOURCE | FREQUENCY OF DATA | RELATED ARTS STRATEGY GOAL & CRD CORPORATE PLAN PRIORITY |
|----|--|--|-------------------|-------------------|---|
| | | media and website statistics for stories of Arts Service. | | | |
| 13 | Action on recommendation #57 of the Truth and Reconciliation Commission ^{xii} call to federal, provincial, territorial, and Municipal governments to provide education to public servants on the history of Indigenous peoples. | Total number of staff participation in skills-based training in intercultural competency, conflict resolution, human rights and anti-racism. | Outreach database | Once a year | Theme: Collaborate First Nations relations. |
| 14 | Convene an inter-municipal roundtable of cultural planning staff. | Is there a cross-municipal collaboration mechanism for culture external to the CRD? How often does it meet? | Outreach database | Quarterly | Goal: Access, Awareness, Sustainable Growth, Granting, Increase Funding Theme: Collaborate Sharing Regional stories. |
| 15 | Number of community outreach events and educational workshops Arts Service participates in, partners on and/or supports annually. | Total number of events Arts Service provides outreach, information, education and data to, including annual summit. | Outreach database | Monthly | Goal: Access, Awareness, Sustainable Growth, Granting, Increase Funding Theme: Serve Access to relevant data, information and programming. |

Appendix 5: Timeline Summary

| | Oct.- Dec. 2017 | Jan.- Mar. 2018 | Apr.- Jun. 2018 | Jul.-Sept. 2018 |
|---------------------|--------------------------------|-----------------------------|--------------------------|-------------------|
| Fund Outreach | Key stakeholder interviews | Finalize | Launch funds & promote | Assess / Evaluate |
| Impact Report | Select Indicators | Deliver Survey (if needed) | Draft outline | Publish & Promote |
| Sharing Information | Update website/graphics | Launch eNews & story series | Re-launch landmarks site | Printed package |
| Skill-building | Determine needs of non-profits | Partner & plan content | Host workshops | Assess / Evaluate |
| Roundtable | Re-establish Roundtable | Convene | Convene | Convene |
| Summit | Convene Arts Champion group | Plan Agenda/Logistics | Host Second Summit | Dissemination |

| | Oct.- Dec. 2018 | Jan.- Mar. 2019 | Apr.- Jun. 2019 | Jul.-Sept. 2019 |
|---------------------|------------------------------------|--------------------------------|------------------------------|--------------------------|
| Fund Outreach | Engage re: multi-year funding | Promote all funding programs | Promote all funding programs | Assess / Evaluate |
| Impact Report | Review Indicator framework | Deliver Survey (if-needed) | Draft outline | Publish & Promote |
| Sharing Information | Publish Facilities info (if ready) | Maintain websites & media | Maintain websites & media | Update printed materials |
| Skill-building | Use assessment to plan series | Plan content/consider webinars | Host workshops | Assess / Evaluate |
| Roundtable | Conduct review/assess | Convene | Convene | Convene |
| Summit | Re-convene Arts Champions | Plan Agenda/Logistics | Host Third Summit | Dissemination |

Please note: a detailed timeline is also available from the Arts Development Service.

-
- ⁱ Capital Regional District Corporate Plan 2015-2018. Published September 2015.
- ⁱⁱ CRD Arts Service: 2015-2018 Strategic Plan. Capital Regional District. Published March 2015.
- ⁱⁱⁱ CRD Arts Development Service. Implementation Plan, Building Our #ArtsFuture Together - CRD Arts Strategy. Strategic Moves. Published December 2016
- ^{iv} Capital Regional District Corporate Plan 2015-2018. Published September 2015
- ^v Capital Regional District Corporate Plan 2015-2018. Published September 2015
- ^{vi} Capital Regional District Corporate Plan 2015-2018. Published September 2015
- ^{vii} Capital Regional District Corporate Plan 2015-2018. Published September 2015
- ^{viii} Capital Regional District Corporate Plan 2015-2018. Published September 2015
- ^{ix} Capital Regional District Corporate Plan 2015-2018. Published September 2015
- ^x Capital Regional District Corporate Plan 2015-2018. Published September 2015
- ^{xi} Canadian Urban Institute, Municipal Cultural Planning Indicators and Performance Measures Guidebook. 2011
- ^{xii} ^{xiii} Truth and Reconciliation Commission of Canada: Calls to Action, 2015 Accessed October 24, 2017
http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf page 11.

JAMES.

Thank you for your ongoing support + encouragement towards Intrepid Theatre + UNO Fest. UNO boldly turned 20 this year, which is a milestone we could not reach without the CRD Arts Development + you. It takes a village to give UNO's 350+ artists a platform to engage our community with diverse voices, daring stories and uninhibited bravery.

Thank you for embracing the importance of the artistic voice. BRAVO!

- Heather Lindsay Oct. 2017.

Dear James + the CRD Arts Development Service,

Thank you so much for your support of outstages, it is so great to see the audience response to the work and to see an emerging artist community of queer artists have opportunities at this festival. The support of the CRD Arts Dev. is vital to this.

Thanks,



RECEIVED

OCT 31 2017

RECEIVED

OCT 31 2017

Dear James,

RECEIVED

OCT 31 2017

A huge thank you to you and the CRD for your unwavering support of a vibrant arts culture in our region. The Fringe was a great success this year, in no small part because of the CRD's generous support and belief in its role in growing new artists and dedicated audiences. Thank you! With best wishes from Sammie and the Intrepid Team.