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Additional Circulation:
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ARTS COMMISSION

Notice of Meeting on **Wednesday, February 22, 2023, at 4:00 p.m.**

Room 488, 4th Floor, 625 Fisgard Street, Victoria, BC; and Electronic Participation

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

In keeping with directives from the Province of BC, there is limited space for the public to attend CRD Board/Committee/Commission meetings in-person at this time. However, the public may continue to view meeting materials online. A Zoom link for viewing the January Arts Commission meeting live can be found at the bottom of this page (not available as a recording later). If you wish to attend a meeting in-person, please email legserv@crd.bc.ca.

AGENDA

1. Territorial Acknowledgement
2. Approval of Agenda
3. Adoption of Minutes of January 25, 2023
Recommendation: That the January 25, 2023, minutes of the Arts Commission be adopted.
4. Chair's Remarks
5. Presentations/Delegations
6. Commission Business
 - 6.1 Arts Advisory Council Update
 - 6.1.1. Arts Advisory Council Chair's Report (written)
 - 6.1.2. Arts Advisory Council Minutes – no February meeting
 - 6.2. Manager's Report (verbal)
 - 6.2.1 Outreach Report (written)
 - 6.3 Process to Generate Arts Service Strategic Plan 2024-27 (staff report)
Recommendation: The process to generate a new Strategic Plan for the Arts and Culture Support Service for 2024-27 is approved as presented.
 - 6.4 Visioning Session – Commission Ideas for next 4 Years (discussion)
7. New Business
8. Correspondence
 - 8.1 Pacific Opera Victoria, Feb 2, 2023, re: 2023 Operating Grant
9. Adjournment

Next Meeting: March 29, 2023

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



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**Minutes of a Meeting of the ARTS COMMISSION
Held January 25, 2023, in Room 488, 625 Fisgard St., Victoria, BC**

EP = Electronic Participation

Present: Members: M. Alto (Chair); P. Brent, D. Cavens, S. Epp, G. Lemon, D. Lajeunesse, C. Plant, C. Smart, **EP:** K. Roessingh
Staff: Chris Gilpin, Manager, Arts Development Service; V. Jeevanandam, Community Outreach Coordinator; H. Heywood, Administrative Assistant (recorder)
Also Present: C. McNeil-Smith, Mayor of Sidney, J. Verano, Chair, Arts Advisory Council, S. Donaldson, Funding Chair, Arts Advisory Council

The meeting was called to order at 4:00 pm.

1 Territorial Acknowledgement

2 Approval of Agenda

MOVED by Member Brent, **SECONDED** by Member Lemon,
That the agenda be approved as circulated.

CARRIED

3 Introductions

Chair Alto welcomed everyone to the meeting and asked members to each provide a brief introduction.

4 Adoption of Minutes

MOVED by Member Lajeunesse, **SECONDED** by Member Brent,
That the minutes of the September 28, 2022, Arts Commission meeting be adopted as read.

CARRIED

5 Chair's Remarks

Chair Alto acknowledged the important work of the Arts Commission. In addition to this, it was suggested the Commission could take on a more proactive role in advancing the understanding of the value of Arts & Culture and its important benefits across the region. Members were asked to consider opportunities for increasing awareness of the arts at the Board level, in their jurisdictions, and for growth of the CRD Arts Service throughout the region. At the February meeting there will be a visioning session to discuss ideas for the next four years.

6 Presentations/Delegations - None

7 Commission Business

7.1 Arts Advisory Council Update

7.1.1 Arts Advisory Council (AAC) Chair's Report (Verbal)

For the benefit of the new Arts Commission members, J. Verano, AAC Chair, provided an overview of the Arts Advisory Council's responsibilities, including adjudication of six grant

program intakes. She reviewed the scope of work involved in the Operating Grants program, for which the recommendations will be presented by S. Donaldson, Funding Chair.

Commission members acknowledged the thoroughness of the adjudication process and thanked the AAC for the work they do.

Arts Advisory Council Minutes for Information – January 10, 2023

7.1.2 Arts Advisory Council Activities by Council Summary – January 10, 2023

7.2 Manager's Report

C. Gilpin welcomed all new and returning members and noted that staff are excited to support the work of the Commission in the coming year and term.

He provided a summary of the granting and outreach work since the last Commission meeting in September, highlighting the following:

- the Operating grant intake and adjudication took place over the fall; recommendations will be presented today;
- the first Project grant deadline was on January 19th; 28 applications were received, which is in line with the five-year average. Recommendations to come forward in March;
- the Spring project-based grant programs have been launched: IDEA, Incubator, and Equity programs have a March application deadline and recommendations will be presented in May; the second Project Grant deadline is in April and recommendations will be presented in June;
- there will be online information sessions for all programs to support returning and new applicants; past sessions have been well received;
- increase in engagement through the online info sessions and the CRD Arts & Culture newsletter.

C. Gilpin reviewed past Summits for the benefit of new members. Planning and consultation for the 2023 Summit is ongoing:

- input is being gathered through an advisory committee representing the arts sector; Staff have also met with arts leaders from the Southern Gulf Islands and an Indigenous advisor;
- Chair Alto will be MC for the event which will be held at the Bauman Centre;
- the Summit will take place in May; the exact date to be confirmed shortly;
- feedback gathered at the Summit will be linked to the Strategic planning process.

Arts & Culture Strategic Plan

- The current Arts & Culture strategic plan concludes on December 31, 2023. The next strategic plan will encompass 2024 – 2027. A proposed process for development of a new strategic plan will be presented by staff at the February meeting.

7.3 2023 Annual Operating Grant Recommendations

C. Gilpin referred to the staff report and provided an overview of the process and rationale for the 2023 recommendations. It was noted the modifications to the Operating Grants program guidelines and application forms, made in accordance with Phase 2 of the Equity, Diversity, and Inclusion

(EDI) Implementation Framework, resulted in increased information for the adjudication team that contributed to the evaluations.

The twenty-one returning organizations and one new applicant were recommended for funding; a second new applicant was not recommended for funding at this time.

C. Gilpin introduced S. Donaldson, AAC Funding Chair, who has extensive experience with adjudication committees having worked at the BC Arts Council and in the non-profit sector.

S. Donaldson commented on the rigorous adjudication process noting the adjudicators were fair minded and generous of spirit. The application, including the new questions relating to EDI, provided good evaluative criteria.

C. Gilpin clarified the Arts Commission’s 2023 budget direction which indicated the funding increase should be allocated to a first priority of “new, high-performing” operating grant applicants and second priority of “project-based programs” (IDEA, Equity, Incubator, Project).

The Commission thanked staff for the report noting it was particularly helpful to have a clear explanation of how the increase to the funding budget would be distributed.

MOVED by Member Plant, **SECONDED** by Member Lemon,
That the 2023 Annual Operating Grant recommendations be approved as presented.

CARRIED

8 New Business - None

9 Adjournment

MOVED by Member Epp, **SECONDED** by Member Roessingh,

That the meeting be adjourned at 5:40 pm

CARRIED

CHAIR

RECORDER



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MEMO



ARTS ADVISORY COMMITTEE

To: Chair Alto and Members, Arts Commission

From: Joanna Verano, Chair, Arts Advisory Committee

Date: Meeting of February 22, 2022

Re: Arts Advisory Committee Chair's Report to the Arts Commission

I regret that I am unable to join the meeting due to a schedule conflict. In lieu of my attendance, I respectfully submit this written report.

ENGAGEMENT

With the start of the adjudication season not happening until later in February, The Arts Advisory Council took the opportunity to turn our February meeting into a social so we can unplug from our screens and meet in person. About a third of the council members are new so it was also a good time to get to know each other.

GRANT ADJUDICATION

- Project Grant applications from the January intake have been distributed and currently being reviewed. The adjudication for this grant stream is scheduled for February 27th. We received a total of 28 applications and funding recommendations will be presented to the Arts Commission at the March 2023 meeting.
- Applications opened in February for the next series of application intakes namely for Idea, Equity, Incubator and Spring Project Grants with info sessions scheduled in the coming weeks.

We look forward to reviewing this year's applications and learning about the variety of arts events, activities and programs that will be available to the CRD. In keeping with our mandate, the council looks forward to serving our community and ensuring balanced and good quality programming to enrich our region's artistic experience.

Thank you.

Outreach Report- Arts Commission – Feb 22, 2023

BACKGROUND

Grant outreach

Current outreach initiatives include supporting upcoming intakes for Equity, IDEA, Incubator and Project Grants. Staff will host an online information session on March 1 in advance of the Equity, Incubator and IDEA Grant deadline of March 16 and another session on April 5 in advance of the second Project Grant deadline on April 20.

Promotion of grants includes:

- Advertising placed in local publications
- Posts on Facebook, Instagram and Twitter,
- Boosted advertising on Facebook
- Sending out a CRD Arts & Culture e-newsletter to 800+ subscribers
- Promotion through BC Alliance for the Arts blog and newsletter

2022 Impact Report

Production has begun on the CRD Arts & Culture 2022 Impact Report, scheduled for review by the Arts Commission in June and for release in July 2023. To align with CRD organizational reporting strategy, the previously titled 'Progress Report,' will now be titled as an 'Impact Report'. Following an organization-wide initiative to standardize reporting within the CRD, Arts & Culture opted to rename the report to avoid confusion with statutory financial progress reports within the CRD.

The title change will not affect the content of the report and this new title will more closely reflect the original intention and the contents, as a primary goal of the report is to demonstrate the impact of CRD Arts & Culture funding through arts organizations.

Arts Champions Summit Planning Update

Planning is continuing for the 2023 Arts Champions Summit for the morning and early afternoon of Wednesday, May 17, 2023 for this event, exact times to be determined. Attendance by the Arts Commission members is optional but encouraged. Staff will provide a verbal report to the Arts Commission at the May meeting and a What We Heard report for review at the June meeting.

The second meeting of the Summit Advisory Meeting took place on February 21, with the purpose of brainstorming speakers and activities.



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**REPORT TO THE ARTS COMMISSION
MEETING OF WEDNESDAY, FEBRUARY 22, 2023**

SUBJECT **Process to Generate Arts Service Strategic Plan 2024-27**

ISSUE SUMMARY

The current strategic plan for the CRD Arts and Culture Support Service ends in 2023. The process to generate a new strategic plan for 2024-27 has been proposed.

BACKGROUND

The CRD Arts and Culture Support Service (ACSS) has its own strategic plan, which is distinct from the overarching CRD Corporate Plan. The ACSS strategic plan is produced by the CRD Arts Commission to reflect the goals and priorities for the service that it oversees.

The current strategic plan sets out the path for the ACSS from 2020-23 (Appendix A). It expires at the end of this year. The current plan is substantially complete with progress made on all its initiatives (see Appendix B for detailed reporting on initiatives). The only goal that was not met was #2b, as no new participants to the service were added in this timeframe; however, the Arts Commission did explore the process of gaining full regional participation in the ACSS. On June 22, 2021, the Arts Commission recommended creating a fully regional ACSS through alternative approval process. On September 8, 2021, this recommendation was considered by the CRD Board. While the amending bylaw passed with a majority of votes, the motion to proceed by alternative approval process, which requires a two-thirds majority to pass, was defeated.

To start the strategic planning process, a joint meeting of the Arts Commission and Arts Advisory Council has been proposed for March 2023 to review a situation analysis, a jurisdictional scan of arts funders, and determine the scope of the plan (see Appendix C for detailed timeline).

The process to generate a new strategic plan requires input from the arts sector so that the goals and priorities can reflect community needs. Accordingly, a multi-pronged engagement process has been proposed that includes focus groups, online surveys, and the Arts Champions Summit.

Feedback from this engagement would be collected in the What We Heard report, to be delivered to the Arts Commission at the June 2023 meeting to support finalization of strategic priorities and initiatives. Staff would take away Arts Commission decisions and design a strategic plan document to be adopted at the September 2023 Arts Commission meeting and subsequently published and disseminated in fall 2023.

ALTERNATIVES

Alternative 1

The process to generate a new strategic plan for the Arts and Culture Support Service for 2024-27 is approved as presented.

Alternative 2

The report be referred to staff for additional information.

IMPLICATIONS

Financial Implications

The current budget for 2023 has allocations to cover the Arts Champions Summit as well as other public engagements necessary to gather community knowledge for the next strategic plan. No additional funds are required for 2023 to realize the strategic planning process as presented.

Service Delivery Implications

Staff have designed a load management plan to ensure that they have capacity to support the process, while also delivering the core granting programs the arts sector relies on.

Alignment with Board & Corporate Priorities

The timeline for the new Arts and Culture Support Service strategic plan is arranged so that both CRD board priorities and the CRD corporate plan will be confirmed before the main decision point at the June 2023 Arts Commission meeting. This allows the Arts Commission to reference any CRD board priorities with implications for the arts and align the new ACSS strategic plan to the CRD corporate plan, as needed.

Alignment with Existing Plans & Strategies

The new strategic plan can build upon the directions and accomplishments of the 2020-23 ACSS strategic plan. Some of the previous high-level priorities may still be relevant for the next four-year term and could be further implemented through different supporting initiatives.

CONCLUSION

The Arts and Culture Support Service has its own strategic plan for 2020-23 and is now looking to generate a new strategic plan for 2024-27. A strategic planning process has been proposed for review by the Arts Commission. The process includes scoping, situation analysis, and multi-pronged stakeholder engagements leading to a What We Heard report. The timeline would result in a new strategic plan being published in the fall of 2023.

RECOMMENDATION

The process to generate a new strategic plan for the Arts and Culture Support Service for 2024-27 is approved as presented.

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

ATTACHMENTS

Appendix A: Arts and Culture Support Service – Strategic Plan 2020-23
Appendix B: Implementation Update on Strategic Plan 2020-23
Appendix C: Timeline of Process for Strategic Plan 2024-27

Support,
promote,
+ celebrate
the arts.



Capital Regional District
Arts & Culture Support Service

2020-2023 Strategic Plan >
Updated March 2020

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A Vision for the CRD Arts & Culture Support Service

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

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

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

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

The CRD Arts & Culture Support Service

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

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

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

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

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

The Arts Service has five grant programs:

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

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

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

The Arts Service also:

- Manages landmarkspublicart.ca, a searchable website dedicated to the presentation of public art in the region for jurisdictions participating in the Arts Service

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

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

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

Situational Analysis

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

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

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

***Risk Register - Identified Risk**

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

Goals & Priorities

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

Goals

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

1. Increase community awareness

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

Initiatives

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

1b Implement Communications Strategy

1c Facilitate dialogue and celebrate the arts through convening opportunities

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

Impact

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

2. Increase participation and funding

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

Initiatives

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

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

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

Impact

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

3. Make access equitable

Increase representation of art forms funded by the CRD

Initiatives

3a Ensure support for new and emerging organizations.

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

3c Reduce barriers experienced by rural communities.

Impact

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

4. Sustain creativity

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

Initiatives

4a Support arts organizations in fulfilling their artistic mandates.

4b Invest in emerging and growing organizations.

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

Impact

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

5. Respond to granting needs

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

Initiatives

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

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

5c Include community input when evaluating programs.

Impact

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

Implementation Monitoring

To support implementing this plan:

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

Appendix: Planning Session Participants

The following individuals participated in developing this plan.

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

The arts are
central to life in
the region.

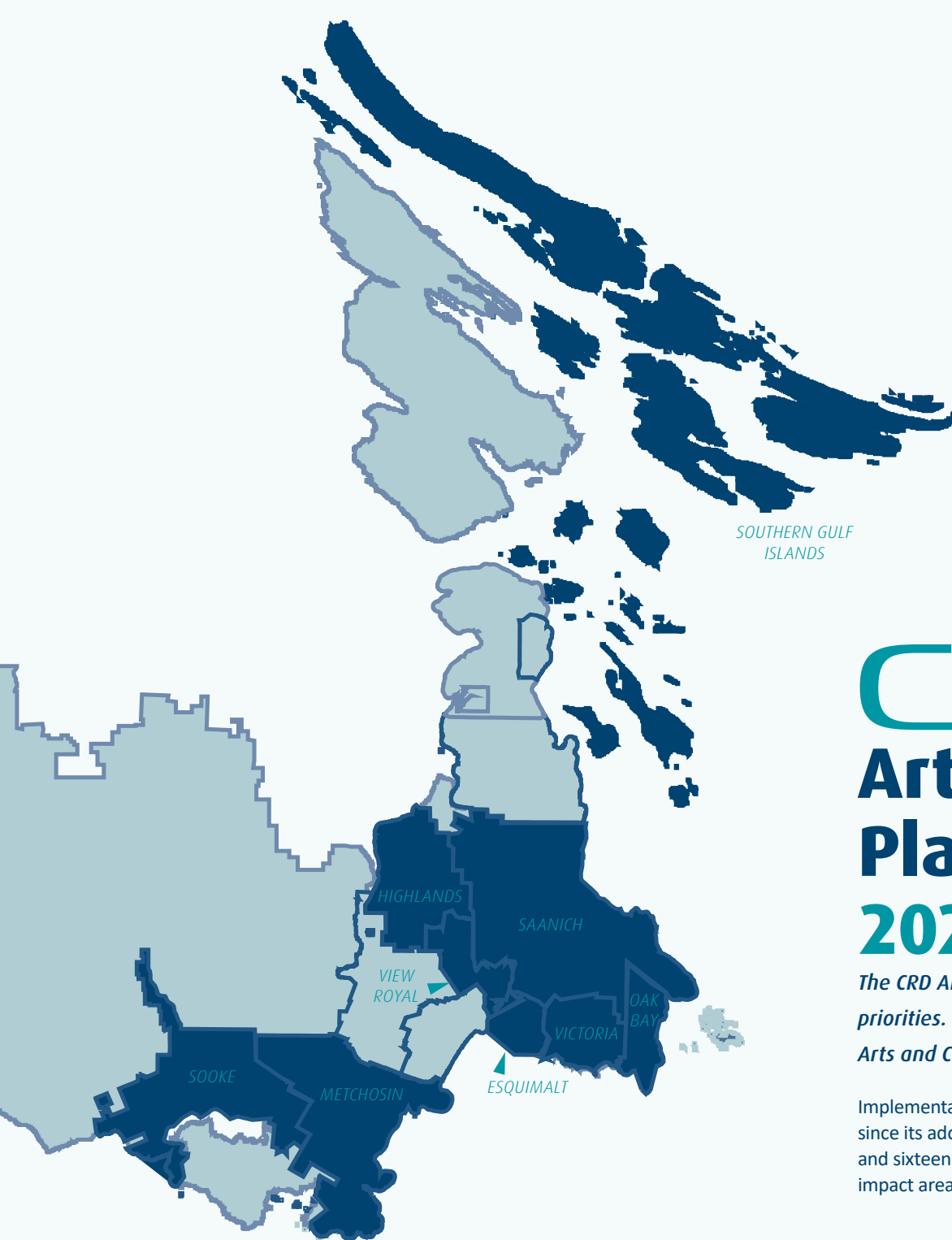
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Appendix B



CRD Arts & Culture Strategic Plan Implementation 2020-2023

The CRD Arts & Culture 2020-2023 Strategic Plan identifies five key goals and priorities. These priorities guide the operations and initiatives developed by CRD Arts and Culture.

Implementation of the CRD Arts & Culture Support Service Strategic Plan has been underway since its adoption in 2020. This document shows the progress made on the five adopted goals and sixteen actions. Note that an action may have a relationship to more than one goal or impact area.



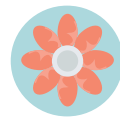
Goal 1: Increase Community Awareness

Initiatives	Status	Description	Progress Measures
a) Deliver community outreach to increase awareness of the arts as a valued part of the lift in the capital region	Complete & Ongoing	The benefits of CRD Arts & Culture Support Service (Arts & Culture) were communicated to the region's decision makers through council presentations, targeted mailings and social media content. The 2020 Progress Report featured "Envisioning a regional arts support strategy," with a case for regional support of the arts supported by an infographic mapping performing arts ticket-buyers by jurisdiction, demonstrating that arts funding has a regional scope and benefit.	<ul style="list-style-type: none"> • Attendance at events was down 27% in 2020 due to the pandemic but rebounded strongly in 2022. • Volume of events By grantees : 9722 from 2020-2022 (as reported by Dec 2) • CRD convened= 1 Arts Champions Summit (2021), 1 accessibility training, 7 information sessions, 5 municipal roundtables, 2 focus groups
b) Implement Communications Strategy	Complete & Ongoing	Arts & Culture strategically increased awareness of funding by deploying engaging social media content (including videos and infographics), online grant sessions, an email newsletter with nearly 1000 subscribers, press releases, print and social media advertising, communications and outreach. The result s an increased number of applicants, supports at every step of the application journey, and growing awareness of Arts & Culture funding to the general public.	<ul style="list-style-type: none"> • # of participatory activities for community by grantees: 4001 from 2020-2022 (as reported by Dec 2, 2022) • CRD Arts & Culture Social media uptake since 2019: Instagram grew from 609 to 1154 Twitter grew from 1,724 to 2026 Facebook grew from 633 to 880
c) Facilitate dialogue and celebrate the arts through convening opportunities	Complete & Ongoing	Arts & Culture convened the Arts Champions Summit in December 2021 and the next Summit is planned for May 2023. CRD also hosts municipal roundtable meetings for local government arts and culture staff. Through funded partnerships, Arts & Culture supports the Greater Victoria Regional Arts Awards to celebrate the arts sector and the Creative Mornings series to provide monthly networking opportunities.	<ul style="list-style-type: none"> • # of Operating Grant volunteers: decreased 21% from 3,865 volunteers (2019) to 3046 (2022)
d) Share information about links between arts, sustainable communities and wellbeing	Complete & Ongoing	Through statistics and storytelling, the 2021 Progress Report highlighted connections between health, wellbeing and the arts and the increasingly crucial role of arts during the pandemic. Arts & Culture collaborates with Victoria Foundation to distribute information through the annual Vital Impacts publication.	



Goal 2: Increase participation and funding

Initiatives	Status	Description	Progress Measures
a) Create a “funding roadmap” that identifies increases in funding in accordance with community need as well as funding sources required to meet these goals, including considering funding support outside of municipal requisition	Underway	<p>Created alternate funding requisition models that simulated a \$0.25M increase to Operating Grants, in line with community need, over 3, 4 and 5 years, and the financial implications on the requisition amount for each participating jurisdiction.</p> <p>Created connections to provincial, federal, and private (Victoria Foundation and Vancouver Foundation) arts funders through the Tri-Level funders network to examine how other funding supports contribute currently and where they are trending, in terms of their future support.</p>	<ul style="list-style-type: none"> • Increase in funding pool: Arts Granting Budget increased 9.3% from \$2.46M (2019) to \$2.68M (2023) • Group 1 participants: remained at five (Esquimalt, Oak Bay, Saanich, Victoria, View Royal) • Group 2 participants: remained at four (Highlands, Metchosin, Sooke, Southern Gulf Islands) • % of population living in contributing jurisdictions: according to Statistics Canada census data, the population in the 9 participating jurisdictions compared to the total CRD population comprised 70% in 2019 and 69% in 2021
b) Strengthen and expand partnership activities to increase the number of participants and support the level of funding identified in 2a. Develop a toolkit for the Arts Commission that supports these activities.	Underway	<p>Arts Commission recommended to the CRD Board that there should be full regional participation in the Arts Service through the Alternative Approval Process. This initiative was not successful but the issue was forwarded to the strategic planning sessions of the new CRD Board for further consideration.</p> <p>Benefits of Arts Service were communicated to non-participating jurisdiction. Participation remained stable with Sidney making donations in 2020 and 2021. Developed handouts and shareable social media posts on participation in arts services.</p>	
c) Explore the possibility of consolidating all CRD arts-related services under one service.	Complete	<p>After exploring options for combining all arts services, staff identified several high-barrier legal obstacles to governance consolidation, due to differences in contributing jurisdiction make-up and service purpose (granting vs. infrastructure).</p>	



Goal 3: Make access equitable

Initiatives	Status	Description	Progress Measures
a) Ensure support for new and emerging organizations	Complete & Ongoing	Arts & Culture continued to provide specialized support to new and emerging organizations through the Incubator Grant program, which became a core program in 2020. The Arts Commission prioritized support for new applicants to Operating Grants and project-based grants, focusing new funding toward applicants and programs that would support high performing, emerging organizations.	<p>Barriers removed:</p> <ul style="list-style-type: none"> • See the list under the descriptions for the list of actions. Each action is either directly or indirectly reducing barriers to applications - either through expanding the criteria to apply, reducing the amount of administrative burden, improving accessibility or modifying adjudication processes. • # of Equity Grants provided: 17 grants (2020-22) • # of first time recipients: 42 (2020-22) • Evidence of broader representation of art forms and from rural communities: Grants supporting programming specifically from or for equity-seeking communities: 45 grants from 2020-2022 Rural recipients (Metchosin, Sooke and SGI): 25 grants from 2020-2022
b) Support equity, diversity and inclusion through grant programs	Complete & Ongoing	<p>Informed by community engagement through the Arts Champions Summit and consultations, and led by an EDI Subcommittee made up of a diverse group of volunteers, grant programs were modified to prioritize support to organizations serving and representing equity-seeking communities, to lower unnecessary barriers and ensure there is representative and equitable adjudication. Actions included:</p> <ul style="list-style-type: none"> • Reducing of the overall length and complexity of applications and reporting. • Developing new application questions for all grant types about how applicants represent and interact with underserved communities, including eligible rural communities, how they develop safe and respectful environments, and how they consider accessibility. • Developing new Operating Grant application questions about artist and staff compensation, and organizational development of diversity and inclusion into artistic programming, governance, operations and administration. • Expanding eligibility of Sponsor Societies for Equity Grants to include Operating Grant applicants. • Expanding Operating Grant applicants to include eligible past Equity grant recipients. • Expanding eligible governance criteria in Equity, IDEA and Incubator applications. • Adjusting assessment criteria to achieve more balance between artistic relevance, community benefit, and operational capacity, allowing smaller, grassroots organizations an equal chance to rank highly. • Highlighting access costs and Honoraria for First Nations, Inuit and Métis Elders, cultural carriers, and cultural protocols as eligible for project based funding. • Continuing implementation of accessibility practices for outreach and application materials, including ASL interpretation, closed captioning, and explainer videos. • Committing to ensuring assessment committees reflect both the diversity of the region and grant applicants, compensating external assessors that are not part of the Arts Advisory Council. (continued on next page) • Embedding context briefs about diverse artistic practices into assessment committee materials. • Providing access funding to AAC volunteers to support attendance at meetings. • Doubling the budget and maximum request amount for the Equity Grants program in 2023 in response to high demand and to align benefits to the Projects Grants program. 	
c) Reduce barriers experienced by rural communities	Complete & Ongoing	In the EDI Implementation Framework, Phase 4, questions in all project-based grant programs were modified to include benefits to people in rural areas as a key consideration in assessment and funding distribution.	



Goal 4: Sustain creativity

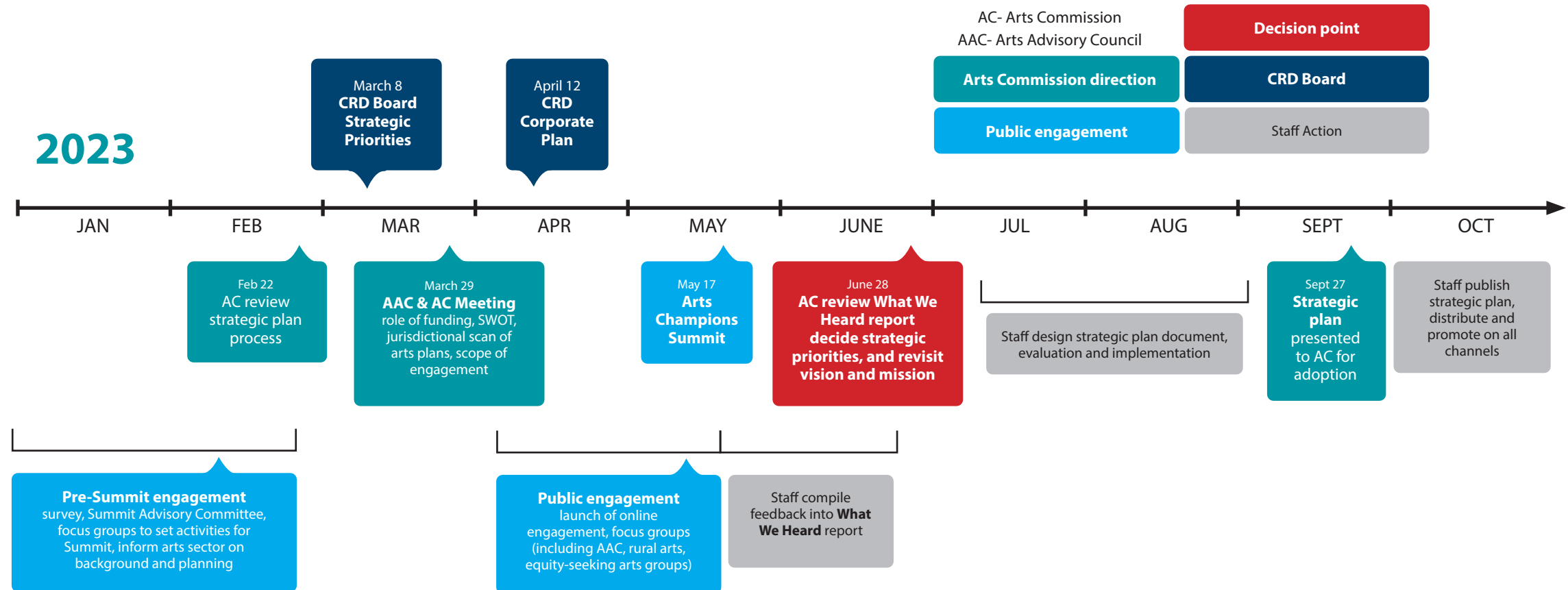
Initiatives	Status	Description	Progress Measures
a) Support arts organizations in fulfilling their artistic mandates	Complete & Ongoing	<p>Uninterrupted delivery of granting programs through COVID-19 disruptions supported arts organizations during a volatile period.</p> <p>Operating Grants prioritize the financial and operational sustainability of established organizations, and provides predictable support that encourages long-term planning. The introduction of new adjudication processes is providing greater accountability in decision making. Administrative processes were streamlined to reduce administrative burden of reporting process, in turn allowing small and medium-sized arts organizations to focus more of their capacity on delivering programs and creating arts activities.</p>	<ul style="list-style-type: none"> • # of funded organizations: record-high number of grants awarded in 2022 (95 grants) • % of funded organizations creating new work: 69% of all grant recipients in 2019 to 63% in 2022 • Impact of Incubator grant and evidence of increase of emerging arts organizations: Four Incubator grants (2020-22) distributed. Additionally 6 new organizations (founded 2020 or later) came through other grant programs. • Evidence of funded organizations creating artistic output unique to the region: Annual Progress Reports detail some of the unique work happening in the region through CRD Grants.
b) Invest in emerging and growing organizations	Complete & Ongoing	<p>Launched in 2018 and becoming a core program in 2020, the Incubator Program targets support to new and emerging organizations.</p> <p>In 2021 and 2023, the Arts Commission prioritized support for new applicants to Operating Grants and project-based grants and, in so doing, focused new granting funds toward applicants and programs that would support emerging and fast-growing organizations.</p>	
c) Support innovation through a funding system that allows arts organizations to take risks.	Complete & Ongoing	<p>After three years as pilot programs, Equity Grants and Incubator Grants became core programs in 2020. With the reintroduction of the IDEA grant program in 2019, these grant programs expand eligibility, allowing for more cohesive support of arts organizations and initiatives, particularly from areas of the art sector that have been historically underfunded.</p>	



Goal 5: Respond to granting needs

Initiatives	Status	Description	Progress Measures
a) Use effective and accountable process to stimulate a healthy creative economy.	Complete & Ongoing	<p>COVID-19 disrupted the arts and culture contribution to GDP in 2020 and 2021. In 2022, the arts and culture economy has rebounded. Recent data indicates that the performing arts segment recovery lags the visual arts segment in returning to pre-pandemic levels. However, the overall trend is one of recovery for the performing arts sector as audiences return to venues. Arts & Culture continued to report on economic contributions of the sector in annual Progress Report.</p> <p>New adjudication processes were introduced to provide greater accountability in decision making.</p>	<ul style="list-style-type: none"> • \$ of funding pool: Arts Granting Budget increased 9.3% from \$2.46M (2019) to \$2.68M (2023) • # of jobs for culture workers stimulated by CRD grants: Jobs created by Operating Grant recipients is up 31% from 3113 jobs (2019) to 4083 (2022). Numbers include full-time, part-time and artists. • Revenues of funded organizations: Operating Grant revenues are up 12% from \$25.53M (2019-actual) to \$28.54M (2022-projected)
b) Review grant program design and guidelines to ensure funding is allocated in a sustainable way.	Complete & Ongoing	<p>Staff conducted multiple iterations of program evaluation and incorporated feedback from adjudication teams.</p> <p>A comprehensive review of programs was undertaken through the EDI Implementation Framework. In 2021 and 2023, the Arts Commission prioritized support for new applicants to Operating Grants and project-based grants, which focused funding allocation to increase success rates for project-based programs and focus funding lifts on broadening support to the arts ecosystem.</p>	
c) Include community input when evaluating programs.	Complete & Ongoing	<p>Arts & Culture convened the Arts Champions Summit in December 2021 and is scheduled to do again in May 2023. Input from the 2021 summit, which focused on equity and self-determination, was synthesized into a What We Heard report that led directly to changes incorporated in the EDI Implementation Framework.</p> <p>Arts & Culture also facilitated several one-on-one consultations with operating clients to collect input on proposed changes to the Operating Grant program guidelines and application form.</p>	

Proposed timeline Development of CRD Arts & Culture Strategic Plan (2024-2027)



February 3 2023

Heather Heywood
Administrative Assistant
CRD Arts & Culture Support Service

Via email: hheywood@crd.bc.ca

Dear Heather

Re: CRD 2022-2024 Multi-Year Operating Grant

I am writing to confirm that Pacific Opera Victoria would welcome a partial payment up to 50% of the 2023 operating grant.

Pacific Opera Victoria greatly appreciates the support and commitment of CRD Arts Service, and thank you for stewarding this important investment in the region's vibrant arts and cultural economy. We look forward to working with you to ensure the continued growth and impact of the arts in this community.

Yours sincerely



Ian Rye
Chief Executive Officer

Cc: Marilyn Walker - Director of Finance Pacific Opera Victoria marilyn@pacificopera.ca