

ARTS COMMISSION

Notice of Meeting on **Wednesday, July 26, at 4pm-6pm**
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 | |

Delegations will have the option to participate in-person or electronically. Please complete the online application at www.crd.bc.ca/address no later than 4:30 pm two days before the meeting.

AGENDA

1. Territorial Acknowledgement
2. Approval of Agenda
3. Adoption of Minutes of June 28, 2023

Recommendation: That the June 28, 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 (verbal)
 - 6.1.2. Arts Advisory Council Minutes - June 13, 2023
 - 6.1.3. Arts Advisory Council ABCs - June 13, 2023

6.2. Manager's Report (verbal)

6.3. CRD Arts and Culture: 2022 Impact Report

Recommendation: That staff distribute the CRD Arts and Culture: 2022 Impact Report virtually through the CRD website and as physical copies to all councils and electoral directors in the capital region.

Attachments:

Staff Report: CRD Arts and Culture: 2022 Impact Report
Appendix A: 2022 Impact Report

6.4. Priorities for 2024-27 Strategic Plan

Recommendation: That the strategic priorities, goals, and actions be approved as presented to be included in the 2024-27 Strategic Plan for the Arts & Culture Support Service.

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

Attachments:

Staff Report: Priorities for 2024-27 Strategic Plan
Appendix A: Updated Timeline for Development of CRD Arts & Culture Strategic Plan
Appendix B: What We Heard Report
Appendix C: Goals Matrix
Appendix D: Summary of Core Elements Including Draft Priorities, Goals, and Actions
Appendix E: Presentation on What We Heard Report and Draft Priorities, Goals, and Actions

7. New Business
8. Correspondence - none
9. Adjournment

(Next Meeting: September 27, 2023)



Making a difference...together

Minutes of a Meeting of the ARTS COMMISSION
Held June 28, 2023, in Room 488, 625 Fisgard St., Victoria, BC

EP = Electronic Participation

Members Present: M. Alto (Chair); D. Cavens, D. Lajeunesse,

EP: P. Brent, S. Epp, G. Lemon, K. Roessingh, C. Smart

Staff: C. Gilpin, Manager, Arts & Culture Service; H. Heywood, Administrative Assistant (recorder)

Also present: S. Donaldson, Arts Advisory Council Funding Chair

Regrets: C. Plant; J. Verano (arriving late)

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

1 Territorial Acknowledgement

Chair Alto provided a Territorial Acknowledgement.

2 Approval of Agenda

MOVED by Member Cavens, SECONDED by Member Smart
That the agenda be approved as circulated.

3 Adoption of Minutes

MOVED by Member Cavens, SECONDED by Member Lajeunesse,
That the minutes of the May 19, 2023, Arts Commission meeting be adopted.

CARRIED

4 Chair's Remarks

Chair Alto commented on the Summit saying positive feedback about the event continues to be received by those who attended. It has created positive momentum for the Commission and confidence in the capacity of the Commission moving forward.

C. Gilpin and Chair Alto are scheduled to make a presentation to Langford's city council on July 17th and a report will be provided at the next Commission meeting on July 26th.

5 Presentations/Delegations – None

6. Commission Business

6.1 Arts Advisory Council Update

6.1.1 Arts Advisory Council (AAC) Chair's Report

6.1.2 Arts Advisory Council Minutes - June 13, 2023

6.1.3 Arts Advisory Council ABCs - June 13, 2023

By consensus members agreed to review items in 6.1 later in the Agenda, after the arrival of AAC Chair, J. Verano.

6.2 Manager's Report

C. Gilpin noted the Operating Grant application in-take for 2024 annual operating funding will open in mid-July. Multi-year Operating clients will be required to submit an interim report.

The 2022 Impact Report and the What We Heard Report are both underway and will be presented for review at the July 26th meeting.

The job competition has been completed and we look forward to welcoming our new Community Outreach Coordinator, Abby Gibbs, to the team tomorrow.

More details will be provided about the Strategic Planning process in Item 6.4.

6.3 2023 April Project Grant Recommendations

C. Gilpin noted there were 22 applications were received and one was deemed ineligible. Twenty-one applications were assessed and 20 are recommended for funding which is a 95% success rate. This is due in part to the increased budget over last year, as approved by the Arts Commission, and to the decisions made by the adjudication team.

Arts Advisory Council Funding Chair, S. Donaldson, was delighted to see a higher success rate than usual, due to the budget, and to the adjudication team that focused on distributing more funds to more organizations including rural applicants, while ensuring the grant levels didn't impede the success of the projects.

Members thanked the adjudication committee for their work and for the wide distribution of funds.

**MOVED by Member Cavens, SECONDED by Member Lajeunesse,
That The Arts Advisory Council recommends to the Arts Commission:**

That the 2023 April Project Grant recommendations be approved as presented.

CARRIED

6.4 Strategic Plan - Draft Mission and Vision Statements

C. Gilpin gave a power point presentation that provided a summary of public engagement activities, a draft Mission and Vision, a Commitment to Equity, and next steps. A What We Heard Report will be presented in July which will summarize all the engagement activities and present proposed goals and initiatives for the strategic plan.

C. Gilpin provided the rationale for the draft Vision and Mission statements being reviewed today.

AAC Chair, J. Verano, joined the meeting at 4:28pm.

Members discussed the development of the proposed wording and the inclusion of the commitment to equity. The Vision statement was amended resulting in the following statements:

Mission: Support, champion, and develop the arts.

Vision: The arts are key drivers of community vitality, economic sustainability, and quality of life across the region, and artists and arts organizations are thriving, resilient, and well-supported.

**MOVED by Member Lajeunesse, SECONDED by Member Roessingh,
That the updated Mission and Vision statements be approved as amended.**

CARRIED

It was noted that the commitment to equity will be part of the guiding principles which will be included in the Strategic Plan. This will be reviewed at the next Commission meeting on July 26th.

AAC Chair, J. Verano left the meeting at 4:38pm.

6.1 Arts Advisory Council Update

MOVED by Member Lajeunesse, SECONDED by Member Cavens to table Items in 6.1 to the July Arts Commission meeting.

CARRIED

7. New Business

7.1 Member Lajeunesse invited all members to the Sooke Fine Arts Show which will take place from July 29 - August 7th.

7.2 By consensus members agreed to extend the July 26th meeting to two hours, 4-6pm.

8. Correspondence - none

9. Adjournment

**MOVED by Member Lajeunesse, SECONDED by Member Roessingh
That the meeting be adjourned at 4:45 pm.**

CARRIED

CHAIR

RECORDER



Making a difference...together

ARTS ADVISORY COUNCIL

Minutes of a Meeting of the CRD Arts Advisory Council

Tuesday, June 13, 2023 at 5:00 – 6:00 pm

Via Video Conference

AAC Members: D. Clark, R. Ditor, R. Gale, W. Greaves, C. Haska, A. Hershberg, J. Verano (Chair)

Arts & Culture Staff: C. Gilpin, Manager, H. Heywood, Admin Assistant (recorder)

Regrets: C. Caravaca, S. Donaldson, S. Reid

1. Territorial Acknowledgement

C. Haska provided a territorial acknowledgement.

2. Approval of Agenda

MOVED by R. Gale, **SECONDED** by W. Greaves, to approve the agenda as circulated.

CARRIED

3. Minutes:

4.1 Adoption: 2023/05/09 Arts Advisory Council (AAC)

MOVED by C. Haska, **SECONDED** by R. Ditor, that the May 9, 2023 minutes of the Arts Advisory Council be approved as presented.

CARRIED

4.2 Arts Commission (AC) Minutes of 2023/03/29 - received for information

4. Chair's Report

Chair Verano thanked AAC members and staff for their work during the recent adjudications. This work has contributed to the success of many organizations. Please continue to attend events as opportunities arise over the summer.

Congratulations on the Arts Champions Summit which was well attended, had interesting speakers, and enjoyed a high level of enthusiasm from participants.

S. Donaldson presented the Equity, Incubator and IDEA grant recommendations at the May Arts Commission meeting. The AAC was asked to review the maximum grant amount for IDEA grants

5. Manager's Report

C. Gilpin provided highlights from the May Arts Commission meeting noting the project-based grants were approved. As requested by the AC, the IDEA grant maximum amount will be reviewed and considered as part of the strategic planning process.

The AC also approved funding to ProArt Alliance for the upcoming Regional Arts Awards, to support the Greater Victoria Regional Arts Awards with \$5,000 dedicated to fund the CRD Arts Commission Regional Impact Award and \$1,000 to support the production of the event. Also approved is \$8,000 to support of Creative Mornings Victoria which is now managed by the Victoria Arts Council.

The CRD Corporate Plan includes items specific to the Arts & Culture Service. Work is ongoing to meet the goals of developing and implementing a revised strategic plan for the Arts & Culture Service, and to scale up participation in the Service. A draft strategic plan will be presented to the Arts Commission in September. AAC members are welcome to provide any further feedback for the strategic plan over the summer, directly to C. Gilpin.

The Arts Champions Summit had over 100 participants, including in-person and online. For the first time, Southern Gulf Island participants were able to access a \$50 travel subsidy and blind attendees were able to participate fully online with the assistance of a dedicated facilitator. Comments received via the event evaluation forms were generally positive; people appreciated being able to meet in person and make new connections.

Engagement activities, including the Summit, focus groups, and a public survey, are now complete. Feedback will be compiled for the What We Heard report and at the suggestion of the AC Chair, this report will be presented to the Arts Commission in July to ensure there is time to fully consider all the feedback.

V. Jeevanandam has left the CRD for a new position. The hiring process for a Community Outreach Coordinator is almost complete.

6. Grant Recommendations

6.1 2023 April Project Grant Recommendations

C. Gilpin noted the application in-take went smoothly and there was a larger budget available over last year, resulting in a higher success rate and higher median grant.

R. Gale, Chair for the adjudication, provided rationale for the recommendations. Discussion included the quality of applications in relation to EDI and resources available to organizations, including CRD grant information sessions.

MOVED by R. Gale, SECONDED by A. Hershberg,

The Arts Advisory Council recommends to the Arts Commission:

That the April 2023 Project Grant recommendations be approved as presented.

CARRIED

7. ABCs (Activity By Council Summary)

Received for information.

8. Correspondence - none

9. New Business

9.1 Discussion: Project Grant intakes - allowing one or two applications per year

C. Gilpin provided background for the discussion. Discussion included a review of past policy, pre-Covid application statistics, and the objective of the program. General consensus is to allow non-successful January applicants to apply again in April, with either the same project or a new project. Absent members will have an opportunity to contribute to the discussion in September. A report based on AAC recommendations will be presented to the AC in the fall.

10. Adjournment

MOVED by R. Gale, that the meeting be adjourned at 6:03 pm.

CARRIED

Arts Advisory Council Meeting – Tuesday, June 13, 2023 ABC'S

(Activities by Council Summary)

AAC members recently attended the following events in the region:

Atomic Vaudeville - *Wyrd*

Ballet Victoria - *Resurrection*

Belfry Theatre - *Old Stock*

Blue Bridge Theatre - *Miss Julie*

Canadian College of Performing Arts - *Joseph & the Technicolour Dreamcoat*

Royal Theatre - *Come from Away*

St. Michael's University School - *School of Rock The Musical; Disney's The Descendants The Musical*

Theatre Inconnu - *Witch, Shoemaker's Son*

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, JULY 26, 2023**

SUBJECT **CRD Arts and Culture: 2022 Impact Report**

ISSUE SUMMARY

The CRD Arts and Culture: 2022 Impact Report has been completed and ready for review by the CRD Arts Commission before being distributed to councils and made available to the public.

BACKGROUND

Produced annually, the CRD Arts & Culture Impact Report provides a glimpse into the social, economic, and artistic impact of the CRD Arts & Culture Support Service. From 2018 to 2021, this report was called a Progress Report. In 2022, after an organization-wide review, it has been renamed to “Impact Report”, which more accurately reflects its purpose as an outreach initiative to show the impact of CRD arts funding. The 2022 Impact Report will be distributed widely, leveraging the CRD digital platforms, including mailing lists and social media.

The 2022 Impact Report presents information through infographics, statistics and storytelling around two broad themes: 1) alignment of CRD Arts and Culture to the goals of the current strategic plan, and 2) the implementation of an Equity, Diversity, and Inclusion (EDI) lens across granting and operations through multiple policy initiatives.

ALTERNATIVES

Alternative 1

That staff distribute the CRD Arts and Culture: 2022 Impact Report virtually through the CRD website and as physical copies to all councils and electoral directors in the capital region.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

Copies of the 2022 Impact Report will be distributed to councils of participating and non-participating jurisdictions, as well as the CRD Board. The report will be distributed to the regional arts community and broader public through links in the CRD Arts & Culture e-newsletter (which has over 800 subscribers), social media, and the CRD website.

To limit the environmental impact of printing, grant recipients are provided with a link to the impact report as a digital asset with the option to request a physical copy if they require it.

CONCLUSION

The 2022 Impact Report provides a glimpse into the crucial impact of CRD Arts and Culture grant funding and outreach activities. Once reviewed by the CRD Arts Commission, copies will be distributed to all jurisdictions and published on the CRD website.

RECOMMENDATION

That staff distribute the CRD Arts and Culture: 2022 Impact Report virtually through the CRD website and as physical copies to all councils and electoral directors in the capital region.

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

ATTACHMENT

Appendix A: CRD Arts and Culture: 2022 Impact Report

2022 Impact Report

CRD
Arts & Culture



CRD Arts and Culture conducts its business within the traditional territories of many First Nations, including but not limited to BOŶÉĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, STÁUTW (Tsawout), T'Souke, WJOŁEŁP (Tsartlip), WSIKEM (Tseycum), and x^wsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

We are committed to respectfully and appropriately engaging these First Nations in regional arts and culture strategies, decision-making and shared interests, recognizing that the attitudes, policies and institutions of colonization have changed Indigenous peoples' longstanding relationships with their artistic and cultural practices.



Organizational Overview

Capital Regional District (CRD) delivers regional, sub-regional and local services to 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands. Governed by a 24-member Board of Directors, the CRD works collaboratively with First Nations and all levels of government to enable sustainable growth, foster community well-being, and develop cost-effective infrastructure, while continuing to provide core services to residents throughout the region.

CRD Arts and Culture Support Service (CRD Arts & Culture) is a sub-regional service supported by 9 jurisdictions providing grants to non-profit organizations for the development of local arts programming, creating artistic, social and economic benefits for the region.

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cover photo: Sarah Pitman, Jesse Wilson, Violet Brownsey, Willis Taylor and Hannah Ockenden in *As You Like It*, Greater Victoria Shakespeare Festival 2022, directed by Barbara Poggemiller. photo: Lara Eichhorn.

All photos within this report are provided (with our thanks) courtesy of grant recipients. Unless otherwise noted, images are of 2022 programming.

Message from the Chair of the Arts Advisory Council

While it seems like a lifetime ago, 2022 was an extraordinary year of revival for the arts in the capital region. As the pervasive impact of the pandemic subsided, there was so much joy to seeing performing arts venues open with a full audience once again. Every opportunity to be in a gathering at festivals, gallery openings and various arts events come with gratitude and greater appreciation for in-person interaction. It is incredible that the region's arts sector did not just recover but rebounded stronger than ever with new skills and a renewed vision.

As I write this, we are wrapping up the last of the 2023 grant adjudications. As a diverse volunteer group bonded by our passion for the arts, the Arts Advisory Council takes the responsibility of making funding recommendations with sincere and thoughtful reflection. We witness the impact of our decisions in activating arts events and understand that our choices have implications across the region. We are delighted to share that the CRD Arts & Culture distributed more grants in 2022 than any previous year.

In addition to adjudicating grant applications, the Arts Advisory Council spent much of 2022 occupied with reviewing the CRD Arts & Culture's existing processes and granting programs from the perspective of equity, as directed



by the Arts Commission. We were fortunate to have Cathy Charles Wherry join our EDI (Equity, Diversity and Inclusion) Subcommittee, bringing 27 years of experience as an Arts Administrator at the First People's Cultural Council. We grounded our understanding of how we would define equity with community knowledge from the Arts Champions Summit in December 2021, which focused on equity and cultural self-determination. We also benefitted from the work of arts funders from across the country, many of which have been deeply engaged in this work for many years. We're proud of the work we've done so far, knowing that it's just part of a much longer journey, but nevertheless gratified to see the work we've done thus far having a tangible effect.

As we begin developing the 2024-2027 Strategic Plan, the Arts Advisory Council is thrilled to be part of the process in helping shape the Arts Commission's vision of renewing the CRD Arts & Culture's priorities. We are fortunate to be living in a community full of artists and art lovers and anticipate the opportunities we'll have to benefit from the creativity and knowledge of communities across this region.

Joanna Verano

Chair, CRD Arts Advisory Council



Message from the Chair of the Arts Commission

As the new Chair of the CRD Arts Commission, I've long been a champion and supporter of arts, knowing the many pivotal roles it plays in building and vitalizing community, improving health and quality of life – and, of course, in making life richer and more meaningful. The past few years of isolation and limited access to “in person” arts and culture experiences have demonstrated just how essential access to arts is to our wellbeing and to building community.

This is a pivotal time for arts in the region. As Arts Commission Chair, I'm committed to working toward support for the arts sector that matches the extraordinary impact it has on residents and communities across the region. The new Arts Commission, full of diverse representatives from across the region, is already strategizing to broaden and advance the influence of CRD Arts & Culture, acting as advocates and champions for the sector across governments, and exploring how all municipalities in the CRD can inform, and participate in, regional and local arts and endeavours.

The previous Arts Commission and Arts Advisory Council did incredible work to grow the impact of CRD Arts & Culture's funding. The reintroduction of the IDEA grant program and the expansion of the Equity Grant program continues to broaden who has access to arts and the types of programming to which the region has access. Making the grant application process faster and more straightforward is reducing the barriers to access funding.

I'm looking forward to building on that work. Over the next few months, we will be collaborating with arts communities across the region to develop our next strategic plan. This engagement process will provide us with an opportunity to revitalize our collective vision of a well-supported arts sector and will guide CRD Arts & Culture over the coming years.

Marianne Alto
Chair, CRD Arts Commission

Supporting Non-Profit Arts Initiatives Through Grant Programs

CRD Arts & Culture Support Service (CRD Arts & Culture) is a sub-regional service that distributes grants to non-profit organizations to develop local arts programming. Supported by nine jurisdictions, funding creates artistic, social and economic benefits for the region. Through outreach, CRD Arts & Culture fosters collaboration between arts organizations, funders and audiences.

2022 grant distribution

Multi-year Operating
\$1.7M

Annual Operating
\$565K

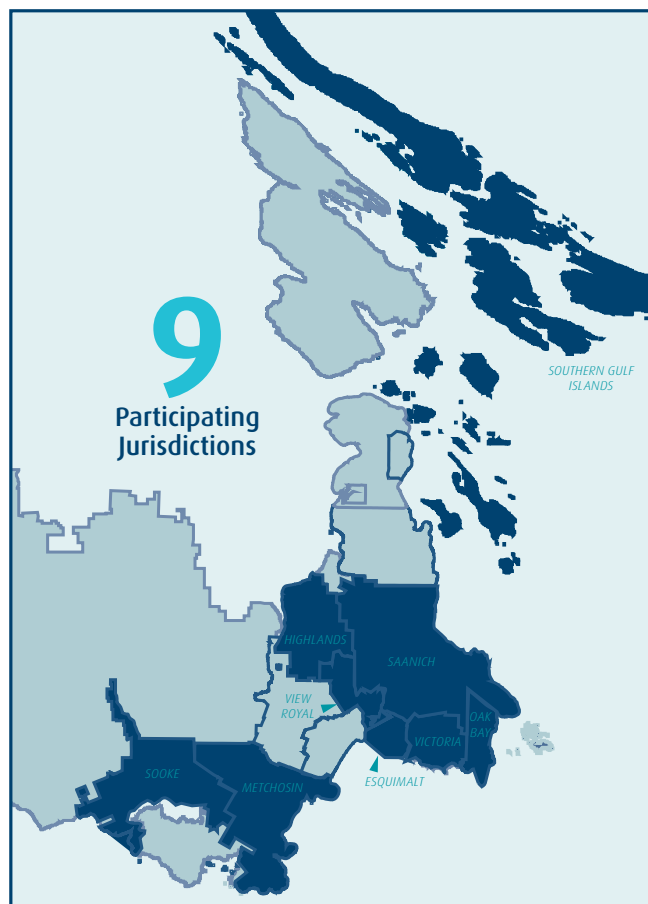
Project
\$240K

IDEA
\$32K

Equity
\$38K

Incubator
0

\$2.59 million
invested in arts through grant programs in 2022

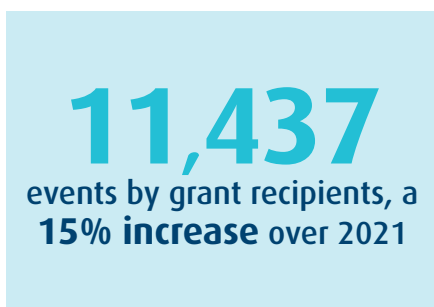
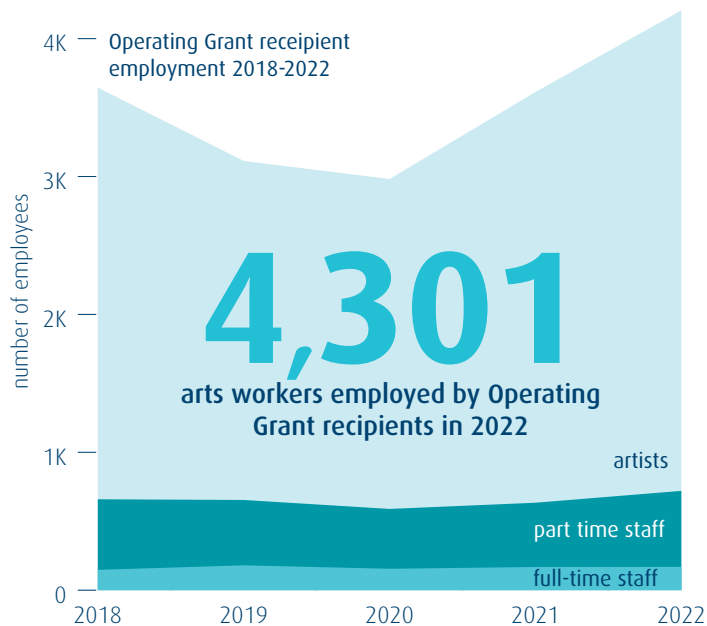


Our vision: The arts are central to life in the region.

Our mission: To support, promote & celebrate the arts.

95 grants

in 2022— the most ever awarded in a single year.
Grants are invested in non-profit arts organizations and artist-led partnerships for the purpose of developing arts program benefiting the capital region.



2022 Funding Impact

¹ Based on information provided in September 2021 by Operating grant recipients. Contact artsdevelopment@crd.bc.ca for more information.

Our Strategic Plan Impact

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.

Increase community awareness

Build appreciation and knowledge of regional arts, the benefits of arts, and the value of our funding.

Despite the obstacles of the past few years, we have continued to build awareness of CRD Arts & Culture funding and grow connection with the region's arts communities.

We've been sharing news about our funding - both to help potential applicants connect with us, and more broadly, so residents across the region know the impact of funding. We've grown our social media through engaging content (including videos and infographics), amassed an email newsletter with subscribers interested in arts funding news, received

In 2022, we connected with...



59
attendees

joined us for online information sessions where they learned more about our grants and asked staff their questions. This number also includes a workshop we hosted about accessibility in the arts.



4059

social media followers receive updates & arts news from us across Instagram, Facebook & Twitter. Our followers increased by 10% from 2021.



Local news coverage about our grants process and initiatives made the *Times Colonist*, *Capital Daily* & *Black Press*. In addition to the many stories we are mentioned in as a sponsors, a number of local publications covered our granting and EDI initiatives.

808
newsletter
subscribers



receive regular email updates from us about grant intakes, events, and other news relevant to the arts sector. While 31 new subscribers have come on board, this number is steady with 2021 (810).

458
video viewers



who watched recordings of our grant information sessions, presentations, and explainer videos.



10% increase in grant applicants

from 2019 to 2022 (99 to 109). It's a 17% increase over 2021, when we received applications from 93 organizations, in spite the ongoing pandemic.

consistent local media coverage, strategically purchased advertising, and delivered online grant information sessions. As a result, after a drop in 2021, we are again seeing more grant applications coming through.

To grow connection and celebrate the arts sector, Arts & Culture is contributing to CreativeMorning Victoria and is a sponsor of the CRD Arts Commission Regional Impact Award as part of the Greater Victoria Regional Arts Awards.

And of course, we've used this report to highlight the crucial role played by arts in the region - in building community and connections between health, wellbeing and the arts and the increasingly crucial role of arts during the pandemic. With support through the Victoria Foundation, who uses some of our statistics through the annual Vital Signs report, we are able to disseminate information about the value of the arts.

left: LOON by Wonderheads at the McPherson Playhouse

Encourage jurisdiction participation & funding

Encourage all CRD jurisdictions to participate as contributing members in CRD Arts and Culture.

Over the past three years, CRD Arts & Culture has continued to communicate the benefits of the Service to across the region - through presentations at council meetings, targeted mailings and social media content.

The Arts Commission also recommended to the CRD Board to make CRD Arts & Culture Service a fully regional service. At that time over 100 residents from across the

region wrote in to express their support for regional arts initiatives.

This initiative was not successful, however the Arts Commission continued to advocate to non-participating jurisdictions asking them to consider joining the CRD Arts & Culture Service.



“There is clearly enthusiasm and demand for arts programming in our communities”

– Jeremy Loveday, 2022 Arts Commission Chair

below: Artist Sarah Jim speaking at the Mayne Island Agricultural Hall at a mural unveiling. photo: Elise Boeur, courtesy of Campbell Bay Music Festival

right: Puentes Theatre's *Gruff* by Mercedes Bâtiz Benét, Judd Palmer & Brooke Maxwell. Puentes Theatre's mandate is to use theatrical experience as a bridge between cultures. performer: Pat Rundell. photo: Sarah Race Photography





Make access equitable

Increase representation of funded art forms.

In 2020, the Arts Commission made both the Equity Grant and Incubator Grant core programs. Noting that the Equity Grant made up only a small portion of their funding, the Arts Commission committed to applying an equity lens to Arts & Culture's operations and granting.

In response an Equity, Diversity and Inclusion (EDI) committee was formed through the Arts Advisory Council. Through a public call-out, the membership of this committee reflected the diverse perspectives and lived experiences of the region. After a jurisdictional scan looking at action taken by arts funders across Canada, and gathering feedback through the 2021 Arts Champions

Summit, the EDI committee began the work of adjusting the policies and procedures of CRD Arts & Culture with the goal of better serving equity-seeking communities.

This resulted in the changes listed to the right implemented through 2022 and 2023. Grant programs were modified to prioritize supporting organizations serving and representing equity-seeking and rural communities, to lower unnecessary barriers, and to ensure adjudication is more representative and equitable.

Together, these initiatives are resulting in more funding going to arts activities benefiting equity-seeking groups and rural communities in the capital region.

Understanding that this is part of a much larger journey, the next phase of the EDI Implementation Framework will involve considerations into the 2024-2027 CRD Arts & Culture strategic plan.

below: Drag King Chaz Avery during Victoria Pride Festival's Drag Storytime. photo: Kaitie Zeilstra



In support of more equitable grant distribution we are:

- Doubling the 2023 Equity Grant budget.
- Doubling the max request amount for Equity Grants
- Reducing the length and complexity of applications and reporting to reduce administrative burden.
- Equally valuing artistic relevance, community benefit, and operational capacity, when assessing Operating Grant applications, allowing smaller organizations a better chance of ranking highly.
- Asking applicants how they represent and interact with underserved communities, including rural communities, how they develop safe and respectful environments, and how they consider accessibility.
- Asking Operating Grant applicants about artist and staff compensation, and organizational development of diversity and inclusion into artistic programming, governance, operations and administration.
- Expanding eligibility for Equity Grants by permitting Operating Grant recipients to act as sponsors.
- Expanding Operating Grant eligibility by permitting eligible Equity grant recipients to apply.
- Expanding eligible governance criteria in Equity, IDEA and Incubator applications.
- Committing to ensuring assessment committees reflect both the diversity of the region and grant applicants, and compensating external assessors.
- 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 plain language web content, videos with closed captioning and ASL.
- Including context briefs about diverse artistic practices into assessment committee materials.
- Making access funding available to Arts Advisory Council volunteers to support attendance at meetings.

Embedding equity considerations into the 2024-2027 strategic plan.

Sustain creativity

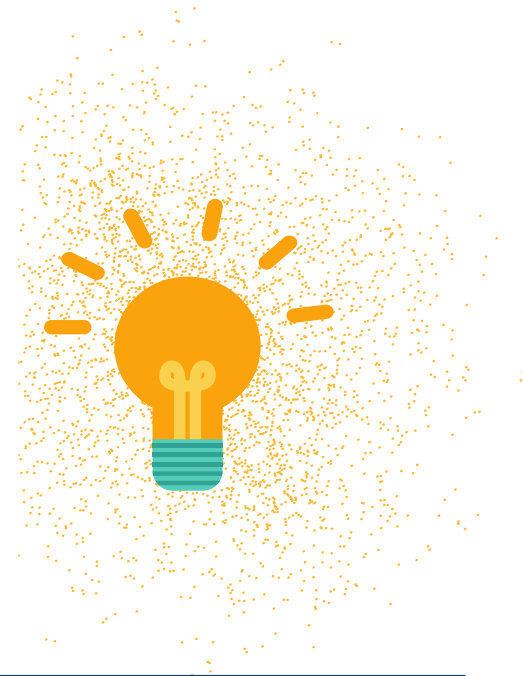
Enable growth of the arts and foster a culture of creativity by arts organizations in the region.

In 2020, as the pandemic was beginning, the Arts Commission committed to continuing delivery of granting programs through COVID-19. This support provided essential revenue to arts organizations as other sources were at a standstill.

More recently, the introduction of new adjudication processes is providing greater accountability in decision making. We

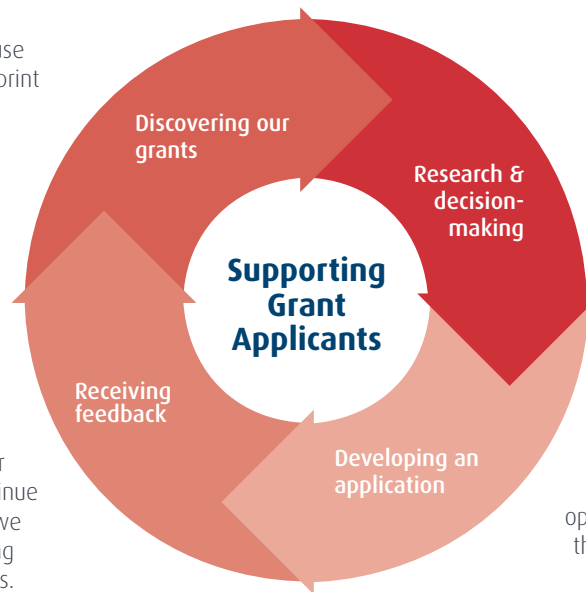
streamlined administrative processes to reduce the burden of the reporting process, in turn allowing organizations to focus more of their capacity on delivering programs and creating arts activities.

Applicant support is continually fine-tuned to ensure new and returning grant applicants have the information they need to successfully apply for a grant (see chart below). Approaches adapted due to changes that arose from the pandemic and again to better support applicants through the development of an equity lens on operations.



We continually strive to expand awareness of our funding, with a central goal of reaching eligible arts organizations. We use a variety of tactics, including online and print advertising (see goal 1).

Once adjudication is complete and grant recommendations are approved, staff follow-up with all applicants to offer feedback and discuss next steps. To continue spreading the word about CRD funding, we ask recipients to acknowledge our funding through their events and communications.



Advertising drives applicants to our website, to online information sessions, and to contact us. On the website, applicants find a quick-reference chart to start narrowing down what they can apply for. When they contact staff, they can ask for advice on what grants to apply for and what can be covered, receiving fair and consistent advice on making the strongest possible application.

As an organization puts together an application, their main reference is the Grant Guidelines. They can also sign up for an online information session, where they'll get tips and have another opportunity to ask questions. On the website, they will also find FAQs, a Grant Applications handbook, videos of a recent information sessions and descriptions of past recipients.

Respond to granting needs

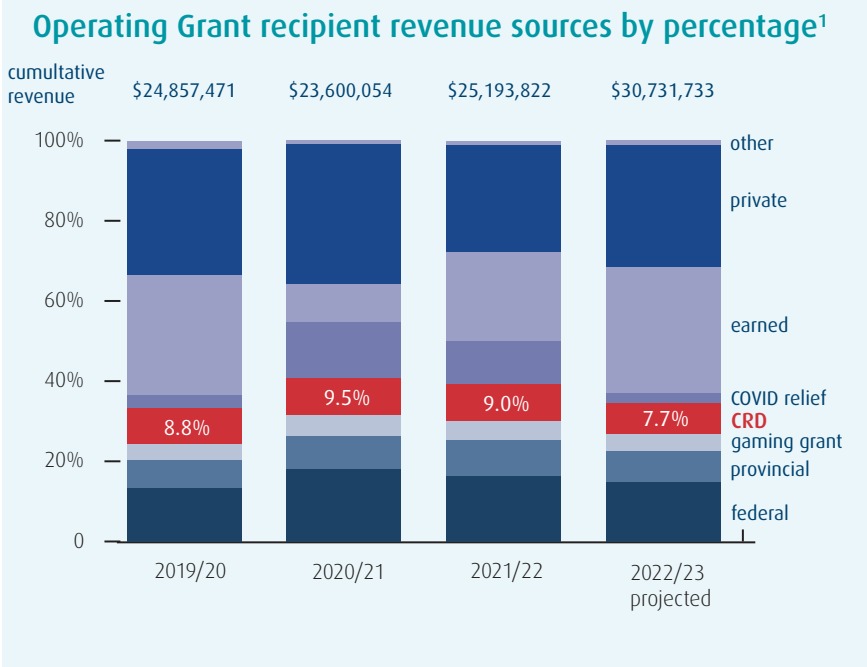
Ensure our programs are responsive to community need

Funding remained stable, increasing two percent to \$2.59 million in 2022.

Implementation of the EDI lens was informed by engagement with the arts sector. Changes to the Operating Grants were discussed in one-on-one interviews

Community input through consultations and the AAC subcommittee and the Arts Champions Summit.

below: Pacific Opera Victoria's *The Garden of Alice* by Elizabeth Raum. performer: Peter Monaghan. photo: David Malyshaff



¹ Based on information provided in September 2021 by Operating grant recipients. Contact artsdevelopment@crd.bc.ca for more information.



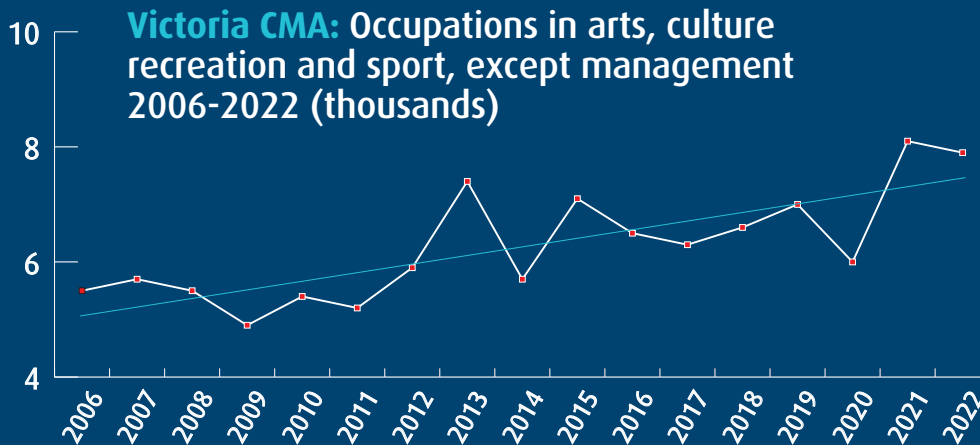
The Capital Region's Arts Are Growing

44%
increase of arts & select cultural workers is greater Victoria area from 2006 to 2022¹

The capital region has one of the highest growth rates of arts workers (compared to other Canadian metropolitan areas). In the same time period, Canada as a whole saw a 25% in arts and select cultural workers.

In 2020, arts and culture in the region generated

\$805
million in GDP²



1 in 5
professional
Canadian artists
lives in BC

making it the province with the largest proportion of artists in the labour force³

left: Afro Latin Cultural Exchange Society fashion show, featuring Emmanuel Okee Design & models. photo: Dominic Tioseco

¹ Statistics Canada. Tables 14-10-0420-01 and 14-10-0419-01. Employment by occupation, economic regions, annual, accessed March 29, 2023.

² Creative Cities Cultural Statistics Consortium, *Economic Contribution of Culture to the Capital Regional District's Economy*, based on Statistics Canada, Provincial and Territorial Culture Indicators, 2010-2020. Date: August 9, 2022.

³ Statistical insights by Hill Strategies, *How many artists are there in each Canadian province & territory?* based on Statistics Canada's 2021 General Social Survey, 2023.



chew the bones, they're soft at the
Whess Harman exhibition, Open Space.
photo: Kyra Kordoski.

Esquimalt Community Arts Hub | Project Grant

"I am forever grateful that Esquimalt Community Arts Hub exists [to provide] artists like me opportunities to grow and engage with arts and our surrounding communities," said one participant who attended the Esquimalt Community Arts Hub's East West Mural Fest.

The free, accessible, outdoor mural festival is an example of the barrier-free programming the organization produces to promote the visual arts in the Esquimalt. This year, the festival focused on amplifying the voices of local Indigenous, Black, racialized, and emerging muralists.



Victoria Society Of Print Artists | Project Grant

PRINTgallery

exploring print-based art in the region

Printgallery is a publication developed by the Victoria Society of Print Artists in response to the question they frequently found themselves answering: "what is printmaking?"

"Responses are always different," says a representative from the Society. "Printmaking is so many different things: techniques, mediums, methods, materials, tools, history, communication, and traditions... describing what it is can be so ambiguous."

Given printmaking's roots in publications, civic art and activism, the

Society naturally opted to produce a pamphlet-style publication as a means to communicate what printmaking is, and to act as a hardcopy "venue" for regional print artists to show their work. By "bringing printmaking to the people," they aim to encourage exploration of contemporary print-based art in the region.

left: Printmaker Leah McInnis signing her woodblock prints. photo: Alison Bigg

above: Story of Numas & the Butterfly mural at Hereward Street underpass by Alex Taylor-McCallum. photo: Laura-Beth Keane

2022 Grant Recipients

EQ: Equity Grant

IDEA: IDEA Grant

INC: Incubator Grant

OG: Operating Grant

PG: Project Grant

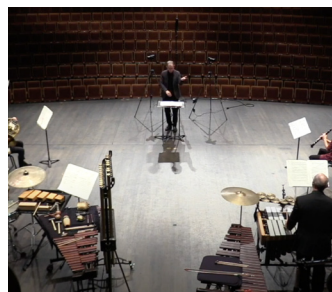
✿ new recipient



Active / Passive PG



Art Gallery of Greater Victoria OG



Aventa Ensemble OG



Belfry Theatre OG



Afro Latin Cultural Exchange PG



✿ Arts on View Society PG



Ballet Victoria OG



Blue Bridge Repertory Theatre PG



Alter Arts Society PG



Atomic Vaudeville OG



BC Accordion & Tango Society PG



Broken Rhythms PG



Cabaret Voltaire Société & Diversions PG



CFUV PG



Early Music Society of the Islands OG



Esquimalt Community Arts Hub PG



Campbell Bay Music Festival PG



CineVic OG



Embrace Arts Foundation PG



Esquimalt Farmers Market IDEA



CapriCCio PG



Dance Victoria OG



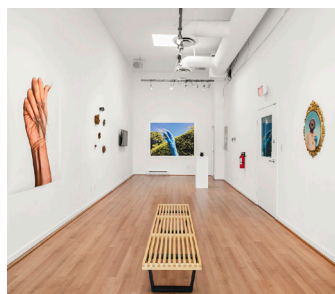
Emily Carr String Quartet PG



✳️Farheen HaQ | Open Space EQ



Caravan World Rhythms PG



Deluge Contemporary Art OG



Epic Learning Centre IDEA



✳️Fernwood Community Association IDEA



Fifty Fifty Arts Collective [PG](#)



Garden City Electronic Music [PG](#)



Impulse Theatre [PG](#)



Kaleidoscope Theatre for Young People [OG](#)



Flamenco de la Isla Society [PG](#)



Greater Victoria Performing Arts Festival [OG](#)



International Institute for Child Rights & Development [IDEA](#)



*La Société Francophone de Victoria [PG](#)



Friends of Bowker Creek [IDEA](#)



Greater Victoria Youth Orchestra [OG](#)



Intrepid Theatre [OG](#)



*Matilde Cervantes | Intrepid Theatre [EQ](#)



Galiano Club [IDEA](#)



Hispanic Film Society of Victoria [PG](#)



Jewish Community Centre of Victoria [IDEA](#)



MediaNet/Flux Media Gallery [OG](#)



Meridiem Wind Orchestra [PG](#)



Open Space [OG](#)



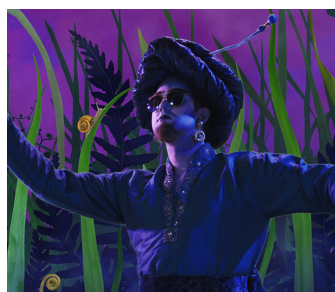
Ptarmigan Arts Society [OG](#)



Salish Sea Inter-Island Transportation [IDEA](#)



Monoceros Education Society [EQ](#)



Pacific Opera Victoria [OG](#)



Puente Theatre [OG](#)



Slide Room Gallery [PG](#)



Noble Riot Dance Theatre [PG](#)



Pacific Peoples' Partnership [IDEA](#)



[Red Cedar Community Association](#) [IDEA](#)



SNAFU [OG](#)



Oasis Society [EQ](#)



PRINT: Victoria Society of Print Artists [PG](#)



Rose Cortez | Integrate Arts Society [EQ](#)



Sooke Fine Arts Society [PG](#)



Southern Gulf Island Community Resource Centre [IDEA](#)



Southern Gulf Islands Art Council [PG](#)



*Special Bird Service [IDEA](#)



*Story Studio [PG](#)



Story Theatre [OG](#)



Suddenly Dance Theatre [PG](#)



*Supply Victoria [IDEA](#)



*Support Network for Indigenous Women and Women of Colour [EQ](#)



*Tenyjah McKenna | Story Theatre [EQ](#)



Theatre Inconnu [OG](#)



Theatre SKAM [OG](#)



Township Community Arts Council [PG](#)



Veselka Ukrainian Dance Association [PG](#)



Victoria Arts Council [OG](#)



Victoria Baroque [OG](#)



Victoria BC Ska & Reggae [PG](#)



*Victoria Bicycle Music Festival [IDEA](#)



Victoria Festival of Authors [PG](#)



Victoria On Stage [OG](#)



Victoria Shakespeare Society [OG](#)



Victoria Brain Injury Society [IDEA](#)



Victoria Film Festival [OG](#)



Victoria Philharmonic Choir [PG](#)



Victoria Summer Music Festival [PG](#)



Victoria Children's Choir [OG](#)



*Victoria Immigration and Refugee Centre Society [IDEA](#)



Victoria Poetry Project [PG](#)



Victoria Symphony [OG](#)



Victoria Conservatory of Music [OG](#)



Victoria Jazz Society [OG](#)



*Victoria Pride Society [EQ](#)



William Head on Stage [PG](#)



Wonderheads Theatre PG



Xchanges Gallery & Studios PG



Yellowhouse Arts Society PG

All photos within this report are provided (with our thanks) courtesy of grant recipients. Unless otherwise noted, images are of 2022 programming.

Credits & Attributions

Active/Passive | Light sensitive circuits at the Electronic Folk Art workshop, photo: Dayna Szyndrowski

Afro Latin Cultural Exchange | Victoria International Kizomba Festival, performing: Bo Diaw and band, photo: Amadou Kane

Alter Arts Society | Out There Art Festival, KitKat parade, photo: Colin Smith

Art Gallery of Greater Victoria | Maud Lewis Exhibit

Atomic Vaudeville | *Hello Again*, SKAMpede 2022, photo: Hélène Cyr

Aventa Ensemble | Gilles Tremblay's *Solstices*, 2021

Ballet Victoria | *Cinderella*, dancers: Risa Kobayashi and Peter Taylor, choreographer: P. Destrooper photo: Gail Takahashi

BC Accordion & Tango Society | Payadora Tango Ensemble, photo: Alex Richardson

Belfry Theatre | *Kindred*, playwright: Rosa Dolores, performers: Andrew McNee and Medina Hahn, production: Pam Johnson, costume: Emily Friesen, lighting: Brad Trenaman, photo: Angela Funk

Blue Bridge | *Hedda Gabler*, performers: Laura Jane Tresidder, Amanda Lisman, director Brian Richmond, set: Teresa Pryzbylski, costume: Misty Buxton, lighting: Giles Hogya, photo: Jam Hamidi

Broken Rhythms | *Chiaro:Scura*, Choreographer Dyana Sonik-Henderson, photo: Helene Cyr, lighting design: Emma Dickerson

Cabaret Voltaire Société & Diversions | photo: Emily Mahbobi

Campbell Bay Music Festival | *SKTAK FROG/WEXES* Artist: Sarah Jim CapriCcio | *Madrigals of Love and War*, photo: Marco Vitale

Caravan World Rhythms | Vilda at the Victoria Event Centre, photo: Robert Benaroya

CFUV | Eventide, Bastion Square Parkade Roof, performer: Sister Ray

Cinevic | Claire Coupland music video production with Ali Calladine, photo: Ali Calladine

Dance Victoria | Ballet BC, *Reveal + Tell*, performer: Rae Srivastava, photo: Marcus Eriksson

Deluge Contemporary Art | *Becoming Plastic*, artist: Carollyne Yardley, photo: Spartan Media Group

Early Music Society of the Islands | La Réveuse, photo: Jean Dubrana

Emily Carr String Quartet | May 9th concert, photo: Mark McDonald

Esquimalt Community Arts Hub | *Night Owls* mural, artist: Lukas Lungberg, photo: Laura-Beth McDonald

Esquimalt Farmers Market | photo: Dom Hal

Farheen Haq and Open Space | Drawing images based on riverside meditation, photo: Farheen Haq

Fifty Fifty Arts Collective | artist: Sunroop Kaur, photo: Sunroop Kaur

Flamenco de la Isla Society | Victoria Flamenco Festival, "For the Love of Flamenco," dancer: Lia Crowe, photo: Amity Skala

Friends of Bowker Creek | performer: Safiya Labelle, photo: Deirdre Leowinata

Galiano Club | Screening of *The Polar Express*

Garden City Electronic Music | Audio-visual set at Beacon Hill Park, Cameron Bandshell, performer: Eye Myth, photo: Quinn Dawson

Greater Victoria Performing Arts Festival | Fursato Dancers, photo: Nick and Kathryn Delany

Greater Victoria Youth Orchestra | rehearsal, photo: Barbara McDougall

Hispanic Film Society of Victoria | 12th Latin American and Spanish Film Week, Locarno performing in *Vertigo*, photo: Dan Russek

Impulse Theatre | *the joy machine*, performers: Allison Brooks, Loreto Espinoza, Jess Amy Shead, photo: Andrew Barrett

International Institute for Child Rights & Development | Puppet show, Dr. Carmen Rodriguez de France & Val Cortes, photo: Elaina Mack

Intrepid Theatre | New Works Cabaret Jayne Walling, photo: Derek Ford

Jewish Community Centre of Victoria | closing night music for Victoria International Jewish Film Festival, performers: Avram McCagherty trio, photo: Mort Berman

Kaleidoscope Theatre for Young People | students perform at Lights of Wonder, photo: J Abram

La Société Francophone de Victoria | Winston Band at the Plaza Franco in Bastion Square, photo: La Société Francophone de Victoria

Matilde Cervantes & Intrepid Theatre | Global Pax Collective Welcome

MediaNet / Flux: Dream Technology workshop, presenter: Kemi Craig, photo: Joshua Ngenda

Meridium Wind Orchestra | photo: Scott MacInnes

Monoceros Education Society | artist: Claire, Sansal, Cameron, Erin, Luca, Lee, photos and design: Celeste

Noble Riot Dance Theatre | *Luminaries* (work in progress) by Christina Medina and Kayla Henry, dancers: Alia Saurini and Kayla Henry

Oasis Society | Drummer, photo: Oasis Society

Open Space | *chew the bones, they're soft*, Exhibition installation documentation, artist: Whess Harman, photo: Kyra Kordoski

Pacific Opera Victoria | *The Garden of Alice* by Elizabeth Ruam, performer: Peter Monaghan as the Caterpillar, photo: David Malyschaff

PRINT: Victoria Society of Print Artists | Leah McInnis, signing her limited edition of Give/Take woodblock prints, photo: Alison Bigg

Ptarmigan Arts | Community Arts Gallery, photo: Rachel Lenkowski

Puente Theatre | *Gruff* by Mercedes Batiz Benet, Judd Palmer and Brooke Maxwell, performer: Trevor Hinton, photo: Sarah Race

Rose Cortez | performer and creator: Rose Cortez, photo: Venn de la Lune Photography

Salish Sea Inter Island Transportation Society | photo: Jo Beattie

SNAFU | *Not Enough Sunscreen* at SKAMpede, photo: Hélène Cyr

Sooke Fine Arts Society | Street Signs, photo: Michel Ingram

Southern Gulf Island Arts Council | *Shadow Lit Anemone* by Catherine MacPherson

Southern Gulf Island Community Resource Centre | CRISP festival
photo: Karolle Wall

Special Bird Service | Creating Art in Harmony with the Land

Story Theatre | *1002 Nights* by Izad Etemadi, performers: Lara
Hamburg, Andrea Lemus, photo: Pedro M. Siqueira

Suddenly Dance | *Lucky Maybe*, 3rd episode, featuring Hoyeon Kim,
photo: Kristen Sands

Supply Victoria | creative reuse centre weaving, photo: Supply Victoria

Theatre Inconnu | *Dog Sees God-Confessions of a Teenage Blackhead* by
Bert Royal, performers: Tianxu Zhao & Finn Kelly, photo: Clayton Jevne

Theatre SKAM | Catherine Hahn showing a section of SKAM's larger
Labyrinth show, photo: Darren Stone

Township Community Arts Council | artist: Rupert Jeffrey

Veselka Ukrainian Dance Association | *Lesia and the Giant Cherry*, "The
Aunts," photo: Mitch Mihalynuk

Victoria Arts Council | Community Satellite at Studio 531 Architects,
artists: Carly Butler and Hjalmar Wenstob

Victoria Baroque | musician: Soile Stratkauskas, photo: Kyrone Basu

Victoria BC Ska & Reggae | Travis Charuk's painting of Curtis Clearsky
from Curtis Clearsky and the Constellationz, photo: RMS Media

Victoria Bicycle Music Festival | From the Ghost, photo: Deirdre
Leowinata

Victoria Brain Injury Society | Mounted art display, photo: Pam Prewett

Victoria Children's Choir | Christmas concert, photo: Carla Unger

Victoria Conservatory of Music | Music Tech Lab Aleton Live, photo:
Janis Jean

Victoria Festival of Authors | Forest to Poet Tree Walk at Mary Lake
Nature Sanctuary, photo: Yvonne Blomer

Victoria Film Festival | *Rocky Horror Picture Show* screening photo:
Natalia Kuksa

Victoria Jazz Society | audience at Bullen Park, photo: Richard Hum

Victoria on Stage | *Beauty and the Beast*, performer: Taryn Yoneda,
photo: Gord Ruff

Victoria Philharmonic Choir | photo: Michael Poole

Victoria Poetry Project | **Vic Voices winners**, photo: Jordan Bolay

Victoria Pride Festival | Dandy and Phyllis, photo: Kaitie Zeilstra

Victoria Shakespeare Festival | *As You Like It*, performers: Grace Martin
and Stephanie Bright, director: Barbara Poggemiller, photo: Lara Eichhorn

Victoria Summer Music Festival | Dover Quartet

Victoria Symphony | photo: Kevin Light

William Head on Stage | *Campfire Chills*

Wonderheads Theatre | *Loon*, presented by Intrepid Theatre, video still:
Pedro M. Siqueira

Yellowhouse Arts Centre | Art with Youth program, youth artist: Rain,
photo: Reese Muntean

XChanges Gallery | *Like a Circle in Spiral exhibition*, Maryam Tavakoli

Arts Advisory Council

Arms-length, volunteer group, responsible
for adjudicating grants and providing advice
to the Arts Commission

2022

Deb Beaton-Smith

Cris Caravaca

Rachel Ditor

Will Greaves

Christina Haska

Carolyn Heiman

Ari Hershberg

Kari Huhtala

Elizabeth Matheson

Joanna Verano (Chair)

Arts Commission

Elected representatives from participating
jurisdictions, responsible for support and
development of regional arts

2022

ESQUIMALT

HIGHLANDS

METCHOSIN

OAK BAY

SAANICH

SOOKE

S. GULF ISLANDS

VICTORIA

VIEW ROYAL

Councillor Lynda Hundleby

Councillor Karel Roessingh

Councillor Sharie Epp

Councillor Cairine Green

Director Colin Plant

Councillor Dana Lajeunesse

Wendy Gardner

Director Jeremy Loveday (Chair)

Councillor Gery Lemon

2023

Councillor Duncan Cavens

Councillor Karel Roessingh

Councillor Sharie Epp

Councillor Carrie Smart

Director Colin Plant

Councillor Dana Lajeunesse

Director Paul Brent

Director Marianne Alto (Chair)

Councillor Gery Lemon

Staff

Administers programs & provides support for regional arts
decision making

Chris Gilpin

Heather Heywood

Vimala Jeevanandam

Abby Gibbs



Capital Regional District

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Victoria, BC V8W 2S6
250.360.3215

www.crd.bc.ca/arts
[@crdartsculture](https://www.instagram.com/crdartsculture)

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, JULY 26, 2023**

SUBJECT Priorities for 2024-27 Strategic Plan

ISSUE SUMMARY

The engagement process for the 2024-27 Strategic Plan has concluded, culminating in the What We Heard Report. Priorities, goals, and actions for the next strategic plan of the Arts and Culture Support Service have been proposed, based on the community feedback and Arts Commission discussions.

BACKGROUND

On February 22, 2023, the Arts Commission approved a process to develop a new strategic plan for 2024-27 (see Appendix A for updated strategic planning timeline).

The consultation and engagement phase of strategic planning concluded at the end of May 2023. Key activities in this engagement were the Arts Champions Summit on May 17th and an online survey that attracted over 300 respondents. Arts and Culture staff have been working with CRD staff in the planning division to analyze results of the engagement. The What We Heard Report takes a comprehensive approach to reflecting back feedback received from the community in a transparent way (see Appendix B).

On June 28, 2023, the Arts Commission reviewed revisions to the mission and vision statements, determining the purpose and ideal outcomes of the service. These lenses were applied to potential goals for the strategic plan through a matrix that analyzed alignment to the new mission and vision, feasibility, equity considerations, and potential costs (Appendix C).

Ten goals were grouped into five strategic priorities aligned to the purpose and function of the service. Each goal has one or two key actions that indicate a way forward as possible implementation pathways (see Appendix D for summary of all priorities, goals, and actions). It's important to note that strategic plans do not indicate every possible implementation action. New ideas may emerge through strategic learning, planning, and acting over the next four years. What is included as actions are some key implementation paths to show how each goal is achievable.

Once the core elements of the strategic plan are approved, then staff will design the strategic plan document, adding evaluation and reporting methods. The final strategic plan document could be ready for review by the Arts Commission in September 2023.

ALTERNATIVES

Alternative 1

That the strategic priorities, goals, and actions be approved as presented to be included in the 2024-27 Strategic Plan for the Arts & Culture Support Service.

Alternative 2

That this report be referred back to staff for additional information.

IMPLICATIONS

Alignment with Board & Corporate Priorities

In the CRD 2023-26 Corporate Plan, initiative 10a-1 is “[d]evelop and implement a revised Arts & Culture Support Service Strategic Plan”. The draft priorities, goals and actions in this report be included as key directions for a new strategic plan.

The overall desired outcome for the Arts and Recreation section in the CRD Corporate Plan is that “[r]esidents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life”. The proposed priorities, goals, and actions connect to that outcome.

Alignment with Existing Plans and Strategies

By adopting the proposed priorities, goals, and actions, the CRD Arts Commission would advance the production of the 2024-27 Strategic Plan, which would guide program delivery and policy development over the next four years.

CONCLUSION

The strategic planning process for the Arts and Culture Support Service is underway. As part of that process, CRD staff have compiled the feedback gathered through the engagement process into the What We Heard Report. Based on this community knowledge as well as Arts Commission discussions, draft strategic priorities, goals, and actions have been proposed as key directions next strategic plan.

RECOMMENDATION

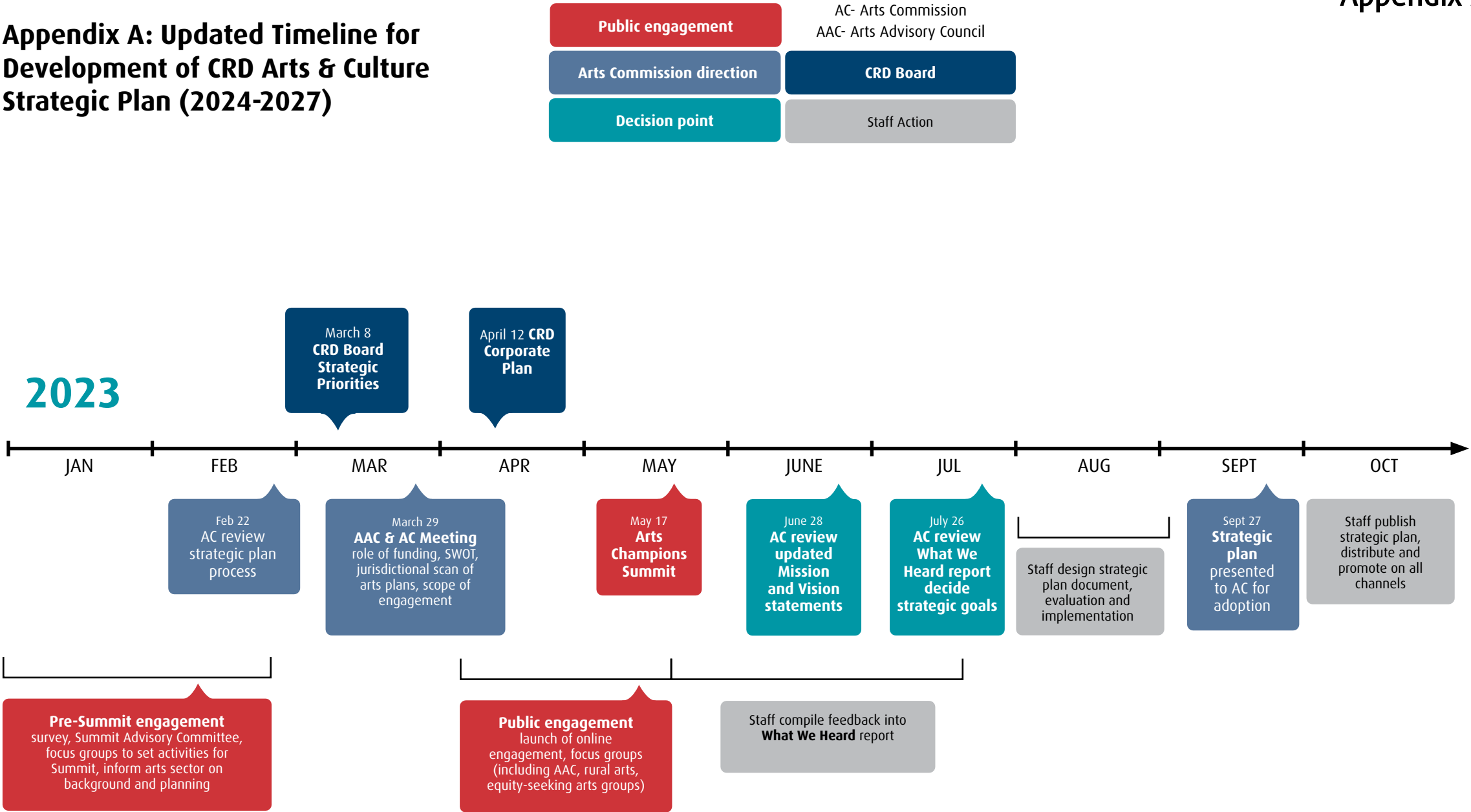
That the strategic priorities, goals, and actions be approved as presented to be included in the 2024-27 Strategic Plan for the Arts & Culture Support Service.

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

ATTACHMENTS

Appendix A: Updated Timeline for Development of CRD Arts & Culture Strategic Plan
Appendix B: What We Heard Report
Appendix C: Goals Matrix
Appendix D: Summary of Core Elements Including Draft Priorities, Goals, and Actions
Appendix E: Presentation on What We Heard Report and Draft Priorities, Goals, and Actions

Appendix A: Updated Timeline for Development of CRD Arts & Culture Strategic Plan (2024-2027)



Arts and Culture Support Service

Public Engagement for 2024-2027 Strategic Plan

What We Heard Report

Capital Regional District July 2023



Territorial Acknowledgment

The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOKEĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?ahť (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SṪÁUTW (Tsawout), T'Sou-ke, WJOŁEŁP (Tsartlip), WSIKEM (Tseycum), and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.

We are committed to respectfully and appropriately engaging in regional arts and culture strategies, decision-making and shared interests, recognizing that the attitudes, policies and institutions of colonization have changed Indigenous peoples' longstanding relationships with their artistic and cultural practices. We thank Songhees Nation and Brianna Bear for providing a Traditional Welcome for the Arts Champions Summit. We acknowledge and are grateful for all Indigenous artists, cultural carriers, and engagement participants for sharing their experience for the benefit of the region and arts community.



The Capital Regional District, Arts & Culture

July 2023

Cover photo by Dan Russek, Artwork throughout report by Leya Tess

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1. Executive Summary

The 2024–2027 Strategic Plan will set out a roadmap for the Arts and Culture Support Service for the next four years. From February to May 2023, the Capital Regional District (CRD) gathered feedback and facilitated discussions about community needs and aspirations to ensure that this new strategic plan will be informed by community knowledge from artists, arts organizations, and arts audiences, all of whom brought forward valuable perspectives contributing to a more holistic understanding of the arts sector and its impact on the capital region.

The engagement process consulted with the Arts Advisory Council, local artists, representatives of non-profit organizations, rural arts leaders, and staff from other government agencies. The multi-pronged consultation approach included focus groups, events, and online surveys. This allowed staff to employ the methods most suitable to engaging the interest holder group in question. A dedicated project webpage was created at getinvolved.crd.bc.ca to ensure the process was open, transparent, and the public could follow its progress.

Two of the main consultation methods were the online survey and the Arts Champions Summit. 303 responses were received through the online survey, which asked 30 questions about the arts sector in the capital region and CRD arts funding. The keystone event of the consultation was the Arts Champions Summit held at the Baumann Centre on May 17, 2023, which was attended by over 100 artists, arts administrators, elected officials, and other supporters of the arts. Summit attendees received presentations on innovative arts projects in the region and background on the CRD Arts and Culture Support Service. They participated in two collaborative engagement exercises where they worked together with other attendees to facilitate discussions on key issues and provided feedback on how to build a better arts sector over the next four years.

The key themes emerging from the consultation were consistent with a mature service:

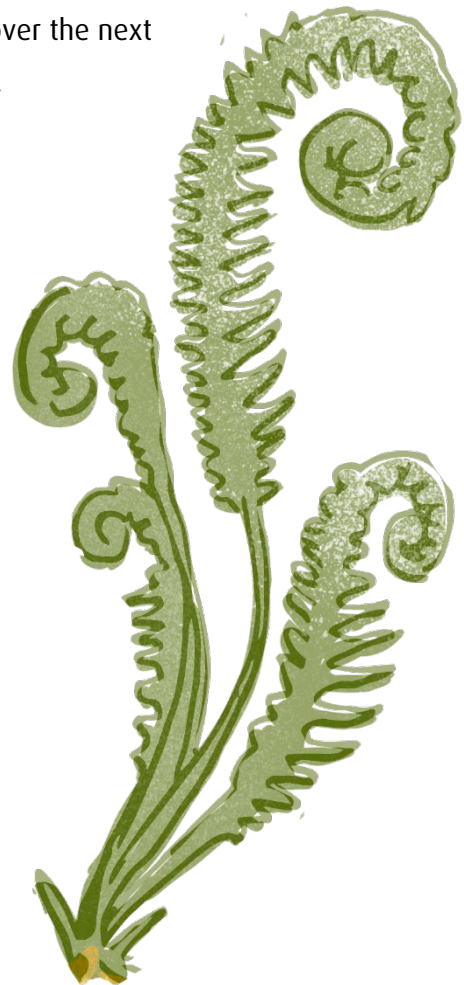
- A regional approach to funding of the arts received widespread approval.
- Most respondents were aware of CRD arts funding, but some people did not know whether their municipality or electoral area contributed to the sub-regional service.
- The key role of the service was clearly identified as a funder of the arts, with secondary priorities of developing arts communities, and convening municipalities.

In identifying key strategic actions for CRD Arts and Culture, responses focused on increasing funding for arts programming, addressing affordability issues (both for individual artists and arts spaces),

lowering barriers to access funding, and enhancing opportunities for capacity-building (e.g. mentoring, organizational development, and partnerships).

This community feedback indicates that the Arts and Culture Support Service is making a positive impact on the region and benefits from widespread support. Continuity with the previous strategic plan would be appropriate in certain priority areas. The Operating and Project programs are relied upon as key supports by the arts sector and the level of design in the granting program structure is consistent with a mature and effective service. Incremental change focused on identified gaps for support (such as capacity-building) would match the tenor and scale of the community feedback received.

In terms of next steps, this report will be presented to the CRD Arts Commission for review, along with draft priorities informed by community knowledge, staff subject matter expertise, and goals contained in the 2023–2026 CRD Corporate Plan. The goals and initiatives in the new strategic plan will guide the policy development and outreach over the next four years (2024–2027) for the Arts and Culture Support Service.



2. Introduction

The CRD Arts and Culture Support Service (originally named the “Arts Development Service”) was founded in 2001 to support arts and culture for the purpose of benefiting the capital region. The service now distributes more than \$2.5 million to over 90 non-profit arts organizations each year through five grant programs. This funding supports arts programming contributing to the creativity and vibrancy of the region.

This sub-regional service is funded by Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Highlands, Metchosin, Sooke and Southern Gulf Islands. Each jurisdiction appoints a representative to the CRD Arts Commission, which approves expenses, oversees policy development and outreach, and makes budget recommendations to the CRD Board. The CRD Arts Advisory Council is a group of up to twelve volunteer community members, reporting to the CRD Arts Commission; they adjudicate grant applications and provide policy advice. Staff support both the Arts Commission and Arts Advisory Council, as well as administering grant application intakes and conducting community outreach.

The current strategic plan for the Arts and Culture Support Service covers 2020–2023 and has been successfully implemented. Moving forward, a new strategic plan is required that responds to current trends, opportunities, and challenges.

On February 22, 2023, the Arts Commission approved a strategic planning process to generate a new strategic plan for 2024–2027. Consultation with the arts sector and arts audiences is necessary to ensure that the strategic planning process is informed by community knowledge. The consultation process commenced in February 2023 and concluded at the end of May 2023. In June 2023, the Arts Commission considered updates to the Mission and Vision based on feedback from several sources. This report provides a comprehensive summary of the consultation process and results.

3. Purpose of the Report

CRD Arts & Culture is developing a strategic plan that will guide goals and initiatives of the service from 2024 to 2027. To ensure that this plan reflects current community needs and aspirations, the CRD is consulting the arts sector and the public.

The report also provides CRD Arts and Culture a relationship-building opportunity to communicate with the arts sector and other interest holders, to reflect their concerns, and to facilitate a shared understanding of the challenges and opportunities for arts in the capital region.

4. Engagement Period

This report contains a summary of engagement activities completed and responses received between February and May 2023 from interest holder groups, government partners, and the public. Responses were received through multiple outreach methods designed to engage with the broadest variety of people who are interested in or impacted by arts activities in the capital region.

The engagement process for the CRD Arts and Culture Support Service 2024–2027 Strategic Plan commenced in February 2023 with approval of the strategic planning process by the Arts Commission and a visioning session workshop. In March 2023, a joint session of the Arts Advisory Council and Arts Commission was held to review a situational analysis, jurisdictional scan of arts funders, and determine the scope of the engagement process.

On April 24, 2023, the public engagement process commenced with a media release and the launch of a project site on the “get involved” webpage: www.getinvolved.crd.bc.ca (hereafter “project webpage”). Focus groups were held in April and May 2023. An online survey was available from April 24 to May 31, 2023. The 4th biennale Arts Champions Summit was held on May 17, 2023 at the Baumann Centre, as the keystone consultation event, gathering together arts leaders, funders, and elected officials from across the capital region to participate in engagement activities. The Arts Champions Summit was shaped by a community-led Advisory Planning Committee and included a pre-summit survey to determine community interest and accessibility needs, as well as a post-summit survey to follow up on participant experience and how to improve future events. Communications materials were published through the engagement process on the project webpage, displayed at the Arts Champions Summit, with links in dedicated social media channels and e-newsletter.



5. Focus of Engagement

CRD is committed to involving the public and interest holders in the development of a strategic plan for the Arts and Culture Support Service. The focus of this report is to synthesize all the feedback and community knowledge gathered during the engagement process to inform the next strategic plan by the CRD Arts Commission.

The focus of the engagement processes contained in this report were to:

- Inform and Educate: the project page on GetInvolved.crd.bc.ca featured several backgrounders explaining the history, purpose, and evolution of the Arts and Culture Support Service.
- Gather Information: through an online survey, and an in-person event (Arts Champions Summit), feedback on possible new initiatives and priority needs will be better understood.
- Discuss and Engage: through focus groups, and an in-person event (Arts Champions Summit), discussions will be facilitated with interest holders about their concerns and aspirations.

Ultimately, the focus of the engagement was to listen to the perspectives of the public and the arts sector and to gather feedback that could inform the next strategic plan.

6. Who Was Engaged

6.1. Arts Advisory Council

The Arts Advisory Council is a group of up to 12 appointed volunteers who are responsible for adjudicating applications submitted through the Arts and Culture Support Service granting programs and for providing policy advice to the Arts Commission on matters related to granting, operations, and outreach. They have a wide variety of lived experiences and expertise in aspects of arts and culture.

6.2. Artists

Artists based in the CRD are the main content creators of arts experiences. For many local artists, fees from non-profit organizations funded by the Arts and Culture Support Service are a significant part of their annual revenue. Artists are indirectly impacted by arts grants, and they are, at the same time, essential to the core activities of most grant proposals. Artists from equity-seeking communities or rural areas may face systemic barriers to participation in arts and these issues were considered in the design of the engagement process.

6.3. Non-profit Organizations

This includes board members, donors, staff, and volunteers who make up and support local non-profit organizations. Dedicated questions for each of these roles in non-profit organizations were included in the online survey. The Arts and Culture Support Service focuses on non-profit organizations with an arts mandate, but also funds arts activities from other non-profit organizations that may have a primary social, educational, or environmental mandate through the IDEA Grants program. Non-profit organizations with a primary arts mandate, and especially their staff, are most likely to interact directly with Arts and Culture Support Service granting programs and the application process. Non-profit organizations who received a grant from the CRD in the past two years received an invitation to send up to two representatives to the Arts Champions Summit.

6.4. Rural Arts Leaders

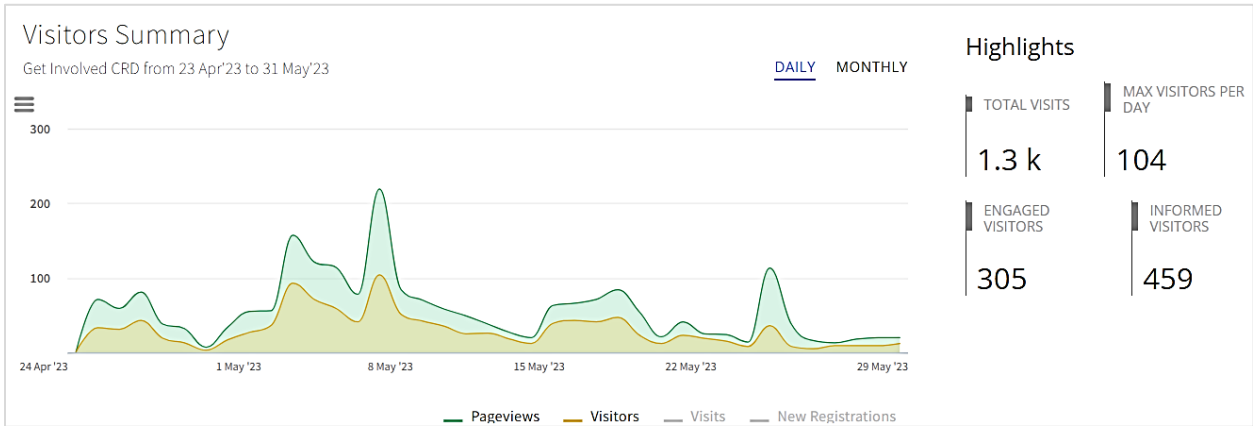
On May 1, 2023, an online focus group was convened with rural arts leaders by Zoom. Invitations were sent to arts organizations located in Highlands, Metchosin, Sooke, and Southern Gulf Islands. Additionally, a pre-summit online meeting was held to ask how the CRD could support rural arts leaders to participate in the Arts Champions Summit. Arts organizations in rural areas of the CRD face

significant obstacles in creating and presenting arts events, including higher transportation expenses for artists and other personnel, and barriers to accessing necessary equipment. Supporting arts experiences for people in rural areas continues to be a key priority for the Arts and Culture Support Service and requires special consideration, which is why a dedicated meeting with rural arts leaders was held to better understand their community needs.

6.5. General public / Arts audiences

A project webpage was made available to the general public beginning on April 24, 2023. There were 1,100 unique visitors to the project webpage, including 426 informed visitors (who clicked through multiple pages/resources) and 305 engaged visitors who provided feedback using one of the webpage tools (Figure 1). Updates continue to be posted to the project webpage.

Figure 1. Summary of Visitors to Project Webpage



The online survey included 30 questions with both quantitative and qualitative responses. A total of 303 surveys were completed and 5 comments on the project webpage were submitted. Survey responses are summarized in the Responses section and provided in detail in Appendix B.

6.6. Government Agencies

The CRD Arts and Culture division is an active participant in several networks of government arts funders. During the engagement process, Arts and Culture staff took the opportunity to speak to other arts funders who interact with the arts sector in the capital region about their current and future approaches to providing support. This information assists the strategic planning process in identifying potential future gaps of funding support or areas of duplication. Agencies that were active in these cross-governmental meetings and consulted in this process included the Canada Council for

the Arts, Department of Canadian Heritage, British Columbia Arts Council, as well as staff from many cultural and recreation services teams based in CRD municipalities.

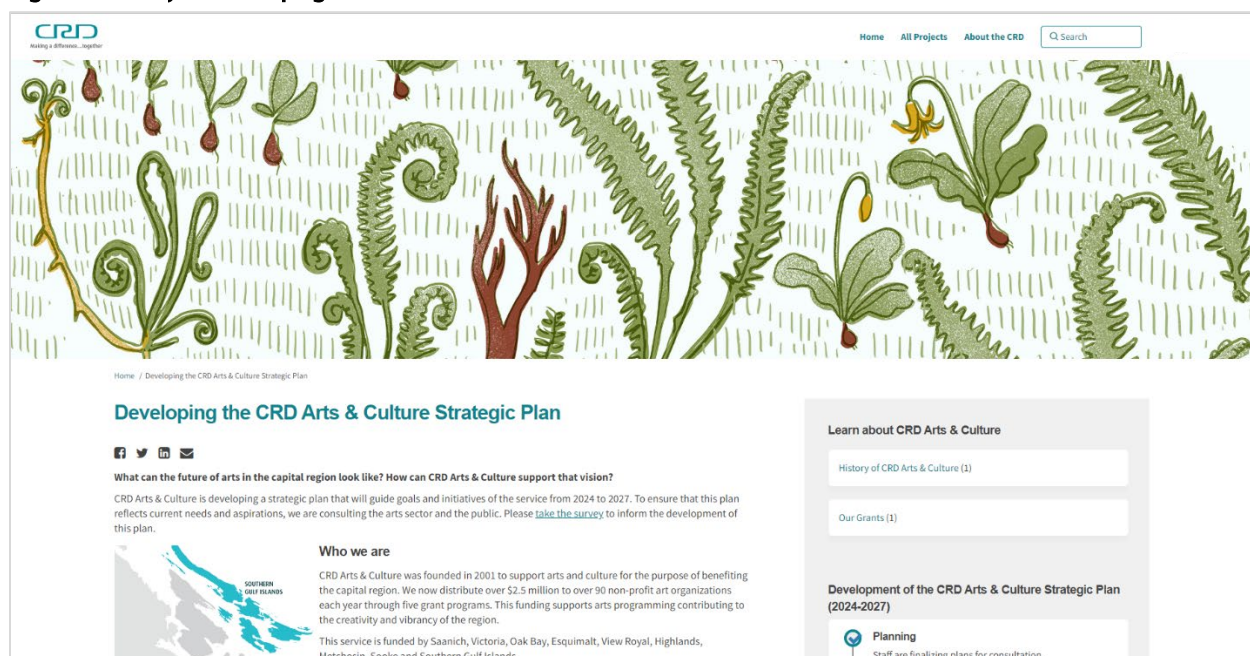
7. Engagement Methods

Several tools were used to provide opportunities for engagement on the strategic planning process and to make people aware of those opportunities. The following engagement approaches were used to inform the public about the project, to gather information, views, and opinions, and to have discussions with interest holders.

7.1. Project Webpage

A project webpage was established on CRD's Get Involved online platform in April 2023 and was updated throughout the engagement process (<https://getinvolved.crd.bc.ca/arts-strategic-plan>). The project webpage includes an overview of the strategic planning process, the previous strategic plan, links to prior Progress Reports, an embedded video summarizing the 2021 Progress Report, a timeline of significant events in the history of the Arts and Culture Support Service, frequently asked questions, lists of grant recipients, and CRD staff contact information. This report will be posted on the project webpage, once reviewed by the Arts Commission, in order to report back to the community on the engagement process.

Figure 2. Project Webpage



7.2. Online survey

An online survey was made available on the project webpage from April 24 to May 31, 2023. The survey included 30 questions. Close-ended questions were measured through a five-point rating scale by pre-determined categories. Close-ended questions were used to reduce the response burden for participants and encourage a higher response rate. Questions about the participants' characteristics, including their residence and their involvement in the arts sector were included in the questionnaire (see Figures 3 and 4). Categories of participants were directed toward questions that matched their involvement (e.g. if 'yes' to artists, then shown questions about artist needs). Over 300 responses were received to the survey in April and May 2023.

Figure 3. Online Survey Q1 – Roles in Region's Arts Sector

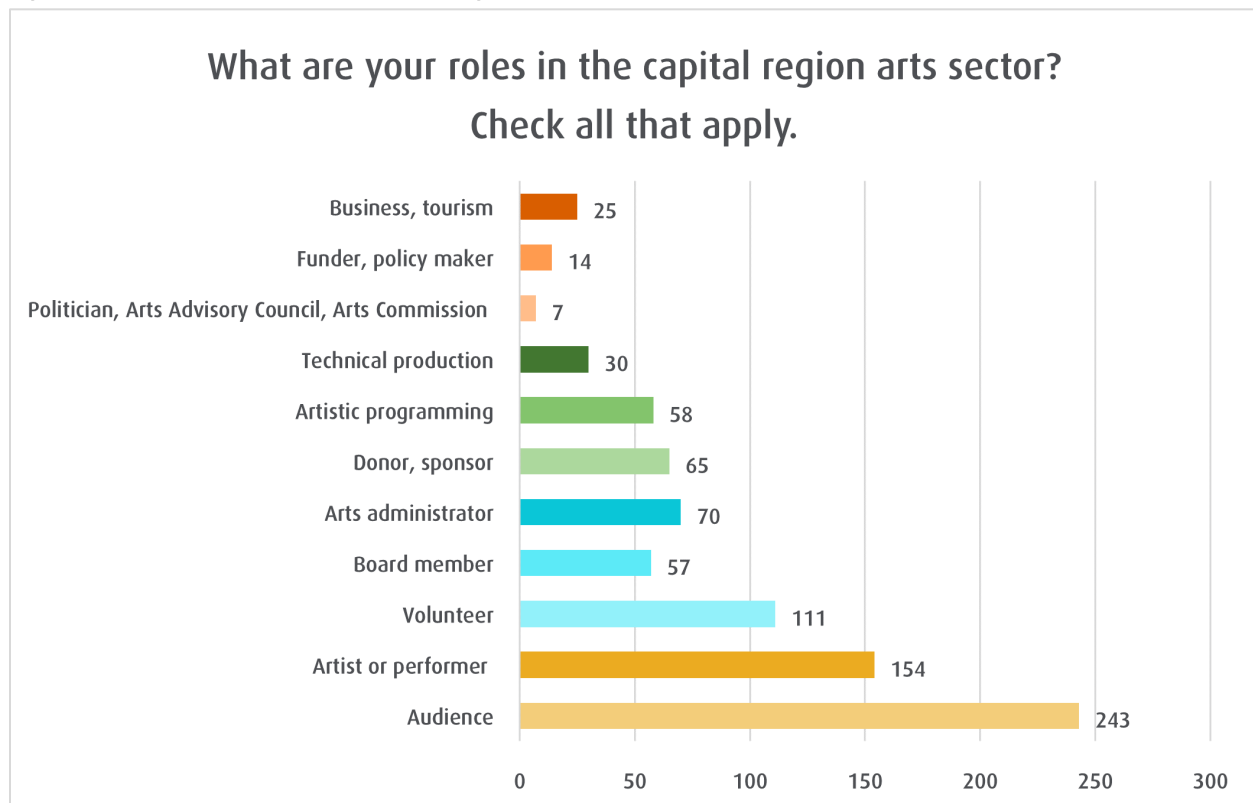


Figure 4. Online Survey Q2 – Artistic Disciplines Distribution

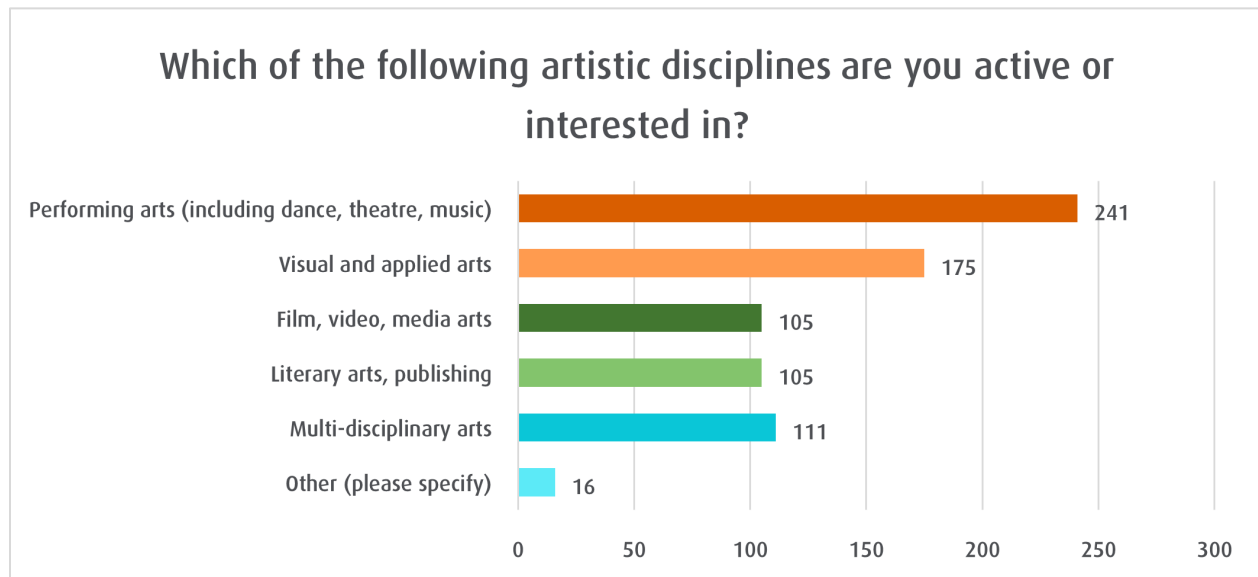


Figure 5. Arts in the Region Survey – Promotion in e-newsletter

CRD Arts & Culture

artwork: Leya Tess

We want to hear from you!

Arts in the Region Survey

We are in the process of developing our next strategic plan, and we need your input. The next CRD Arts & Culture Strategic Plan will guide our goals and actions from 2024 to 2027. This survey will help us ensure that this plan is reflective of the needs and aspirations of the arts sector and of the region as a whole. Take the survey and spread the word! *Survey closes: May 24, 2023 at 11:55pm.*

[Learn more and take the survey.](#)

Analysis

The Engagement HQ's analytics framework provided by the Get Involved platform was used to compile and compare responses. Responses from different categories of participants (i.e. urban/rural, artist/audience) were compared to analyze possible differences in perspective on key questions.

Rationale

The aim of the survey was to offer an easy-to-access venue for the public to provide input about the CRD Arts and Culture Support Service and its strategic planning process. The information obtained through this participation tool is not intended to be representative of the whole population of the capital region. Hence, the data reported in this document will not be generalized to the broader population.

The survey was used to ensure that insights, concerns, and experiences of participants interest in the CRD Arts and Culture Support Service Strategic Plan are documented and considered. The information collected through this participatory tool complement the insights provided by other engagement approaches reported in this document. The data in this report should be interpreted in conjunction with the overall engagement process outcomes.

Freedom of Information and Protection of Privacy Act and Privacy Impact Assessment

All responses in the survey were voluntary. Participants had the choice to skip any question they did not wish to answer. All information was collected in compliance with the Freedom of Information and Protection of Privacy Act (see <https://www.crd.bc.ca/freedom-of-information>). A Privacy Impact Assessment (CRD PIA #23-011) was developed for this project to ensure research was conducted in compliance with ethical standards and local legislation.

7.3. Arts Champions Summit

The Arts Champions Summit, held on May 17, 2023, was the main event in the engagement process with a focus on consulting with key interest holders. The objectives of this event were to provide an opportunity to celebrate accomplishments of the regional arts community, create new connections within the arts sector and with arts champions (funders, elected officials), and convene to discuss issues of relevance.

Figure 6. Agenda of Arts Champions Summit sent by email to all registrants

CRD Arts Champions Summit Schedule: May 17, 2023

10:30 am Event Begins

Welcome from **MC Marianne Alto**, Chair of the Arts Commission and Mayor of Victoria
Territorial Welcome from **Brianna Bear**

11:00 am Community Presentations: Game Changers

 **Caitlin Pencarrick Hertzman** Active/Passive
Making your Mandate Mandatory
Eli Hirtle Open Space
How Getting Outside and Learning from the Land Informs Artistic Practice
Britt Small and Amanda Butler Atomic Vaudeville
Animating Public Spirit Leadership that Amplifies an Artist Led Culture, Actualizing Creators as the Voices of a Vibrant Community
Isaac Thomas and Michael Shamata Belfry Theatre
Giving Space

ENGAGEMENT ACTIVITY: *Discover, Dream, Design*

12:20 pm Lunch

Presentation: **Chris Gilpin** Manager, CRD Art & Culture
Where We've Been, Where We're At, Where to Next?

ENGAGEMENT ACTIVITY: *Learning from Collective Knowledge*

2:00 pm Departure



Planning Considerations

On April 27, 2022, the Arts Commission directed staff to form an Advisory Planning Committee to work together with the arts sector in the planning of the Arts Champions Summit for 2023. The Advisory Planning Committee met in-person twice (September 22, 2022 and February 21, 2023). The Committee was composed of arts leaders from a variety of areas of practice and a representative from the Greater Victoria Pro-Art Alliance. The direction was to focus on creating a strong online component to enhance accessibility and suggestions for presenters were provided. There was also a recommendation to raise the base level of knowledge about the Arts and Culture Support Service for all participants, both before and during the event, so that they could provide informed input through the engagement activities.

On October 4, 2022, a pre-summit consultation meeting was held with arts leaders from the Southern Gulf Islands. As the Arts Champions Summit was to be held in Victoria, CRD event organizers recognized there could be a substantial barrier to access for these interest holders. While the first line

of inquiry was how to make the online component work with their needs, it was quickly understood that these arts leaders much preferred to attend in-person with some financial help to cover ferry costs. To respond to this feedback, CRD staff organized a \$50 subsidy that could be applied for in the online registration form to offset some travel expenses for participants travelling from the Southern Gulf Islands. This accommodation worked well, and four arts leaders made the trip to attend the event.

The registration form gauged the need for ASL interpretation. No registrants indicated this was needed and so ASL interpretation was not engaged for the event; this process and practice was conducted with advice from the Island Deaf and Hard of Hearing Centre. If any registrants had indicated that ASL was needed, then ASL interpretation would have been added to the event.

Additionally, to shape the engagement activities, event registration included questions asking about the topics that registrants would like to discuss, as well as topics they would rather not discuss (see Appendix A for results).

Registration for the online component of the event indicated that some participants who were blind intended to attend. Event organizers worked with these participants to accommodate their needs, including providing materials in advance for review with screen readers. Event organizers also asked all presenters to provide a visual description in their self-introduction as part of the accessibility considerations for the blind participants. During the online engagement activities in the Miro breakout room, a dedicated online facilitator explained the format of the activity and transcribed the feedback from the participants onto virtual forms that matched the in-person ones. This allowed the blind participants online to engage in all the same activities as the other participants.

Registrants and attendance

In-person registration and attendance were similar to prior in-person Arts Champions Summits with 97 registrants and 88 total participants at the Baumann Centre. Additionally, the online attendance included 15 participants who took part in some or all activities and viewed the presentations. The hybrid approach, including both online and in-person options for participation, was a new feature of the Arts Champions Summit. From the registration form, participants indicated a breadth of roles throughout the arts sector and a wide variety of areas of practice.

Presentations

Community Presentations - Game Changers

At the recommendation of the Advisory Planning Committee, local arts groups were selected and asked: what is an experiment your organization tried that has changed how you work now?" This could be a single innovation, big or small, that has meaningfully contributed to a significant shift. At the event, they provided brief presentations about these experiences.

- **Caitlin Pencarrick Hertzman**, Curator and Producer, Active/Passive - Making your Mandate Mandatory
- **Eli Hirtle**, Curator, Indigenous and Contemporary Art, Open Space - "Online/On land" how getting outside and learning from the land informs our artistic practice
- **Britt Small**, Co-Director and **Amanda Butler**, Atomic Vaudeville- Animating Public Spirit: Leadership that Amplifies an Artist Led Culture, Actualizing Creators as the Voices of a Vibrant Community

CRD Presentation

- **Chris Gilpin**, Manager, CRD Arts & Culture - Where we've been, Where we're at, Where to next?

Engagement Activities

Part A: Discover, Dream, Design

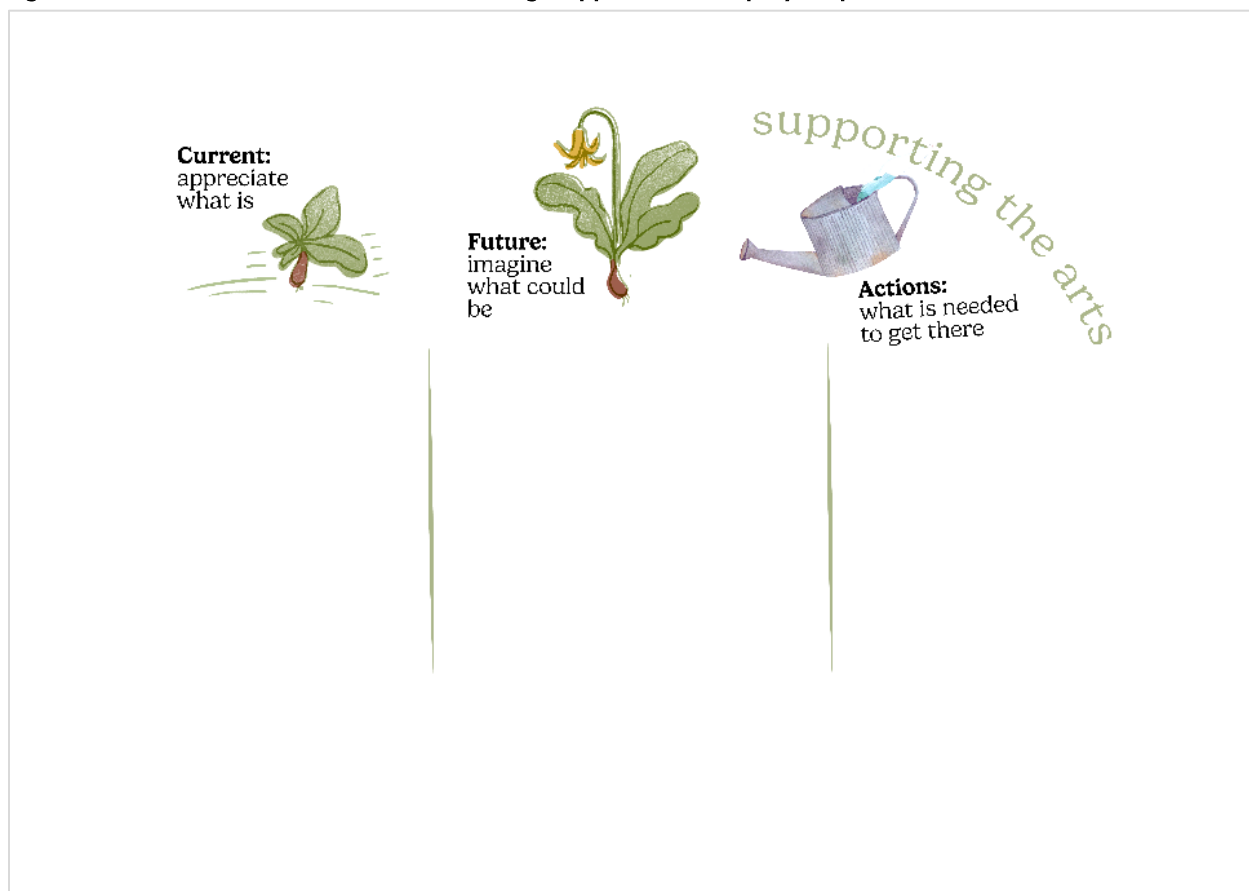
Working with a garden-themed appreciative inquiry map, each table moved through three sections: Discover, Dream, and Design; from noticing what is, to imagining what could be, and what is needed to get there (see Figure 7). This consultation involved each participant starting by listing their own thoughts on post-it notes, and then collaborating with the other participants at their table.

1. **Discovery: What supports for the arts are working well?** What is beautiful about what we have now? What has improved over the past few years?
2. **Dreaming: What would a fully supported arts sector look like?** What would that feel like? In the right conditions, what could flourish? What isn't here that used to be (e.g. past programs)?

3. **Design: What is needed to get to a fully supported arts sector?** What do we want to cultivate? What do we need more / less of?

A total of twelve maps were completed: eleven by groups at the event, and one by an online group.. Over the lunch period, the appreciative inquiry maps were hung on the wall where all attendees could view them. In-person participants were each given five green dots that they could use to upvote ideas that resonated with them. Feedback, including the number of upvotes on key ideas, was entered into a spreadsheet and the results were analyzed for key themes and trends (see Section 9.7 for summary of results).

Figure 7. Exercise #1 - Discover, Dream, Design Appreciative Inquiry Map



Part B: Empathy Mapping

The second engagement activity had participants, both in-person and online, pair up and interview each other on a topic of their interest and one where they could share lived experiences (see Figure 8). Participants could complete multiple empathy maps if they had time.

Suggested topics were:

- Audiences (broaden, deepen, diversify)
- Board development
- New governance models
- Online or hybrid programming
- New technology
- Social justice and creating a culture of care
- Partnerships
- Public funding
- Indigenous self-determination
- Community engagement
- Spaces for creation, production & presentation
- Other:

63 empathy maps were completed (62 in-person and one online). All maps were reviewed by staff and topics of interest were entered into a spreadsheet to discover themes, trends and patterns.

Figure 8. Exercise #2 Empathy Map

Empathy map
Topic:
What situation or experience are you thinking of?

What were you trying to achieve?

What do/did you need to achieve this?

What made it difficult to achieve the above?

What single change would make the biggest impact?

What are you thinking and feeling?

What do you hear?

What do you see?

What are you saying and doing?

Adapted from
Overlap Associates

Post-Summit Survey

An online survey was sent to all participants in the Arts Champions Summit (both online and in-person). The post-summit survey included both close-ended rating questions on a five-point scale and open-ended questions to allow for feedback on what worked and what could be improved for the next event. 15 responses were received. The feedback was strongly positive with 73% rating the event Excellent or Very Good, 17% rating it Good or Adequate, and 0% of respondents rating it Poor. The open-ended feedback showed that most people appreciated the opportunity to build new connections within the arts community. It also indicated that participants would have liked to have a more interactive question and answer discussion period between presenters and audience members. The Discover, Dream, Design activity received the most positive responses with 74% rating it Very or Extremely Useful. The presentations received the lowest number of positive responses with 47% rating them Very or Extremely Useful, 33% rating them Somewhat Useful, and 30% rating them Not So Useful. See Appendix A for full quantitative results from the post-summit survey.

7.4. Social Media and E-newsletter

CRD Arts and Culture has it own dedicated social media channels on Twitter, Facebook, and Instagram. Three posts were made on Facebook, three on twitter and one on Instagram, focused on promoting the online survey as a way to provide feedback on the next strategic plan of the Arts and Culture Support Service (see Appendix C for examples). Additionally, paid advertising was used on Facebook and Instagram (jointly) to promote posts on those channels (see Table 1 for promotional reach of social media ads).

Table 1. Facebook and Instagram Ads

| Facebook and Instagram Ads | | | |
|----------------------------|-------|-------------------|-------------|
| Dates | Reach | Post Engagements* | Link Clicks |
| May 2-22 | 6,808 | 96 | 293 |

**Post engagements refer to someone liking, sharing, commenting on or otherwise engaging with the post.*

CRD Arts and Culture also has its own dedicated e-newsletter that is sent out on an as-needed basis to inform the local arts community and its supporters about specific initiatives of interest, including the launch of grant intakes, information sessions, and special events. On May 2, 2023, an e-newsletter was sent to promote the online survey (see Figure 13 in Appendix C). This targeted promotion was sent to 812 subscribers, opened by 414 subscribers, and clicked through to the project webpage by 61 unique visitors.

7.5. Focus Groups

Focus groups are a participation methodology to involve stakeholders in providing feedback on a defined topic through facilitated discussion. Participants are encouraged to engage on topics as well as to respond to and reflect on narratives conveyed by other participants in the group.

Invitations to participate in a focus group dedicated to the concerns of rural arts leaders were sent to project and operating grant recipients with contact addresses in Sooke, Highlands, Metchosin, and Southern Gulf Islands. On May 1, 2023, four arts leaders attended a one-hour Zoom meeting where they were given a short presentation on the history and development of the CRD Arts and Culture Support Service. They were then asked: “For rural areas, what are the key issues and opportunities?” and “In terms of CRD funding, what’s working well and what could be improved?”

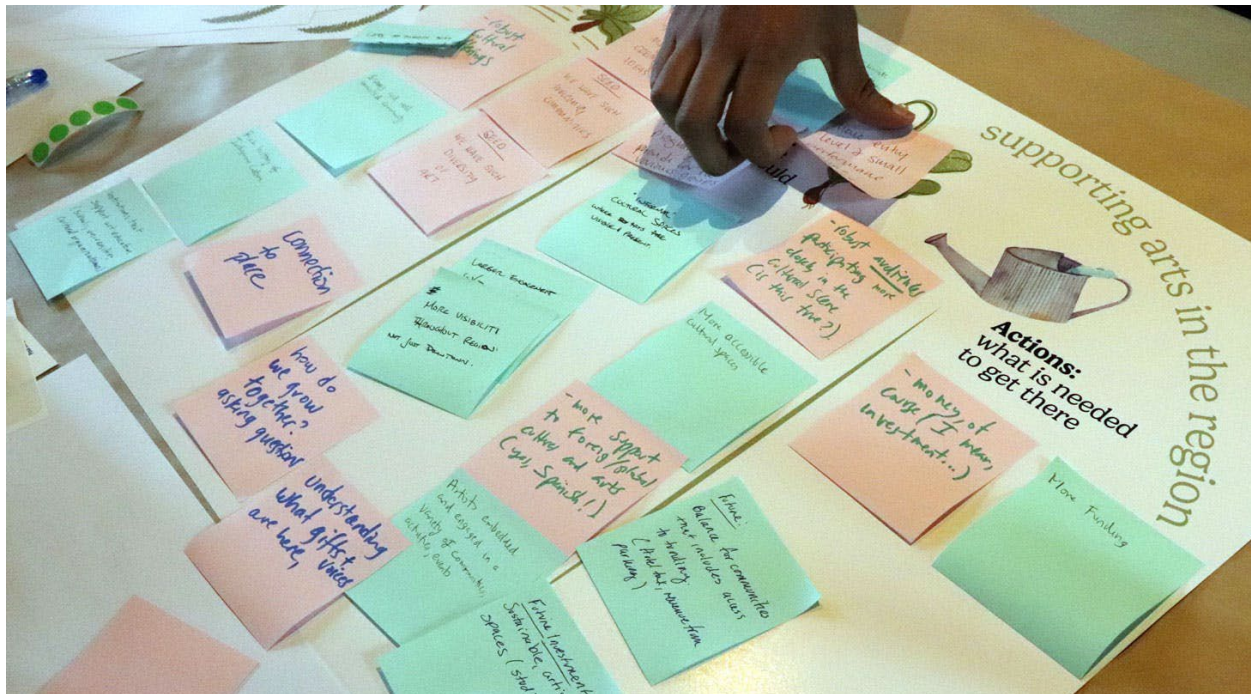
Another focus group session was held with the Arts Advisory Council on May 9, 2023. Nine community members with local arts knowledge from the Arts Advisory Council participated. As with the Arts Champions Summit, an appreciative inquiry method started with looking at building on strengths in the application and adjudication processes as well as what could be improved.

8. Limitations

The engagement process was initiated in April 2023 and the delivery of this report was set for June 2023, which was later delayed to July 2023 due to the volume of responses and required capacity to compile and analyze the feedback. It is possible that such a timeline may have limited the engagement abilities of staff and participants.

Technological tools were relied on during this engagement process. Lack of access to, and knowledge of, technology can be a limiting factor to those wishing to participate.

Beyond the scope of this consultation is feedback on the state of arts facilities in the region. Specifically, this consultation did not cover the Royal Theatre, McPherson Playhouse, nor their operator, the Royal & McPherson Theatres Society. Collecting feedback on potential new arts facilities is also outside of the scope of this initiative. This was clarified in the backgrounder documents posted to the project webpage.



9. Responses

The following is a summary of the responses received through the engagement process related to the CRD Arts and Culture Support Service. For some groups, the responses have been grouped for clarity into feedback on a.) the current situation of the arts, and b.) the CRD Arts and Culture Support Service specifically.

For the online survey, the combined results of all respondents to the survey questions are provided in Appendix B. In section 9.8, a filter analysis provides disaggregated responses for certain interest groups (artists, non-profits, and audiences).

9.1. Arts Advisory Council

The Arts Advisory Council's feedback focused on the program structure, potential funding gaps, and the application processes. The need to connect applicants to resources was highlighted as important so that applicants could form more informed responses to questions around principles of equity, diversity, and inclusion (EDI). It was also noted that organizations must take responsibility for investing time and resources in their own EDI journey. In terms of program structure, capacity-building resources are only available for funding through Incubator Grants, which have a limited appeal because they are focused on new organizations and organizations can only receive one grant each year. Applicants tend to select a project-based creation or production grant and miss out on

capacity-building funding. Recommender grants could be another way to fund individual artists through arts organizations. Youth arts seem to be lacking in the grant recipients and this could be a gap in funding. Mentorship could apply at the levels of artist, administrator, grant writing, or organizational development.

9.2. Artists

See section 9.8 for survey results from artists of the impact of arts in the region and on the priority of CRD Arts and Culture and its funding.

9.2.1. Situation Analysis by Community Members

The artists who participated in the online survey lived across the region including Victoria (33%), Saanich (24%), Esquimalt (7%), Southern Gulf Islands (7%), Langford (6%), Oak Bay (5%), Sooke (3%), and other jurisdictions at 1-2%. These artists identified their work as being concentrated in fewer areas with 48% in Victoria, 15% outside the CRD, and 14% in Saanich, 6% in Southern Gulf Islands and everywhere else less than 4%.

The most common financial sources of support for their artistic practice included earned revenue from sale of goods and services (50%), artist fees from non-profit organizations (46%), grants from funding agencies (45%).

Through the Arts Champions Summit engagement activities, there was an appreciation that there was a breadth of artistic talent in the CRD, a lot of cross-fertilization between artist groups and willingness to collaborate. In terms of challenges, themes concentrated on the difficulties facing artists in terms of affordability, basic income, living wages, tax burden, housing, pathways for emerging artists, and mentorship opportunities.

9.2.2. Comments on CRD Arts Service

Through the online survey, 86% of artists believe there is a clear, compelling case for public arts funding at the regional level.

78% of online survey respondents were aware of CRD arts funding, 14% were aware in some ways and only 8% were not aware.

Through the Arts Champions Summit engagement activities, the focus was on new funding areas that connected directly to artists and assisted with the issues of housing, living wage, or affordable spaces.

9.3. Non-Profit Organizations

See section 9.8 for survey results from non-profit representatives (staff, volunteers, and board members) regarding the impact of arts in the region and on the priority of CRD Arts and Culture and its funding.

9.3.1. Situation Analysis by Community Members

Representatives of non-profit organizations participated in the online survey from across the capital region, including Victoria (44%), Saanich (23%), Southern Gulf Islands (9%), Esquimalt (7%) and other areas less than 1-4%.

Through the Arts Champions Summit engagement activities, there was an appreciation for live streaming, described theatre performances for blind audience members, partnerships, and breadth of cultural offerings. In terms of challenges, themes concentrated on affordable spaces, including practice and rehearsal space as well as presentation venues, and the need for operational funding.

9.3.2. Comments on CRD Arts Service

Through the online survey, 84% of non-profit representatives believe there is a clear, compelling case for public arts funding at the regional level.

88% were aware of CRD arts funding and 9% were aware in some ways; only 3% were not aware.

In rating the aspects of the CRD arts granting programs, the top-rated aspects were “reliability of grant deadlines” (73% Very good or Good) and “staff support during application” (71% Very good or Good). The lowest rated aspect was “raising community awareness of the value of the arts” (39% Very good or Good).



Through the Arts Champions Summit engagement activities, there was an appreciation for support for experimentation, support for new organizations, access to CRD staff, stable funding, and openness from CRD to hear from leaders in the arts community. There was also a focus on having more municipalities contribute to the Arts and Culture Support Service, more funding for mid-level organizations, more youth-led and mentorship opportunities, and better funding to support accessibility and equity.

9.4. Rural Arts Leaders

9.4.1. Situation Analysis by Community Members

The needs of artists, audiences, and arts organizations in rural areas are distinct from other parts of the capital region. Community support for rural arts is remarkable and people are willing to volunteer time and energy to support arts groups. Travel expenses, including ferries, food and accommodation, are high and add additional costs to arts events. The reliability of travel options to the Southern Gulf Islands is also an obstacle for arts groups.

9.4.2. Comments on CRD Arts Service

Arts groups and artists need more funding for travel. Seniors have more COVID-19 hesitancy to return to events than other demographics. The changes to CRD grant applications around EDI are appreciated but rural groups are underserved in other ways. CRD grant applications are relatively user friendly and staff are approachable. In Operating Grants, the \$90,000 threshold in the eligibility criteria is too high and excludes many small and rural arts organizations from being able to apply, especially since they have less access to other local government funding.

9.5. General Public / Arts Audiences

See section 9.8 for survey results from arts audiences of the impact of arts in the region and on the priority of CRD Arts and Culture and its funding.

9.5.1. Situation Analysis by Community Members

The arts audience members who participated in the online survey lived across the region including Victoria (37%), Saanich (23%), Langford (6%), Esquimalt (6%), Oak Bay (5%), Southern Gulf Islands (5%) and other jurisdictions at 1-3%. These audience members identified their work as being concentrated in fewer areas with 48% in Victoria, 15% outside the CRD, and 14% in Saanich, 6% in Southern Gulf Islands and everywhere else less than 4%.

The top benefits of attending arts events for audience members were “intellectual stimulation / to learn something new” (51%) and “emotional or spiritual stimulation” (44%) – the intrinsic benefits associated with personal transformation. The lowest rated benefits were “escape from the everyday” (9%) and “to learn about or appreciate the past” (7%).

60% of audience members traveled within the CRD and outside of their home municipality/electoral area to attend at least 3 arts events in the last 12 months, more than they attended within their

home municipality/electoral area. Focusing in on audience members who live outside of the City of Victoria, 72% traveled within the CRD and outside of their home municipality/electoral area to attend at least 3 arts events in the past 12 months. This indicates that audiences travel throughout the capital region to attend arts events on a regular basis.

9.5.2. Comments on CRD Arts Service

Through the online survey, 82% of audience members believe there is a clear, compelling case for public arts funding at the regional level.

70% of audience members knew if their jurisdiction was one of the nine supporting areas, while 30% didn't know.

82% were aware of CRD arts funding and 14% were aware in some ways; only 2% were not aware.



9.6. Government Agencies

Through discussions with staff at intergovernmental networks, the main themes that emerged were the need to share resources for policy development, to assist the arts sector with understanding of approaches to equity, diversity, inclusion, and accessibility, and to engage in collaborative partnerships where appropriate and feasible.

9.7. Arts Champions Summit – Key themes and trends

In two collaborative sessions, participants of the Arts Champions Summit engaged in consultation exercises. Exercise #1 was based on an appreciative inquiry approach that asked participants to ‘discover’ the current strengths of the situation, then to ‘dream’ about the future outcomes they would like to see, and finally to ‘design’ actions or pathways to reach that ideal future.

By grouping the sticky notes and upvotes used in this exercise, clear trends and themes emerge about the current situation and the areas that, according to the arts sector and its supporters, require improvement and policy action (see Figure 9 below). Current strengths were most concentrated on local culture and talent and accessibility (including new improvements and experiments by the arts sector). The current state of arts funding also received significant appreciation. Areas for future improvement were concentrated in partnerships/collaboration, support for artists, arts spaces, and the desire for more public funding.

Figure 9. Arts Champions Summit Exercise #1 – Areas of Inquiry

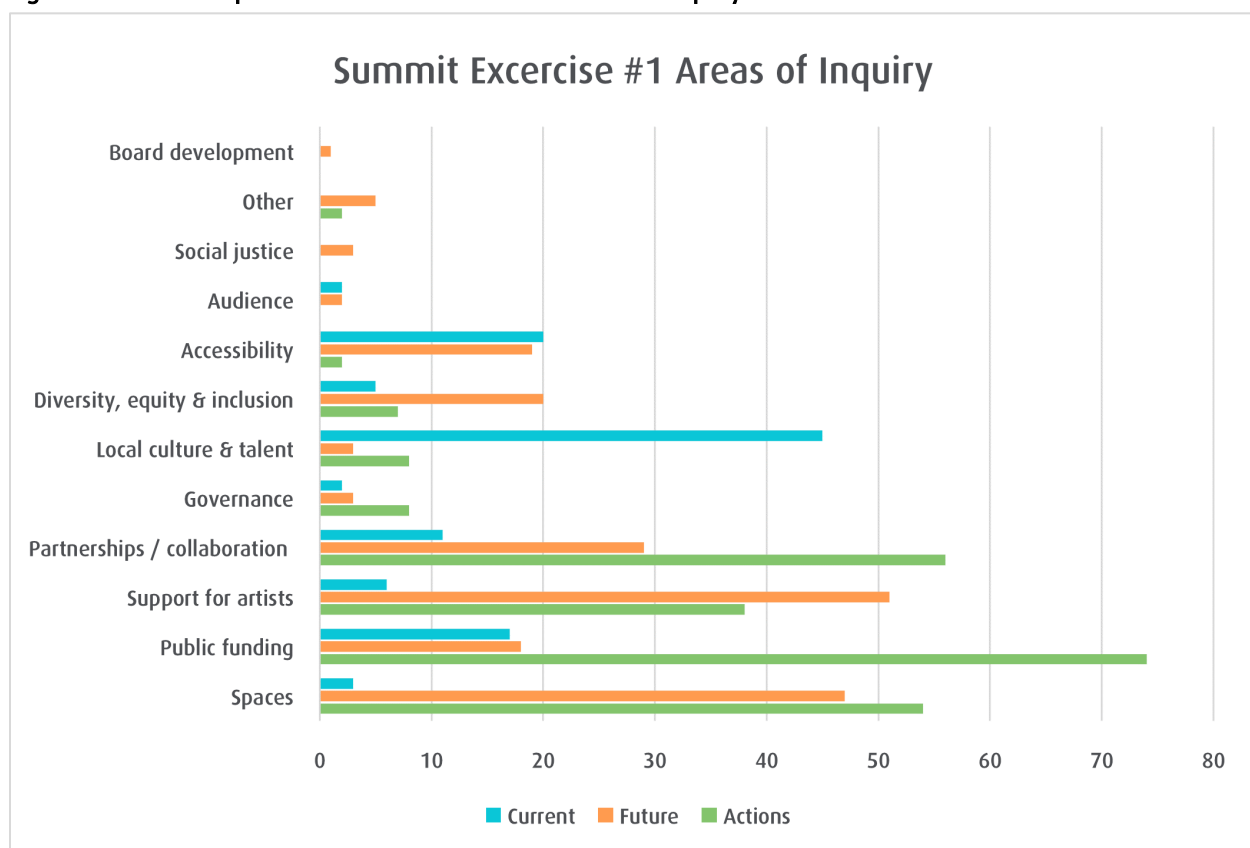
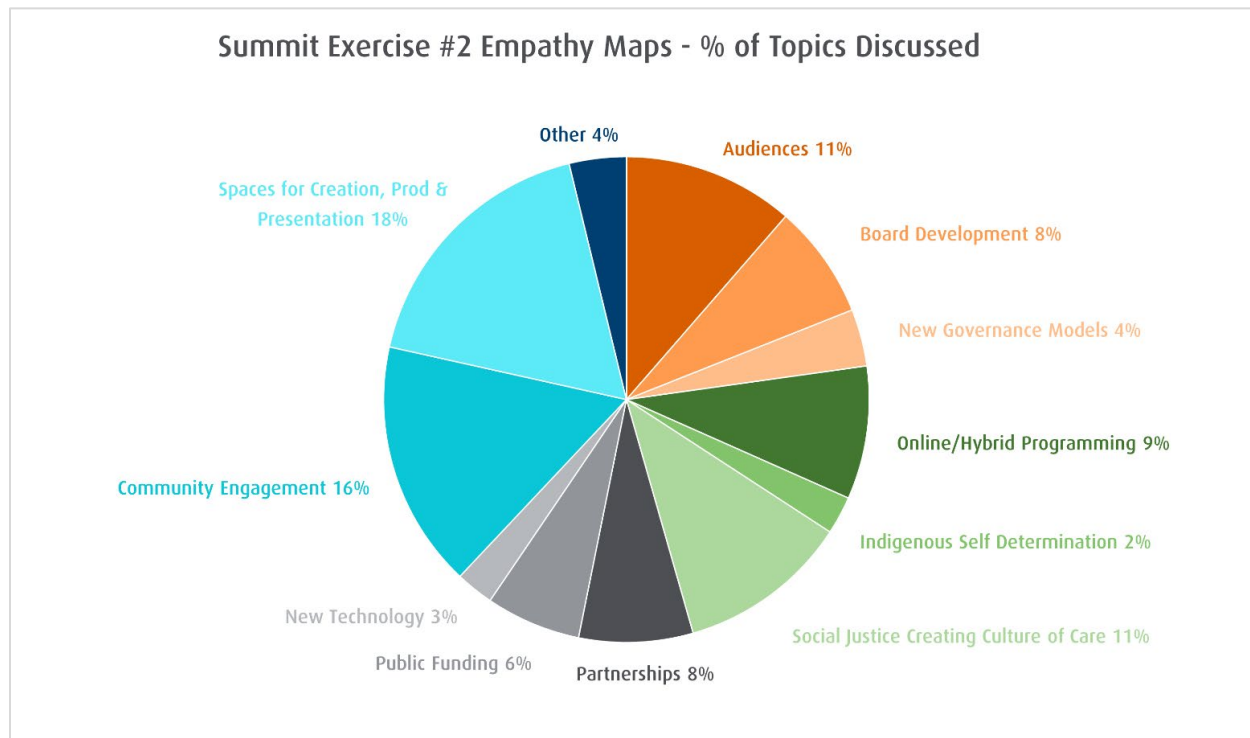


Figure 10: Arts Champions Summit Exercise #2 – Topics Discussed



In Exercise #2, participants paired up to examine specific issues. By grouping the categories that participants chose to investigate, the level of interest in each topic can be gauged (see Figure 10 above). There are a wide range of topics of interest in these results with arts spaces and community engagement as the top two, and a strong interest in audiences and social justice as well.

9.8. Online Survey – Comparison of Disaggregated Results

The three major respondent groups to the online survey were artists, non-profit representatives (staff, volunteers, and board members), and arts audiences. There are distinct needs and perspectives in various areas of the region, most notably between the urban core (Esquimalt, Oak Bay, Saanich, Victoria) and outside of the core. Through filter analysis, we can separate out the responses of these groups and compare the disaggregated results to the combined average and to each other to see if any major differences in perspective emerge on key issues.

When comparing perceptions on the impact of the arts for all three major roles, overall, the results are similar with the clear top two impacts being “building a vibrant community” and “quality of life, health and well-being” (Table 2). The only substantial difference is that audiences rank “building a vibrant community” as the top impact, while artists and non-profit representatives rank “quality of

life, health and well-being” as the top impact. There was no substantial difference between respondents who reside in the core or outside of the core.

Table 2. Ranking the Impact of the Arts (smaller numbers indicate higher priority)

| Respondents | Building a vibrant community | Quality of life, health, & well-being | Social impact equity & understanding | Economic impact, employment | Building the reputation of the region |
|-----------------|------------------------------|---------------------------------------|--------------------------------------|-----------------------------|---------------------------------------|
| All roles | 2.10 | 2.11 | 2.94 | 3.56 | 4.11 |
| Artists | 2.24 | 1.97 | 2.93 | 3.67 | 3.98 |
| Non-profits | 2.20 | 2.06 | 2.94 | 3.52 | 4.07 |
| Audiences | 2.04 | 2.11 | 2.92 | 3.63 | 4.15 |
| All areas | 2.10 | 2.11 | 2.94 | 3.56 | 4.11 |
| Core | 2.07 | 2.12 | 2.97 | 3.53 | 4.11 |
| Outside of Core | 2.10 | 2.16 | 2.87 | 3.64 | 4.13 |

When comparing perceptions on the focus of CRD Arts and Culture, there are no substantive differences between roles or areas. Overall, funding of arts programming is the top-ranked priority and “funding for more affordable arts spaces” and “encourage more service participation and funding” as the secondary priorities (Table 3). The only minor difference is that outside of core the second-highest priority is to “encourage more service participation and funding”, while the third-highest priority is “funding for more affordable arts spaces”, while respondents in core areas had affordable arts spaces as the higher priority.

Table 3. Ranking the Focus of CRD Arts & Culture (smaller numbers indicate higher priority)

| Respondents | Funding for Creation, Production & Presentation | Funding for more affordable arts spaces | Encourage more service participation and funding | Helping new and emerging organizations | Support for groups facing barriers to funding | Funding for workshops and artist talks |
|-----------------|---|---|--|--|---|--|
| All roles | 2.61 | 2.91 | 2.99 | 3.84 | 3.89 | 4.45 |
| Artists | 2.62 | 2.67 | 3.08 | 3.88 | 3.93 | 4.44 |
| Non-profits | 2.42 | 2.90 | 2.96 | 3.93 | 3.96 | 4.53 |
| Audiences | 2.54 | 2.89 | 3.05 | 3.84 | 3.89 | 4.47 |
| All areas | 2.61 | 2.91 | 2.99 | 3.84 | 3.89 | 4.45 |
| Core | 2.52 | 2.93 | 3.06 | 3.81 | 3.87 | 4.50 |
| Outside of Core | 2.81 | 2.86 | 2.84 | 3.91 | 3.94 | 4.32 |

See Appendix B for a full summary of all the responses to the online survey.

10. Next Steps

This report will be posted on the project webpage at getinvolved.crd.bc.ca to report back to the arts community and general public on the process and the findings from the community consultation.

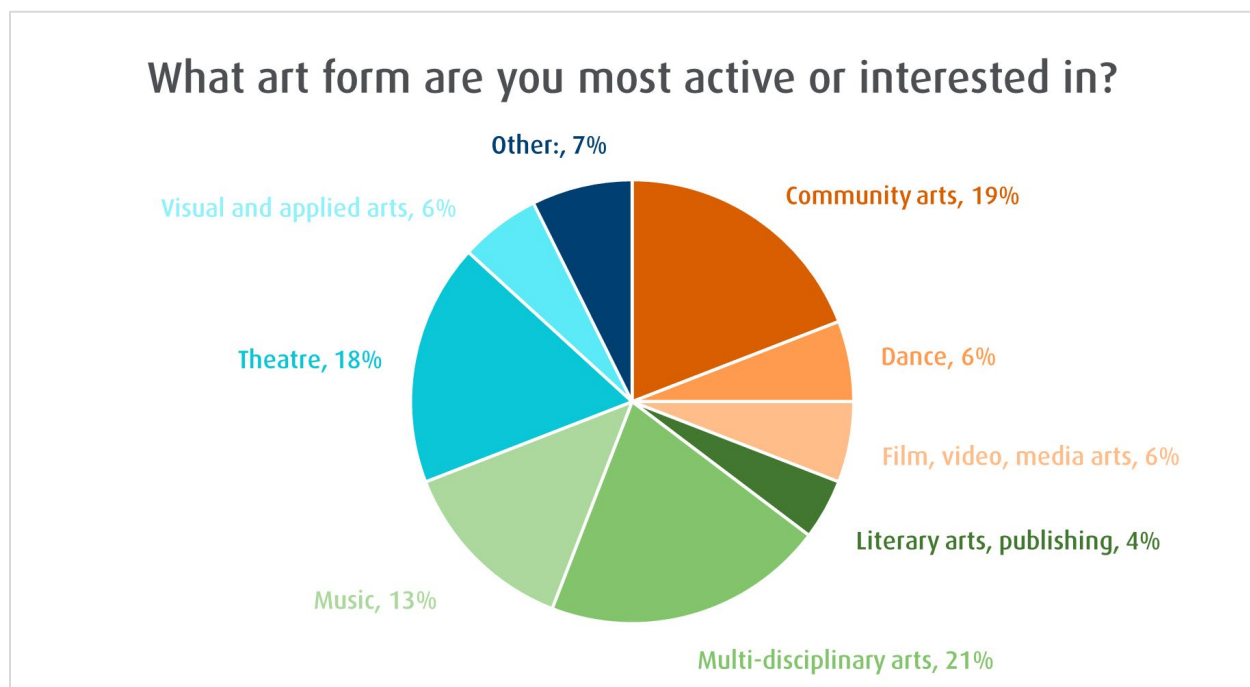
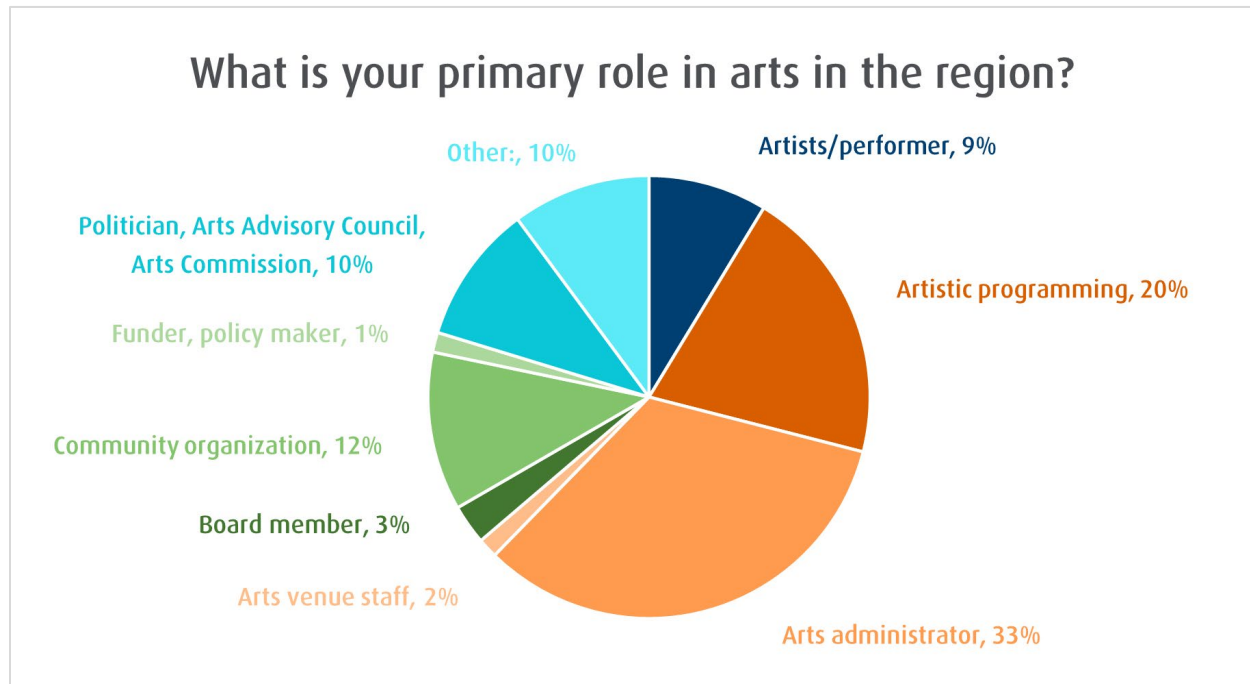
In addition to the input received through the engagement process, staff will also incorporate priorities and actions from related CRD strategies, including the 2023–2026 CRD Corporate Plan, into the next strategic plan for the Arts and Culture Support Service. These related strategies underwent separate engagement processes and have been approved by the CRD Board. Staff subject matter expertise will also be considered when evaluating the administrative feasibility of the goals, and initiatives of the next strategic plan, as well as alignment with other CRD divisions.

This report will be presented to the CRD Arts Commission for review, along with a goals and initiatives matrix. Draft strategic priorities will be informed by the community knowledge contained in this report. These priorities will also be contextualized in terms of their relation to existing initiatives (new or continuation), alignment to the revised Mission and Vision of the Arts and Culture Support Service, financial implications, and jurisdictional suitability. The detailed goals and initiatives in the new strategic plan will guide the policy development and outreach over the next four years (2024–2027) for the Arts and Culture Support Service.

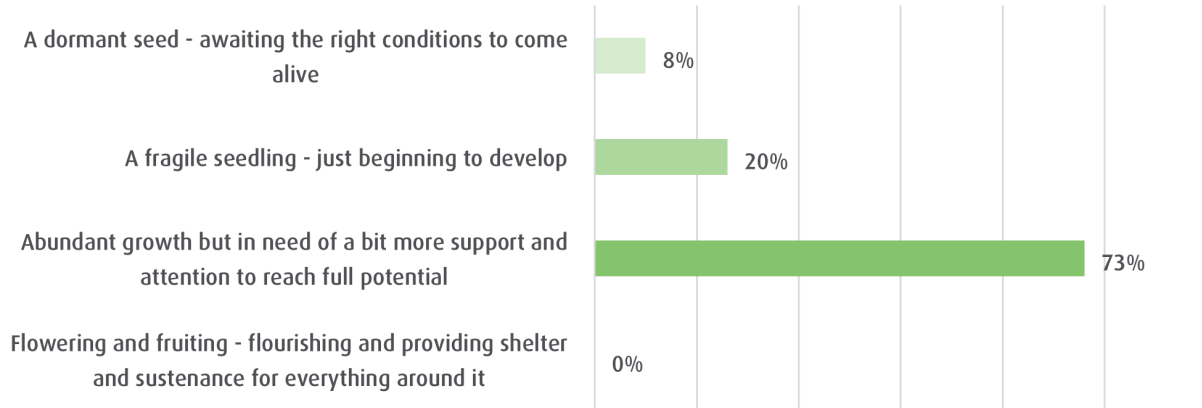


Appendix A – Pre-Summit and Post-Summit Surveys

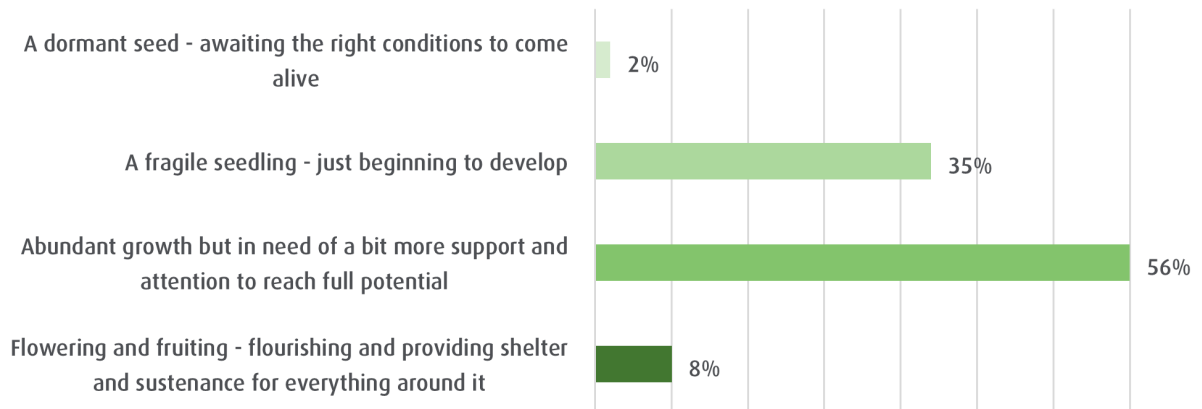
Pre-Summit Survey



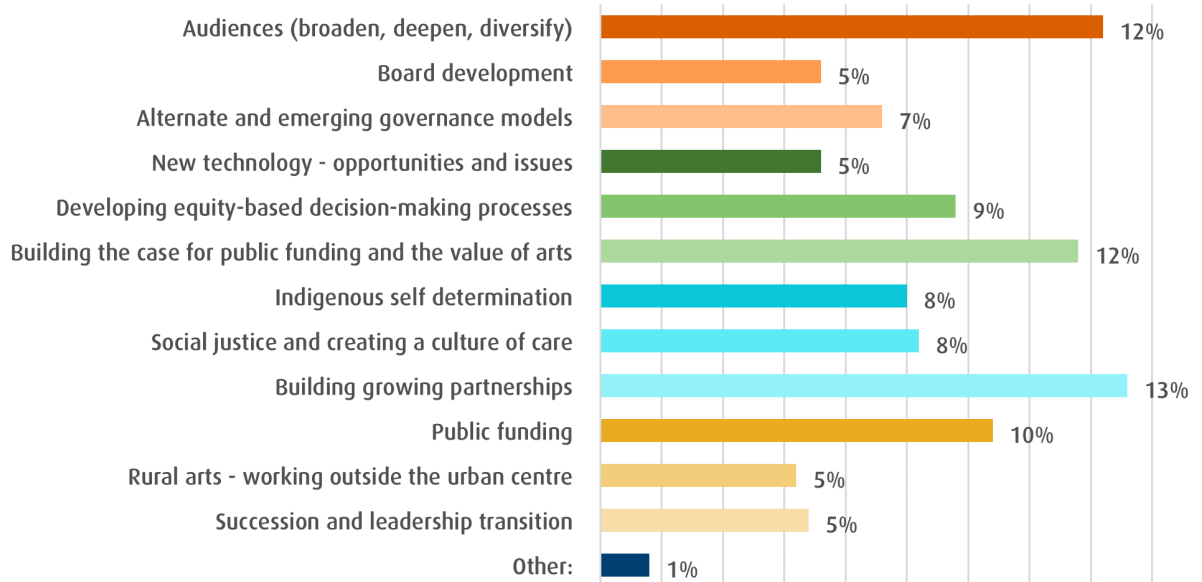
What stage in development would you say the capital region arts sector is at?



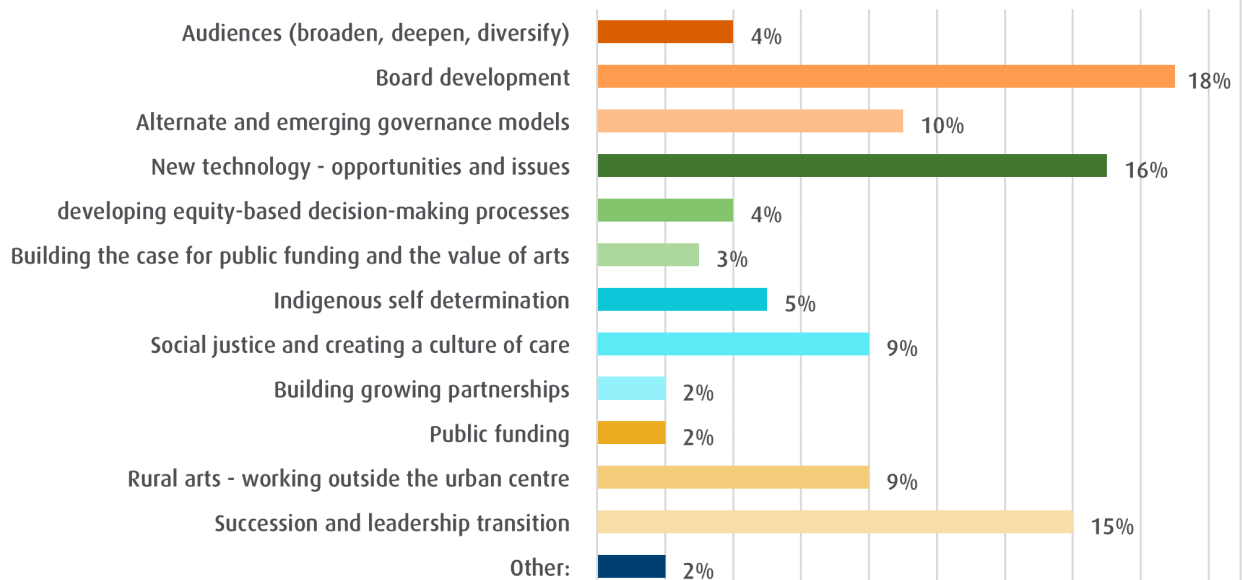
If applicable, what stage of development would you say your arts organization or your work in this sector is at?



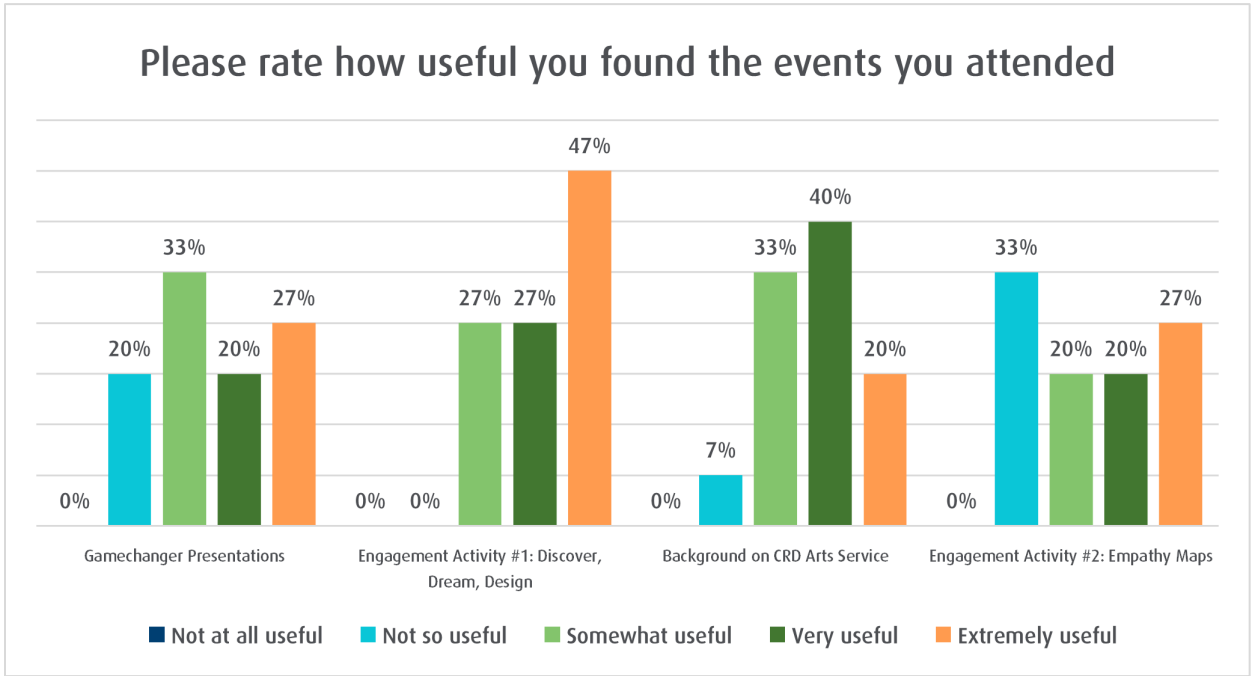
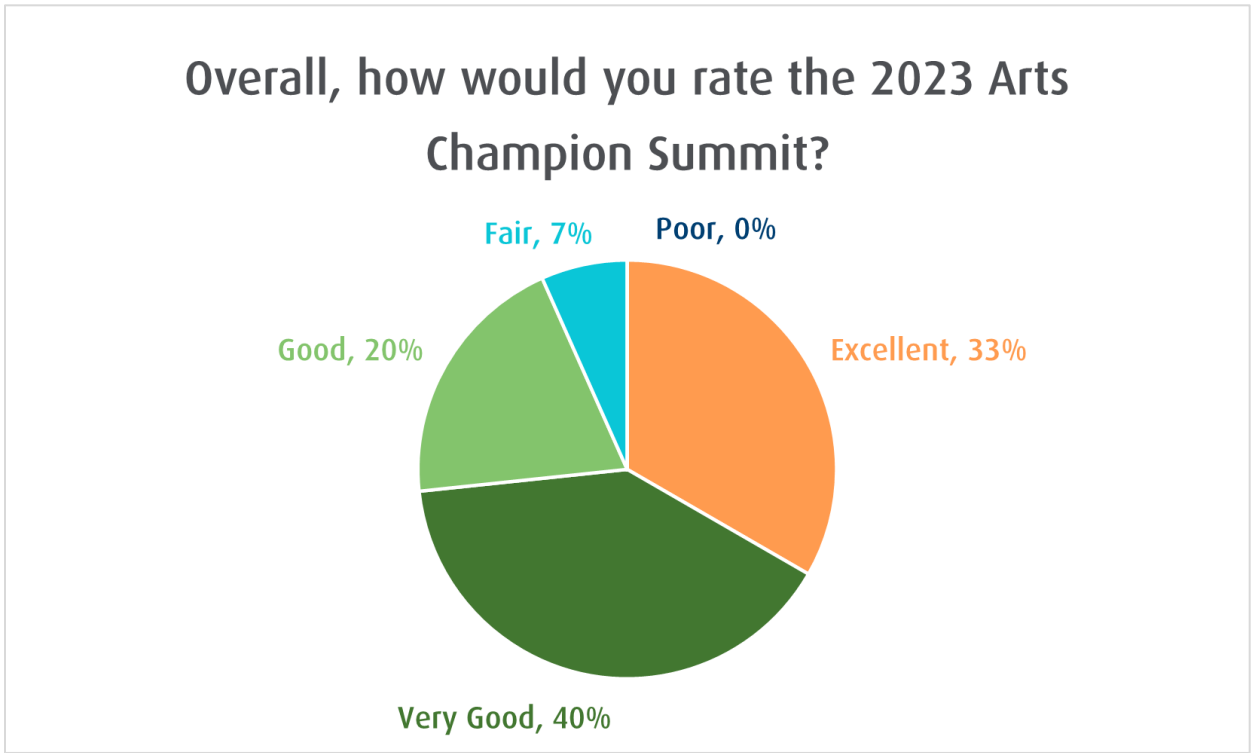
Please select the topics that you would be most interested in discussing



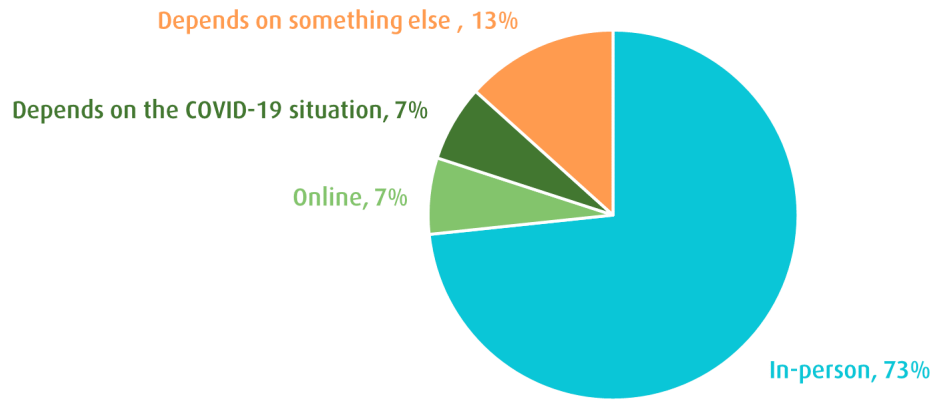
Please select the topics that you'd rather not discuss this time



Post-Summit Survey



In the future, are you more likely to attend CRD Arts & Culture events like this one in-person or online?



Arts in the Region Survey

SURVEY RESPONSE REPORT

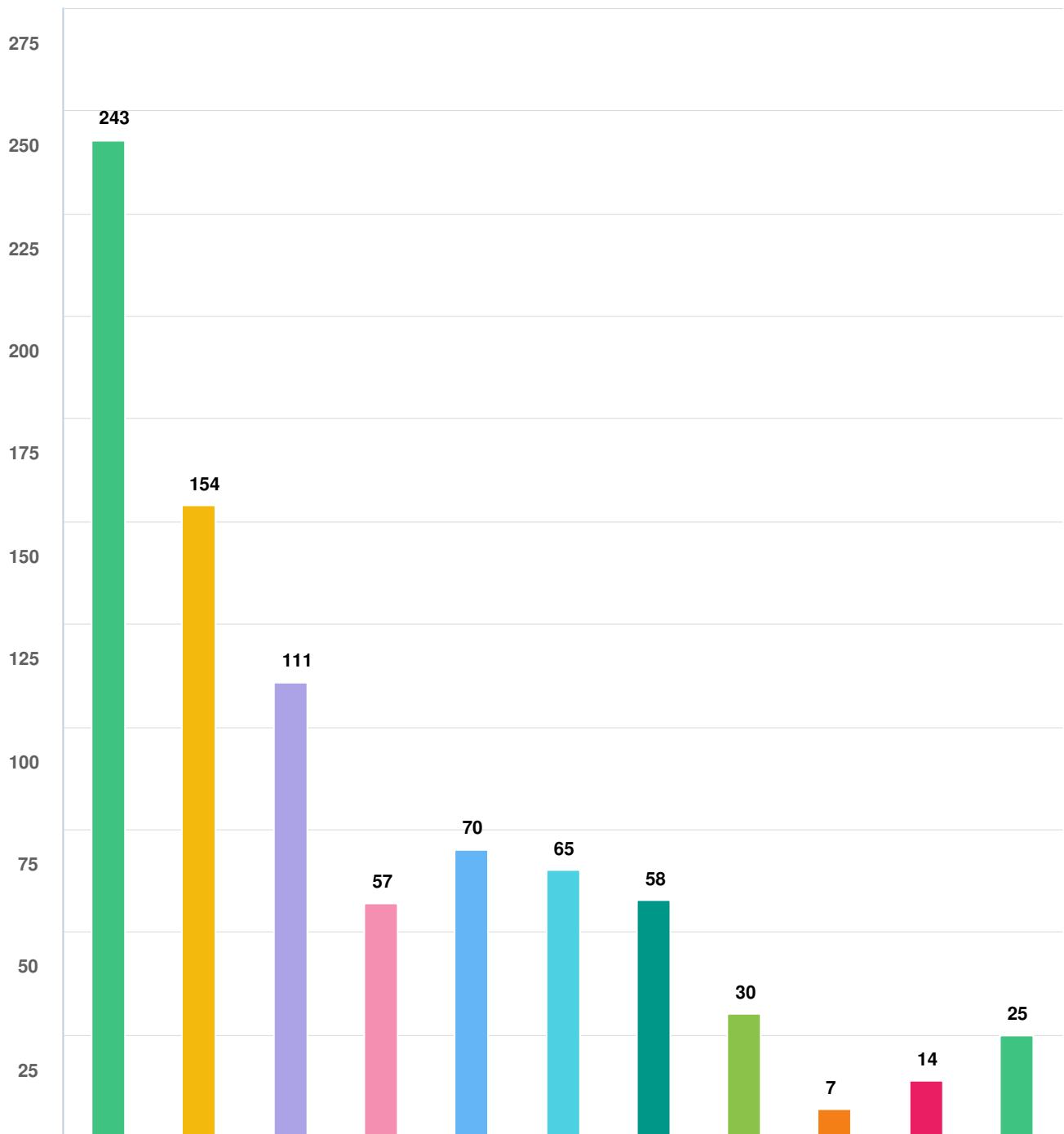
23 April 2023 - 31 May 2023

PROJECT NAME:

Developing the CRD Arts & Culture Strategic Plan



Q1 What are your roles in the capital region arts sector? Check all that apply.



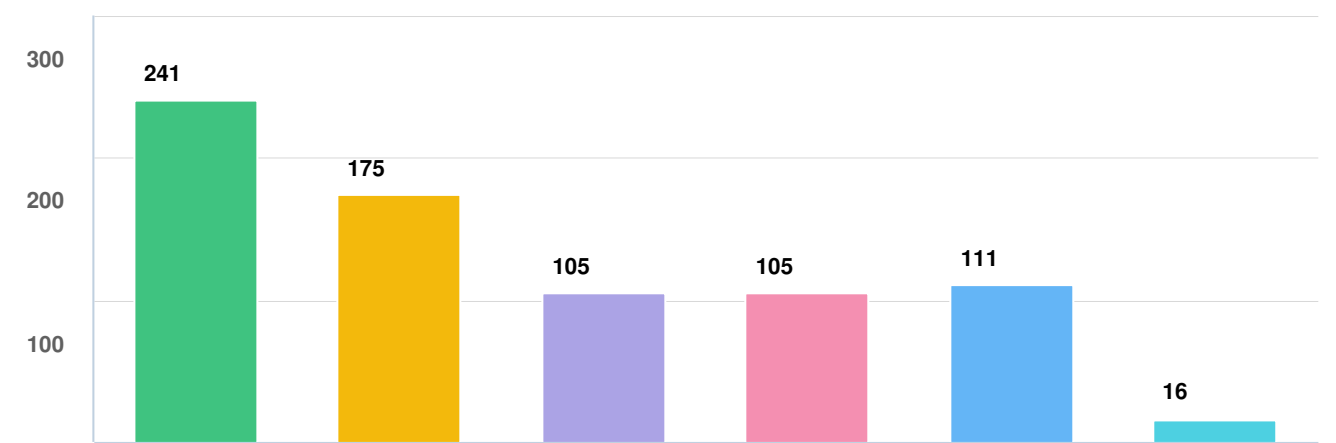
Question options

- audience
 ● artist or performer
 ● volunteer
 ● board member
 ● arts administrator
 ● donor, sponsor
- artistic programming
 ● technical production
 ● politician, Arts Advisory Council, Arts Commission
- funder, policy maker
 ● business, tourism

Optional question (303 response(s), 0 skipped)

Question type: Checkbox Question

Q2 Which of the following artistic disciplines you are active or interested in?

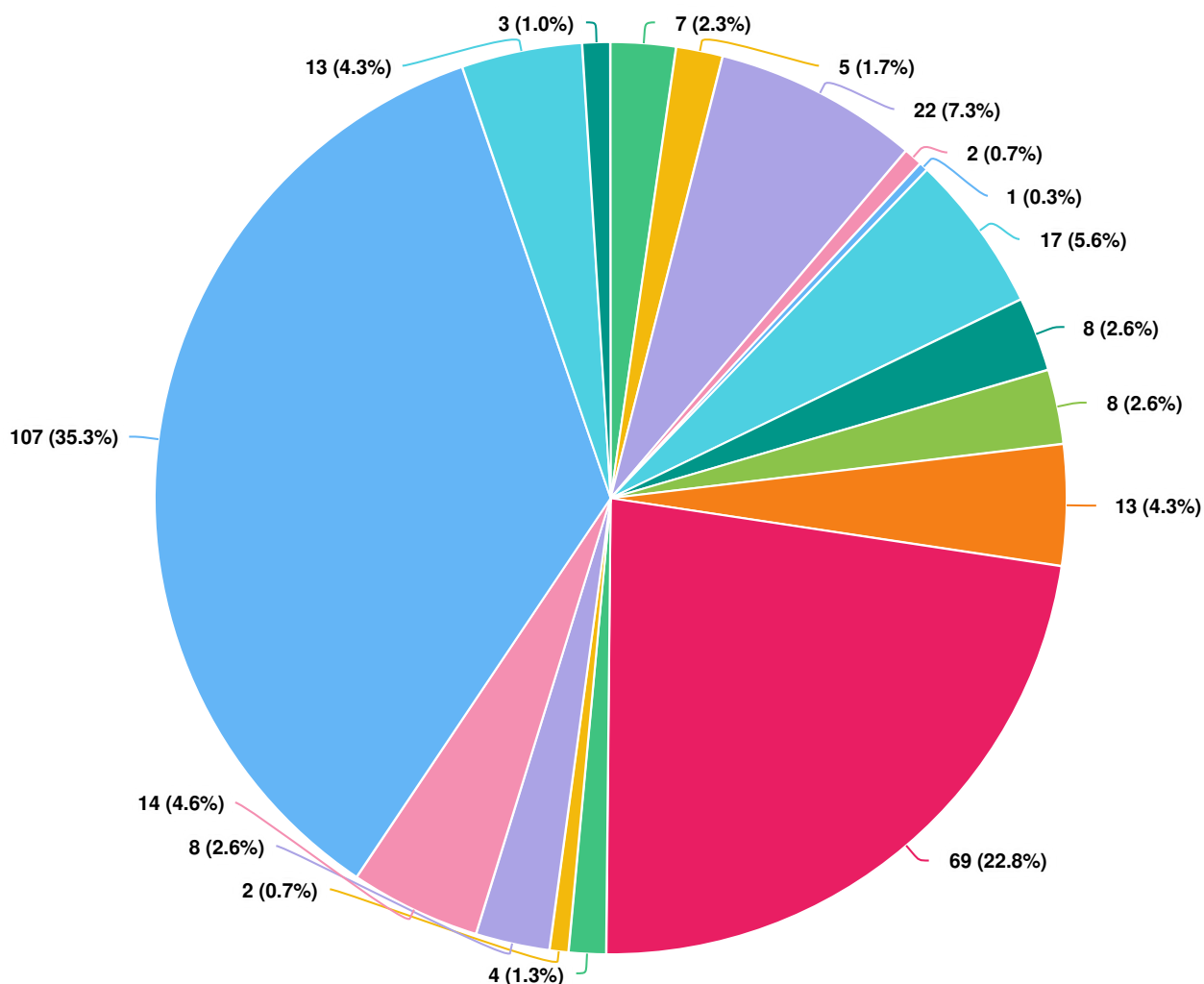


Question options

- Performing arts (including dance, theatre, music)
- Visual and applied arts
- Film, video, media arts
- Literary arts, publishing
- Multi-disciplinary arts
- Other (please specify)

Optional question (300 response(s), 3 skipped)
Question type: Checkbox Question

Q3 Where in the capital region do you live?

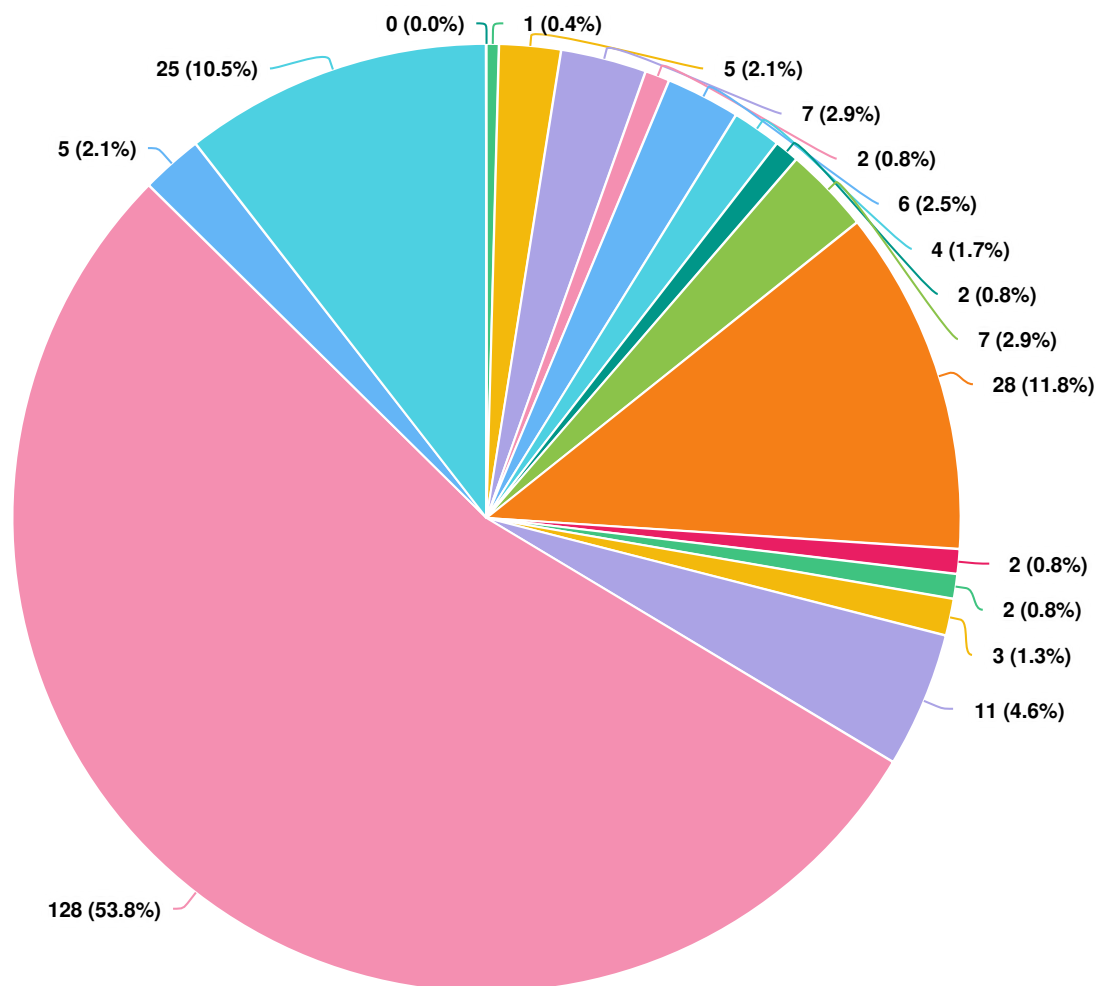


Question options

Central Saanich Colwood Esquimalt Highlands Juan de Fuca Langford Metchosin
 North Saanich Oak Bay Saanich Salt Spring Island Sidney Sooke
 Southern Gulf Islands (but not Salt Spring Island) Victoria View Royal Other (please specify)

Optional question (303 response(s), 0 skipped)
 Question type: Radio Button Question

Q4 If applicable, where do you work?

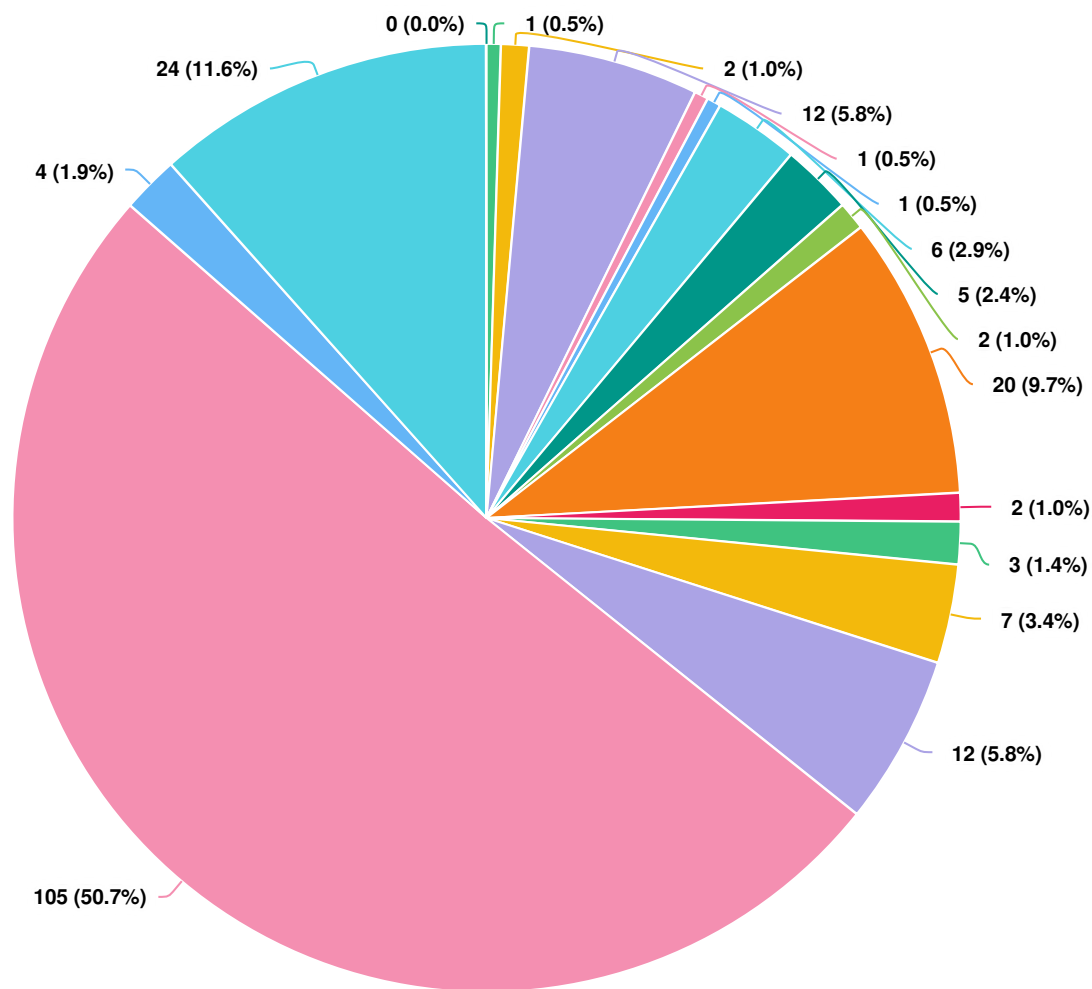


Question options

- Central Saanich
 ● Colwood
 ● Esquimalt
 ● Highlands
 ● Langford
 ● Metchosin
 ● North Saanich
- Oak Bay
 ● Saanich
 ● Salt Spring Island
 ● Sidney
 ● Sooke
- Southern Gulf Islands (but not Salt Spring Island)
 ● Victoria
 ● View Royal
 ● Other (please specify)
- Juan de Fuca

Optional question (238 response(s), 65 skipped)
Question type: Radio Button Question

Q5 If applicable, where do you volunteer?

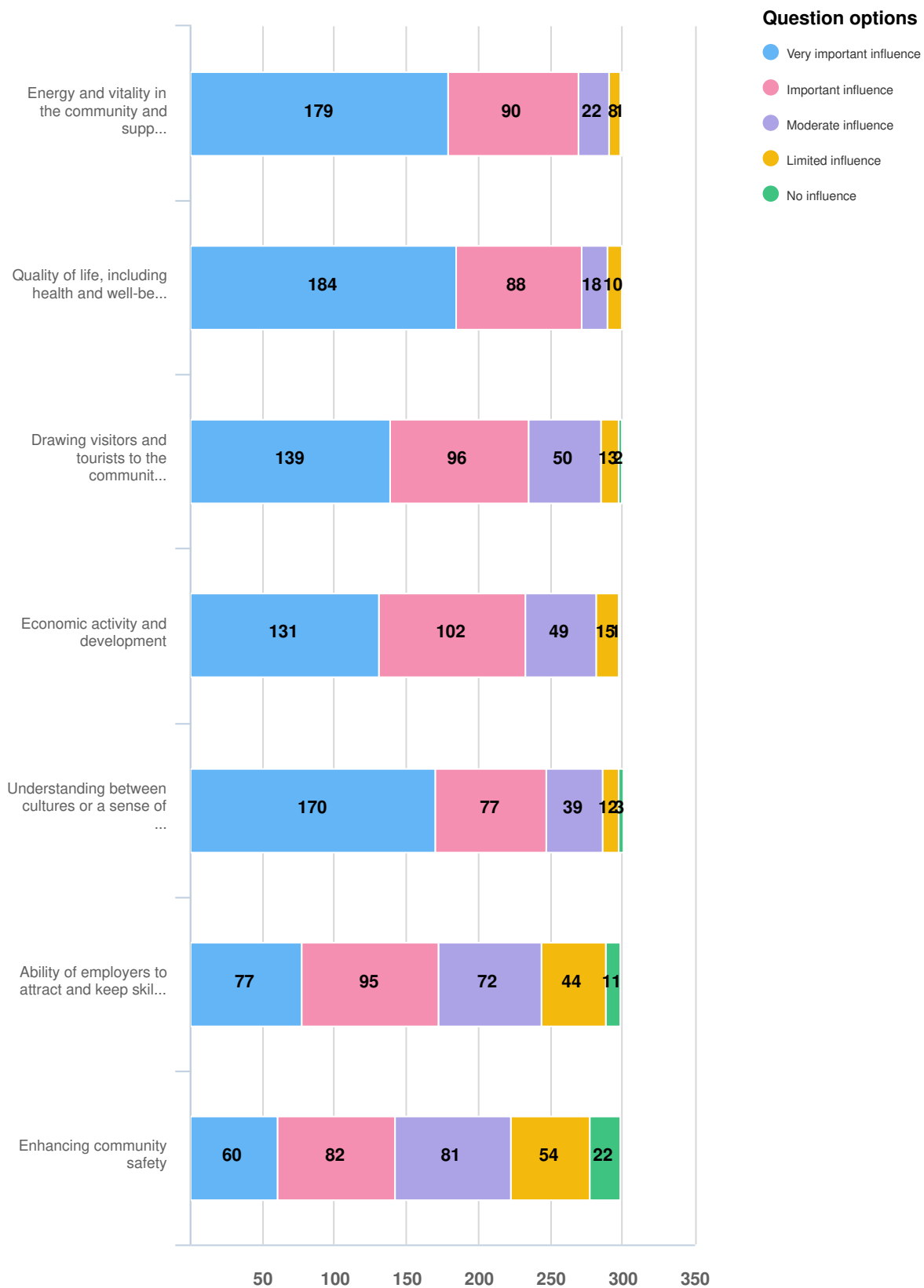


Question options

- Central Saanich
 Colwood
 Esquimalt
 Highlands
 Juan de Fuca
 Langford
 Metchosin
- Oak Bay
 Saanich
 Salt Spring Island
 Sidney
 Sooke
- Southern Gulf Islands (but not Salt Spring Island)
 Victoria
 View Royal
 Other (please specify)
- North Saanich

Optional question (207 response(s), 96 skipped)
Question type: Radio Button Question

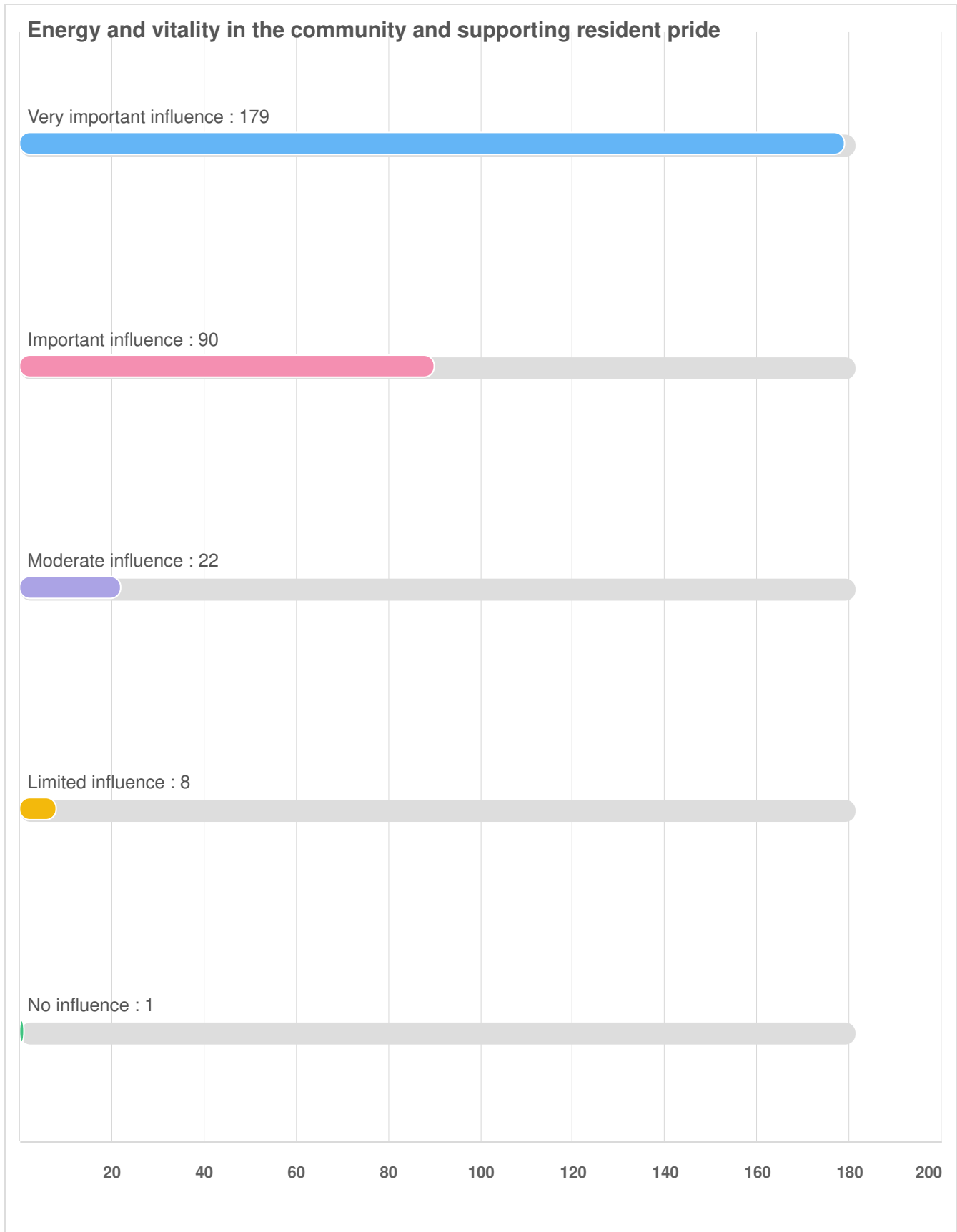
Q6 How much of a positive influence do arts in the capital region have on:

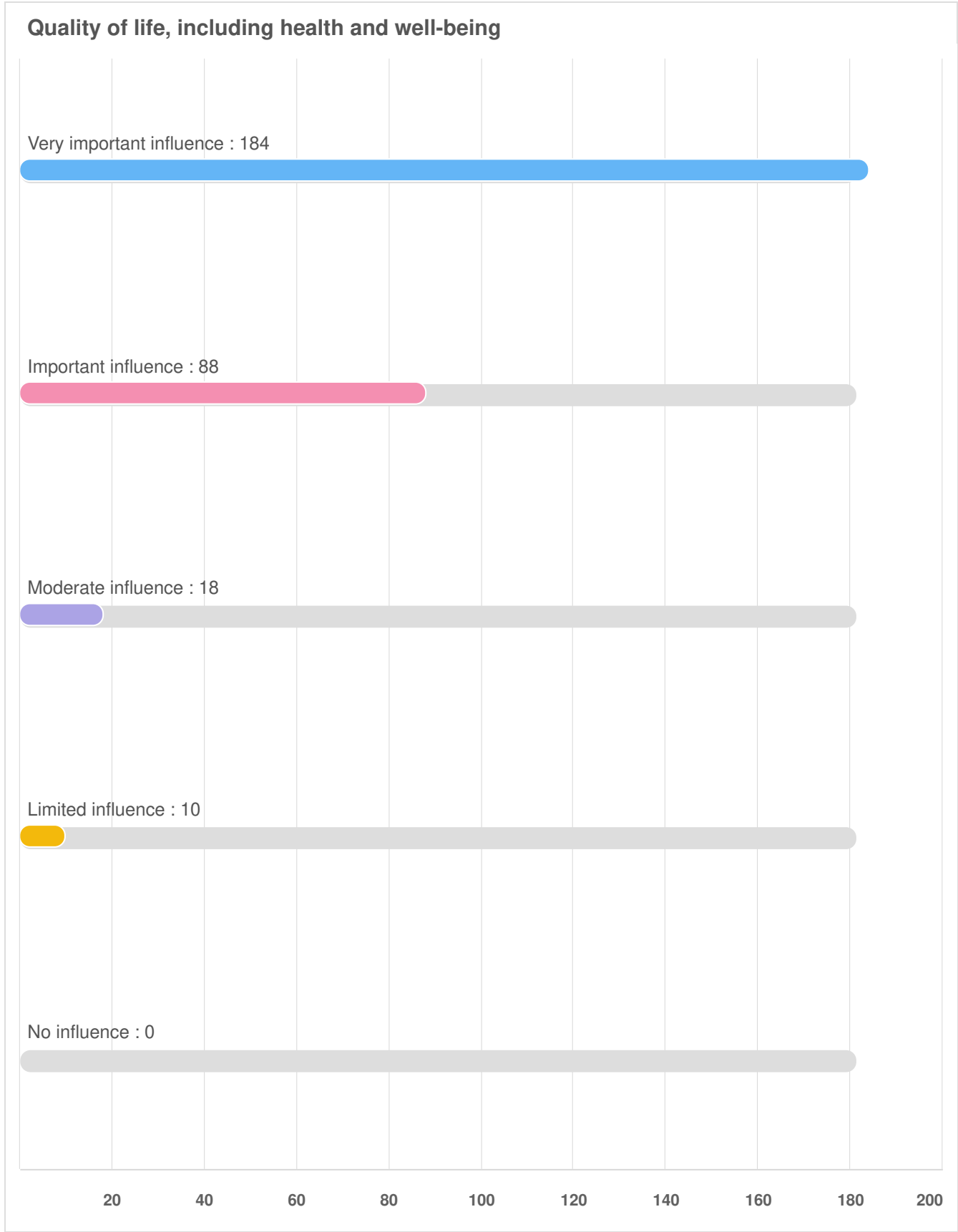


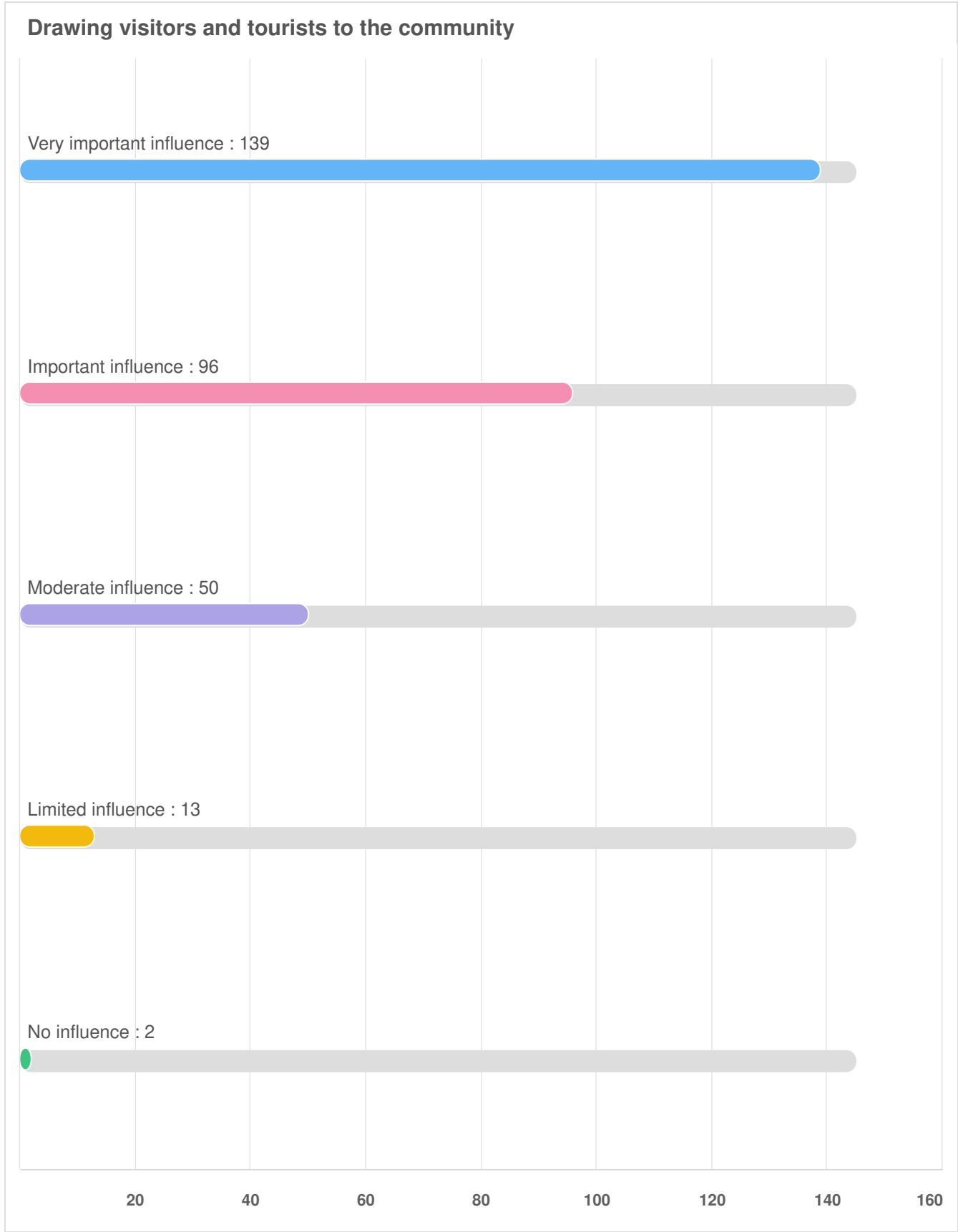
Optional question (301 response(s), 2 skipped)

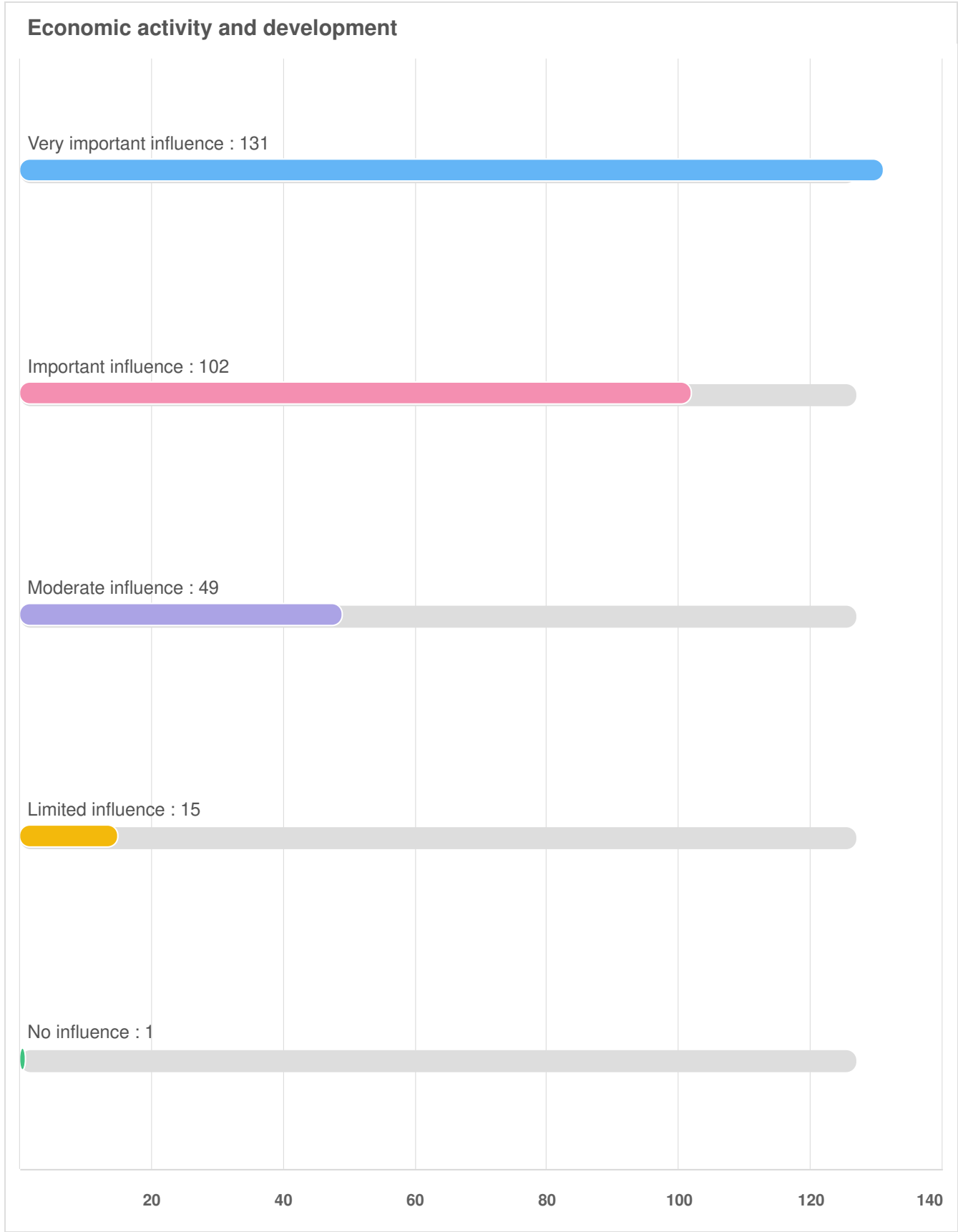
Question type: Likert Question

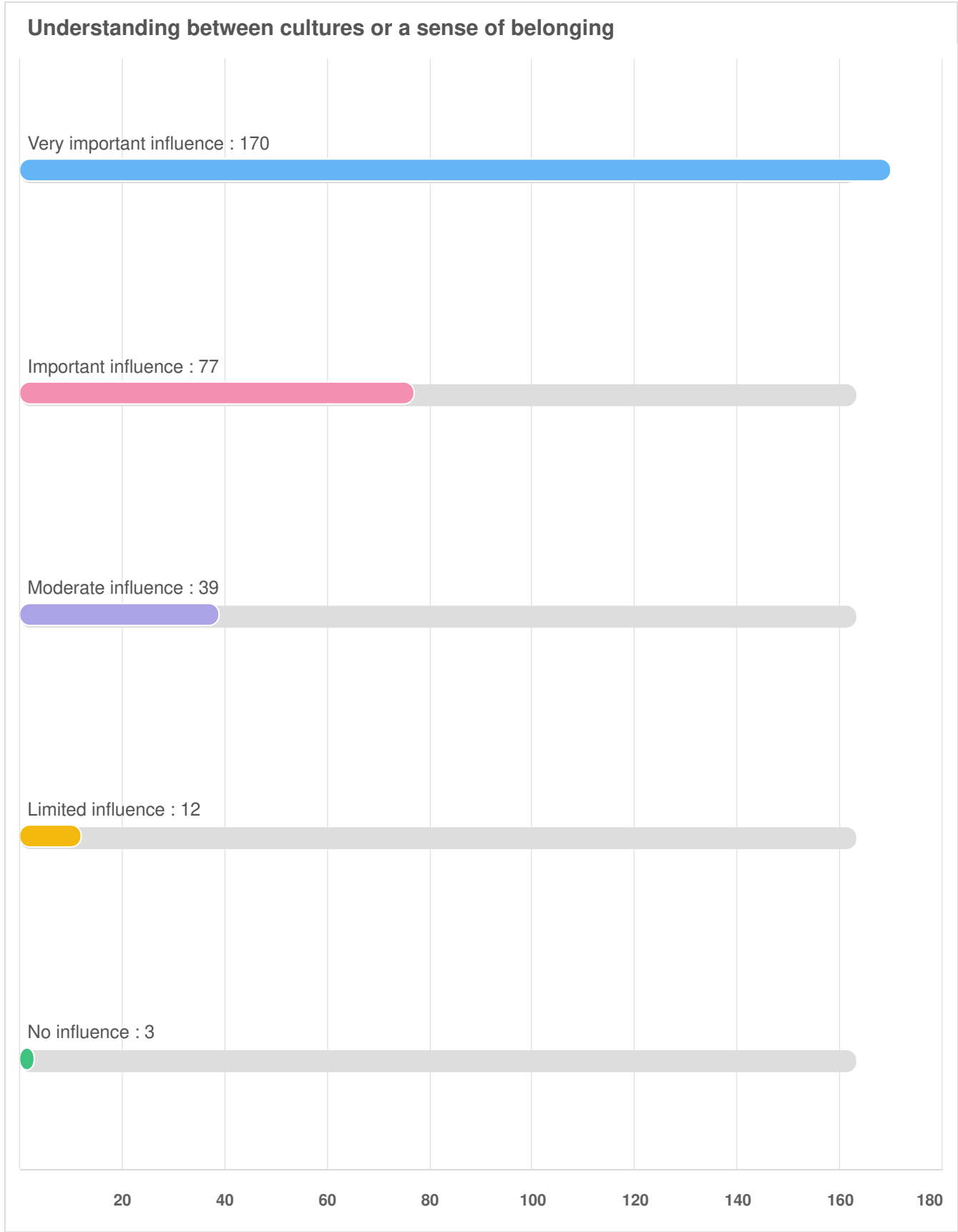
Q6 | How much of a positive influence do arts in the capital region have on:

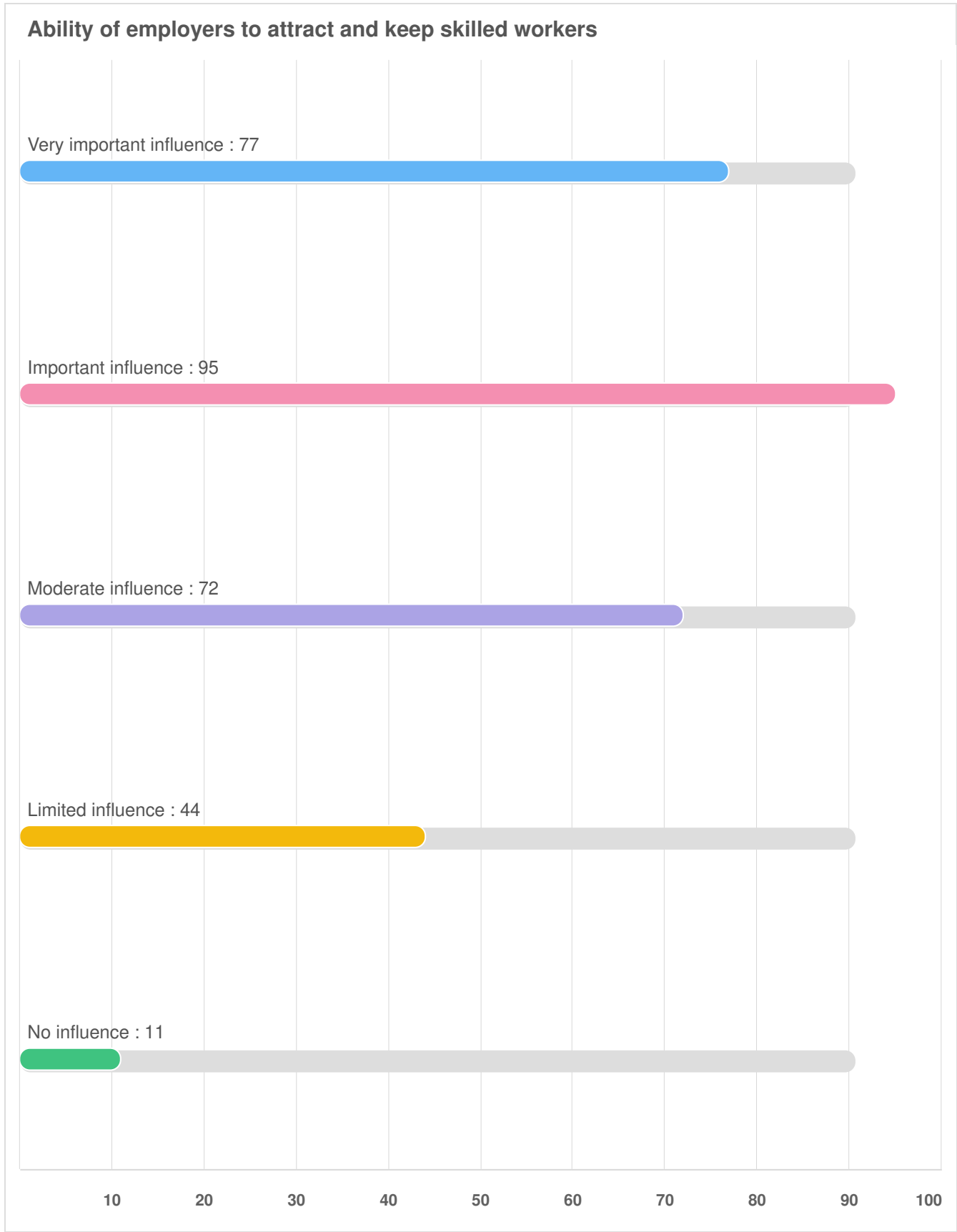












Enhancing community safety

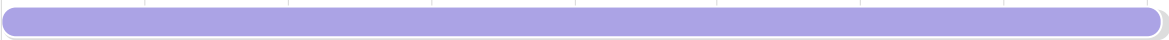
Very important influence : 60



Important influence : 82



Moderate influence : 81



Limited influence : 54

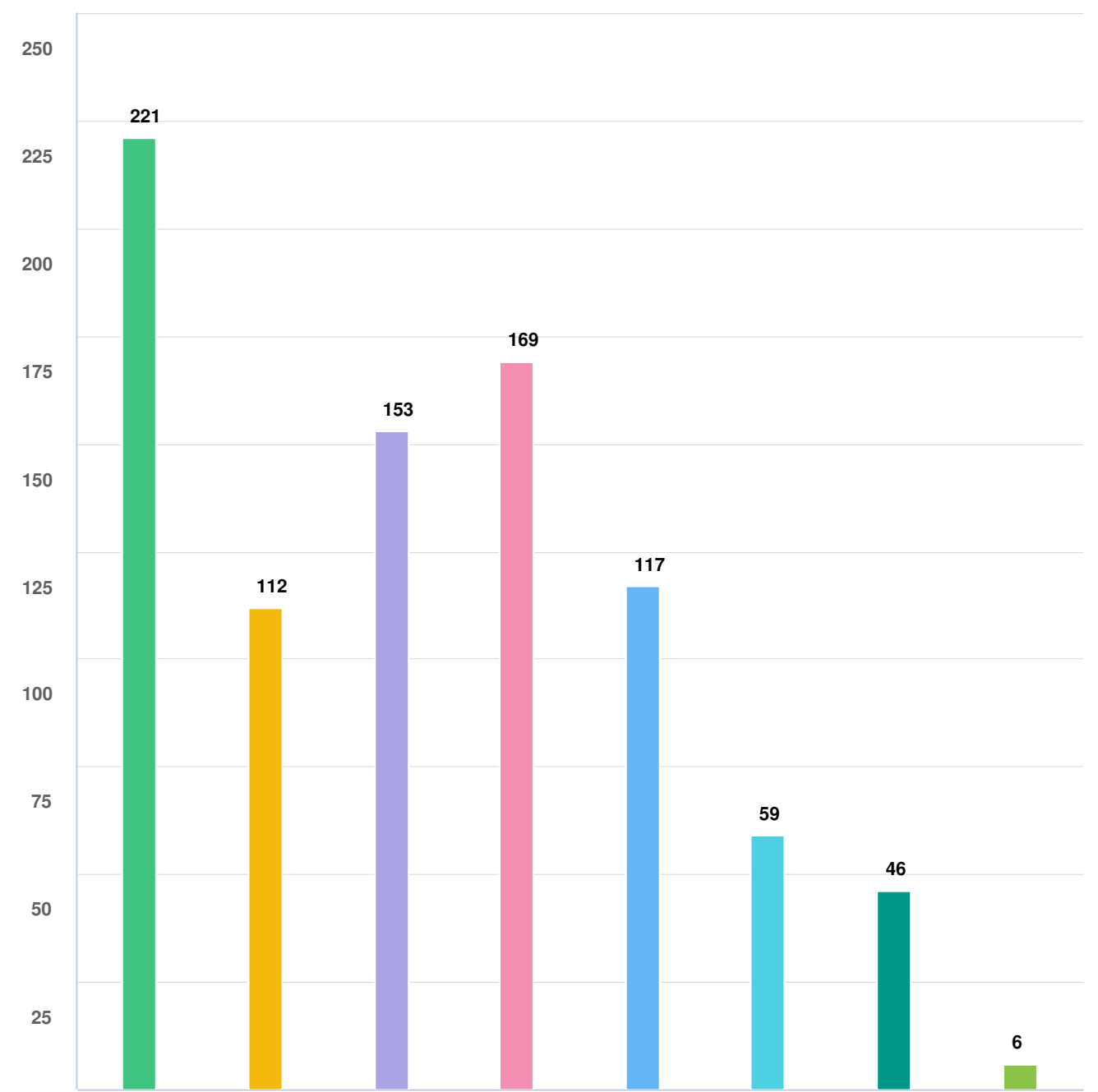


No influence : 22



10 20 30 40 50 60 70 80 90

Q7 What impacts of the arts are most important to you? Pick up to three.



- Question options**
- Other (please specify)
 - Building reputation of the capital region through the arts
 - Economic impact including employment, attracting visitors
 - Social impact including supporting equity and understanding across communities
 - Quality of life, health and well-being
 - Development of artists' careers or sustainability of arts organizations
 - Having interesting and varied things to do
 - Building a vibrant community

Optional question (302 response(s), 1 skipped)
Question type: Checkbox Question

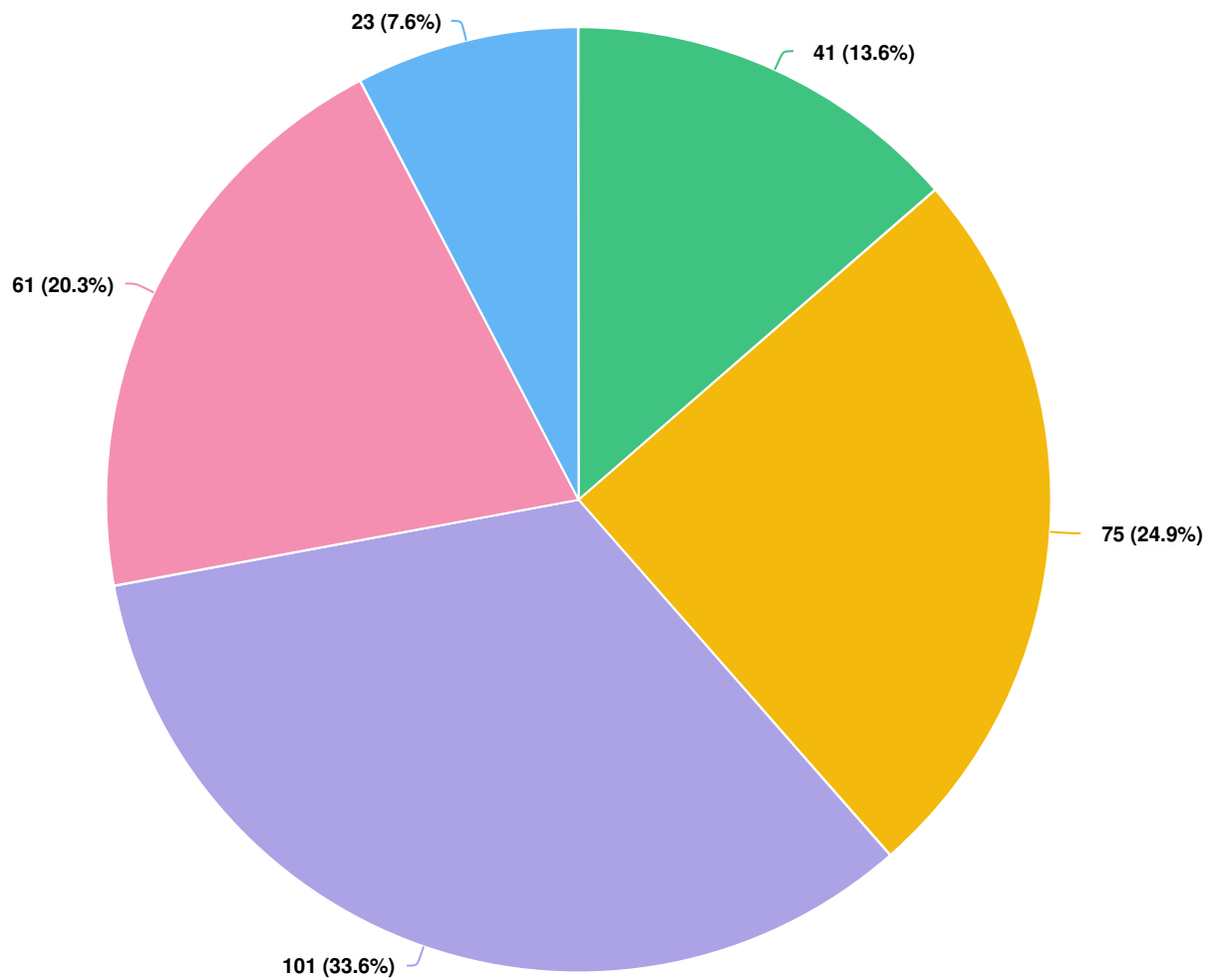
Q8 Rank the following impacts of arts in order of priority for you, 1 being the highest priority.

| OPTIONS | AVG. RANK |
|---|-----------|
| Building a vibrant community and having interesting and varied things to do | 2.10 |
| Impact on quality of life, health and well-being | 2.11 |
| Social impact, including supporting equity and understanding across communities | 2.94 |
| Economic impact, including employment, attracting visitors | 3.56 |
| Building the reputation of the capital region through the arts | 4.11 |

Optional question (299 response(s), 4 skipped)

Question type: Ranking Question

Q9 How familiar are you with the role of CRD and local municipalities in funding the arts?



Question options

Completely familiar Very familiar Moderately familiar Slightly familiar Not at all familiar

Optional question (301 response(s), 2 skipped)

Question type: Radio Button Question

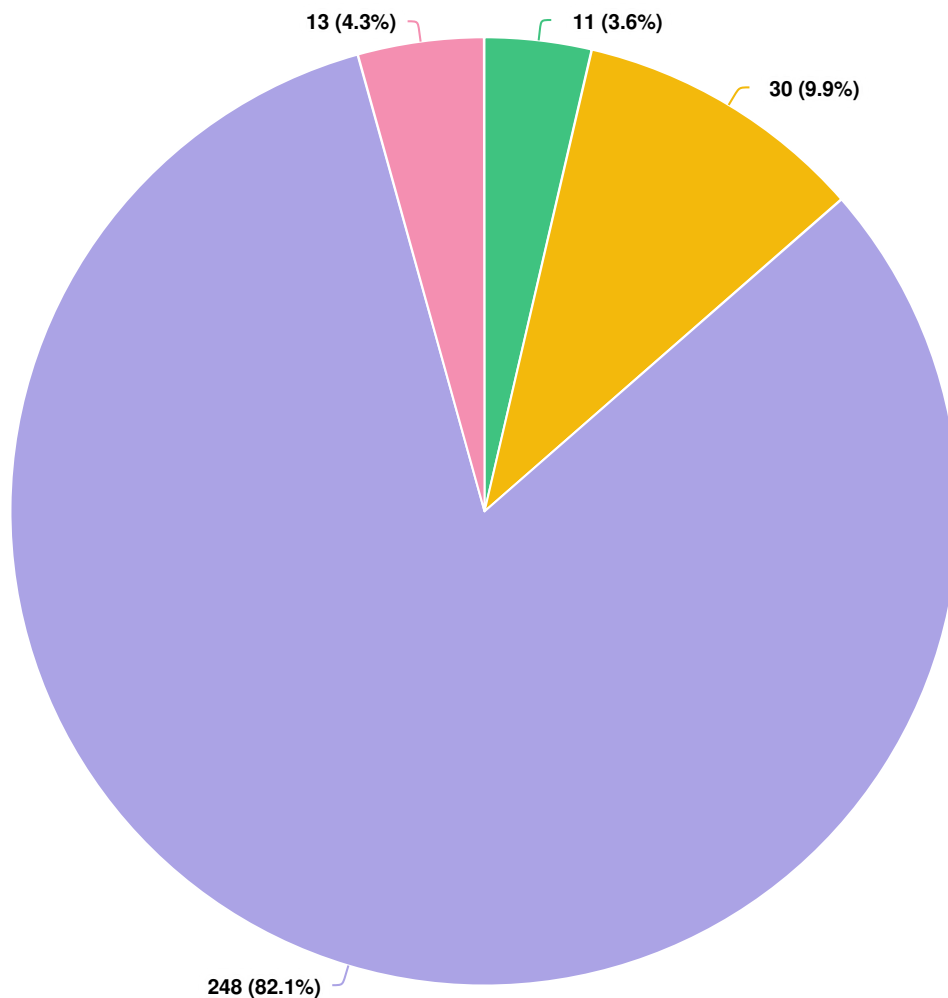
Q10 Rank the following functions of CRD Arts and Culture in order of priority, with 1 being the highest priority.

| OPTIONS | AVG. RANK |
|--|-----------|
| A funder of the arts in the region | 1.91 |
| A facilitator and catalyst to help build and strengthen arts communities | 2.67 |
| A convener of municipalities to collaborate on regional concerns around the arts | 3.13 |
| A promoter of arts in the region | 3.31 |
| An organizer of celebrations of the arts | 3.84 |

Optional question (298 response(s), 5 skipped)

Question type: Ranking Question

Q11 | Do you believe there is a clear, compelling case for public arts funding at the regional level?



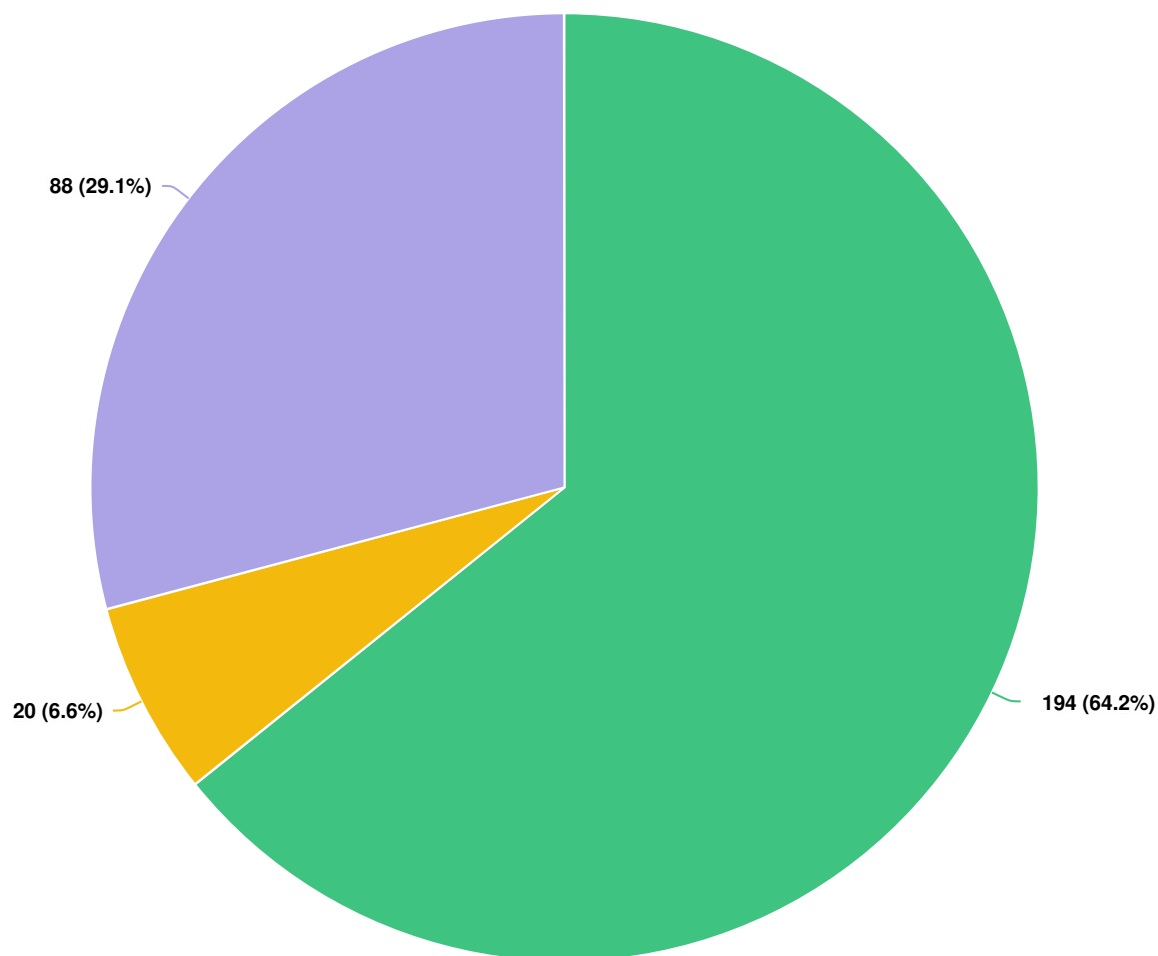
Question options

Don't know or unsure Yes In some ways No

Optional question (302 response(s), 1 skipped)

Question type: Radio Button Question

Q12 Without looking it up, is the municipality or electoral area where you live one of the nine contributing financially to CRD Arts and Culture Support Service?

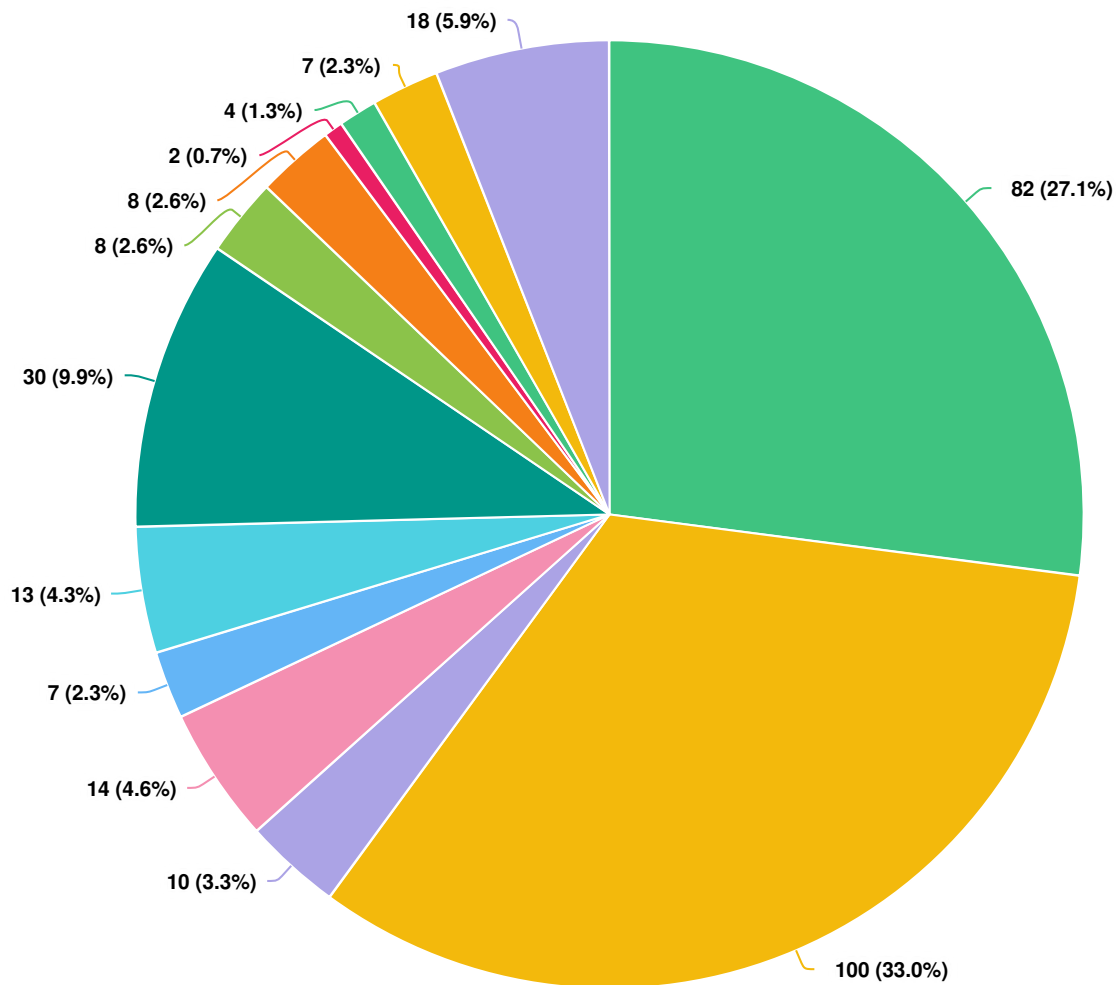


Question options

☐ Don't know ☐ No ☐ Yes

Optional question (302 response(s), 1 skipped)
Question type: Radio Button Question

Q13 What is your main role in the capital region arts sector?



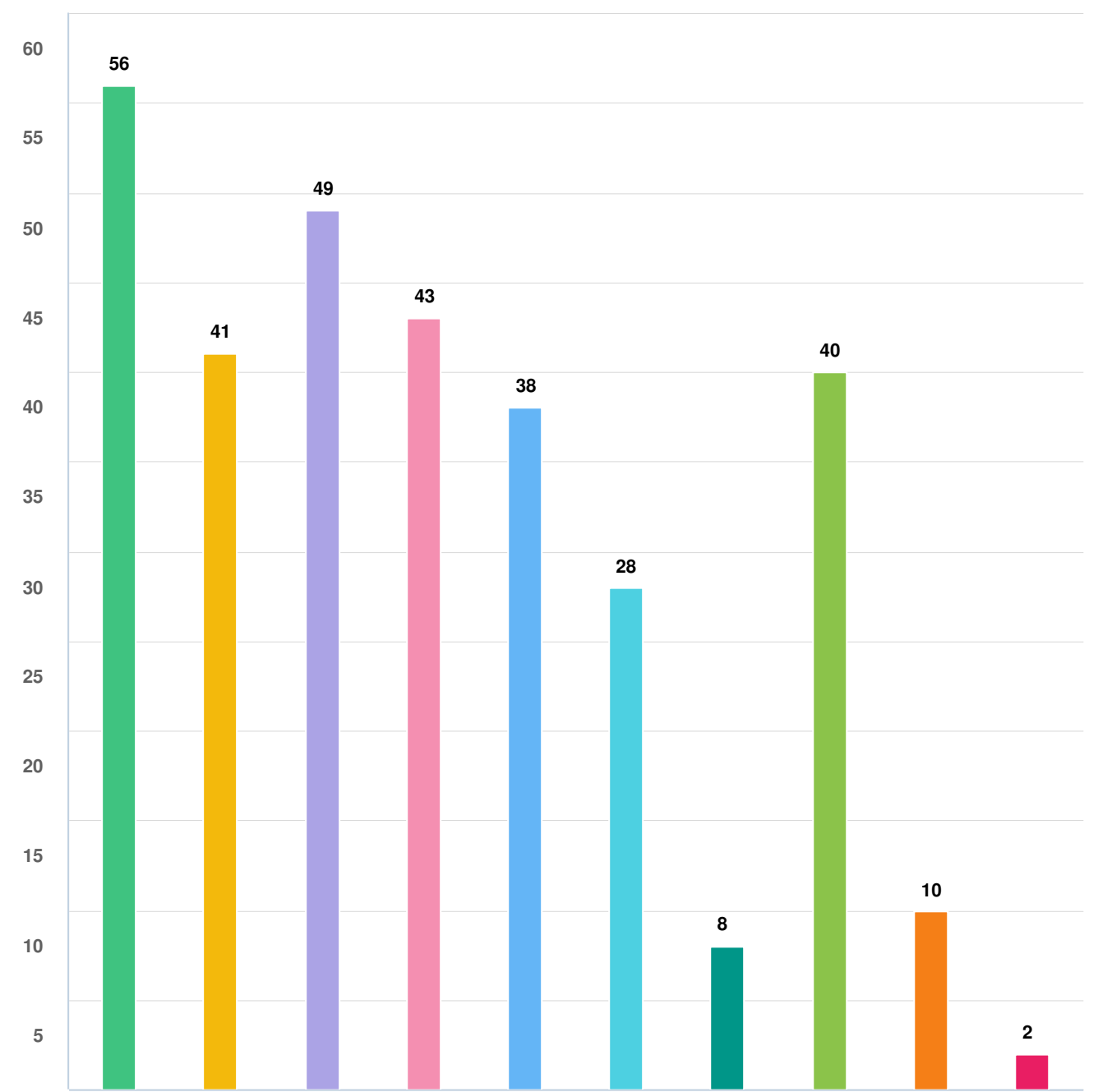
Question options

- Community organization Funder, policy maker Politician, Arts Advisory Council, Arts Commission
- Business/tourism Arts venue staff Technical production Arts administration Artistic programming
- Donor, sponsor Board member volunteer audience artist or performer

Mandatory Question (303 response(s))

Question type: Radio Button Question

Q14 What are the main benefits of attending arts events for you? Check up to three.

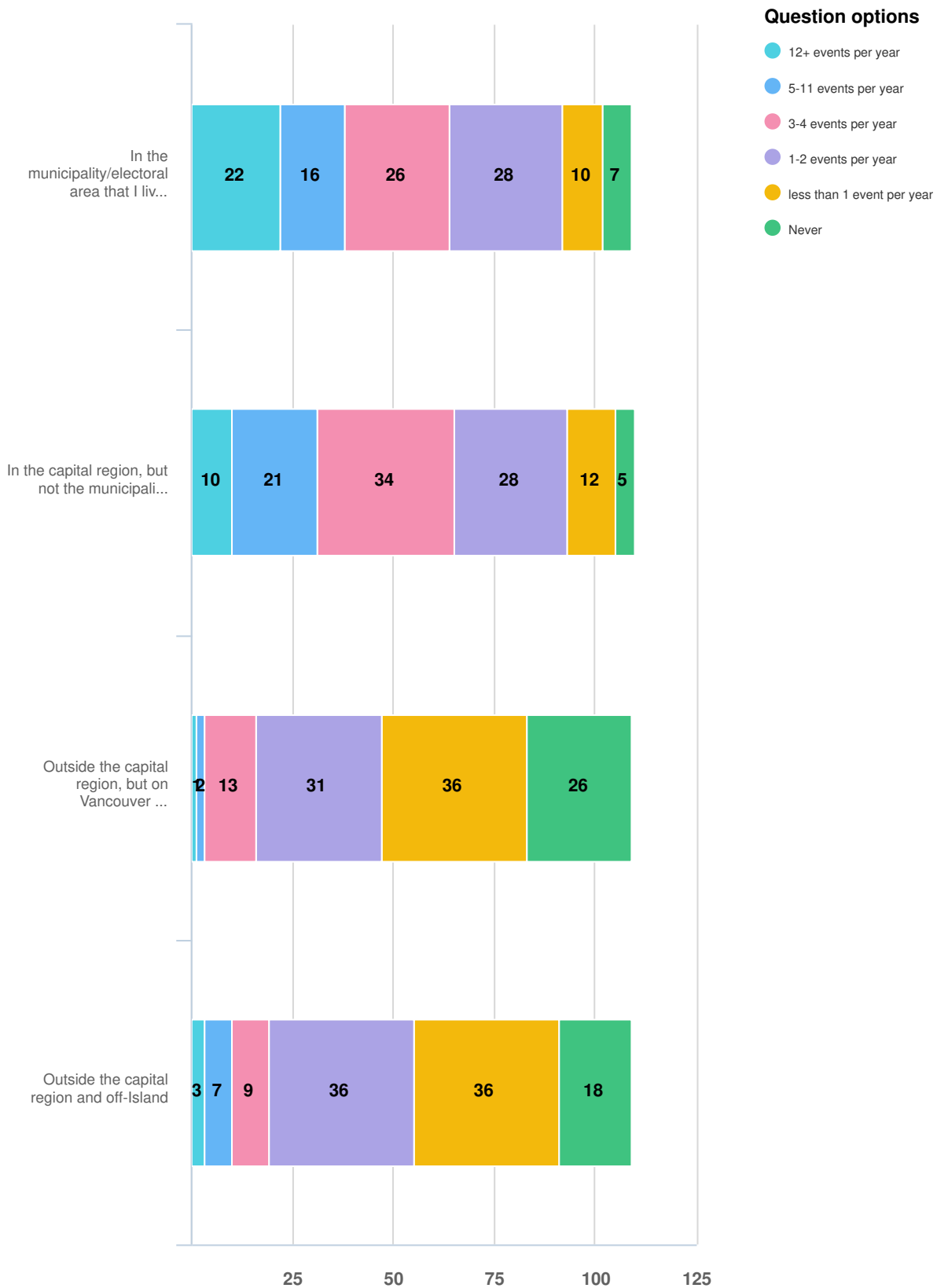


Question options

- Other (please specify)
- Escape from the everyday
- To better understand the world or consider alternate ways of living or being
- To learn about or appreciate the past
- Opportunity to socialize and meet people
- Exposure to different cultures
- To have fun
- Emotional or spiritual stimulation
- To improve mental health or well-being
- Intellectual stimulation / to learn something new

Optional question (110 response(s), 193 skipped)
Question type: Checkbox Question

Q15 Where and about how often have you attended arts events in the last 12 months?

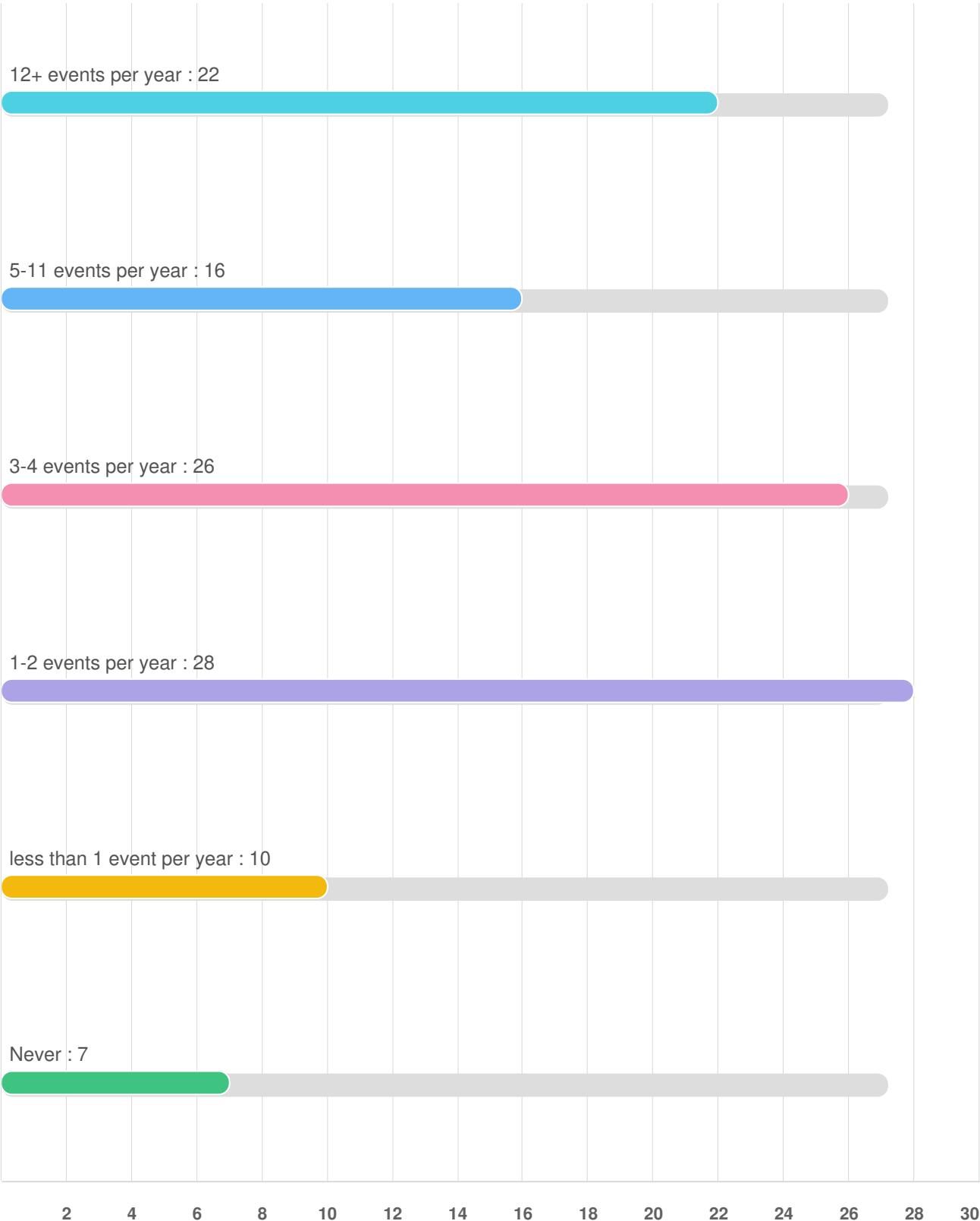


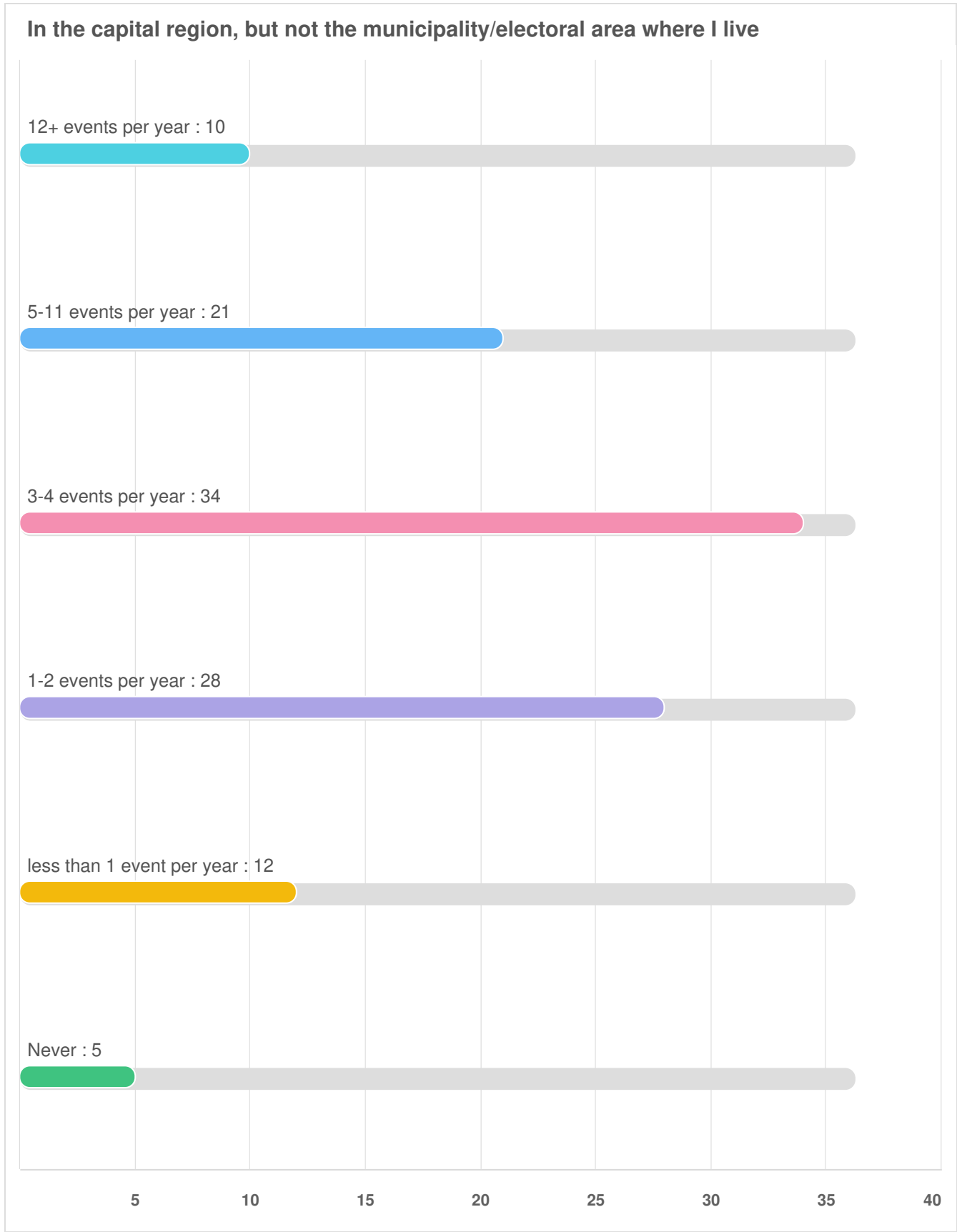
Optional question (110 response(s), 193 skipped)

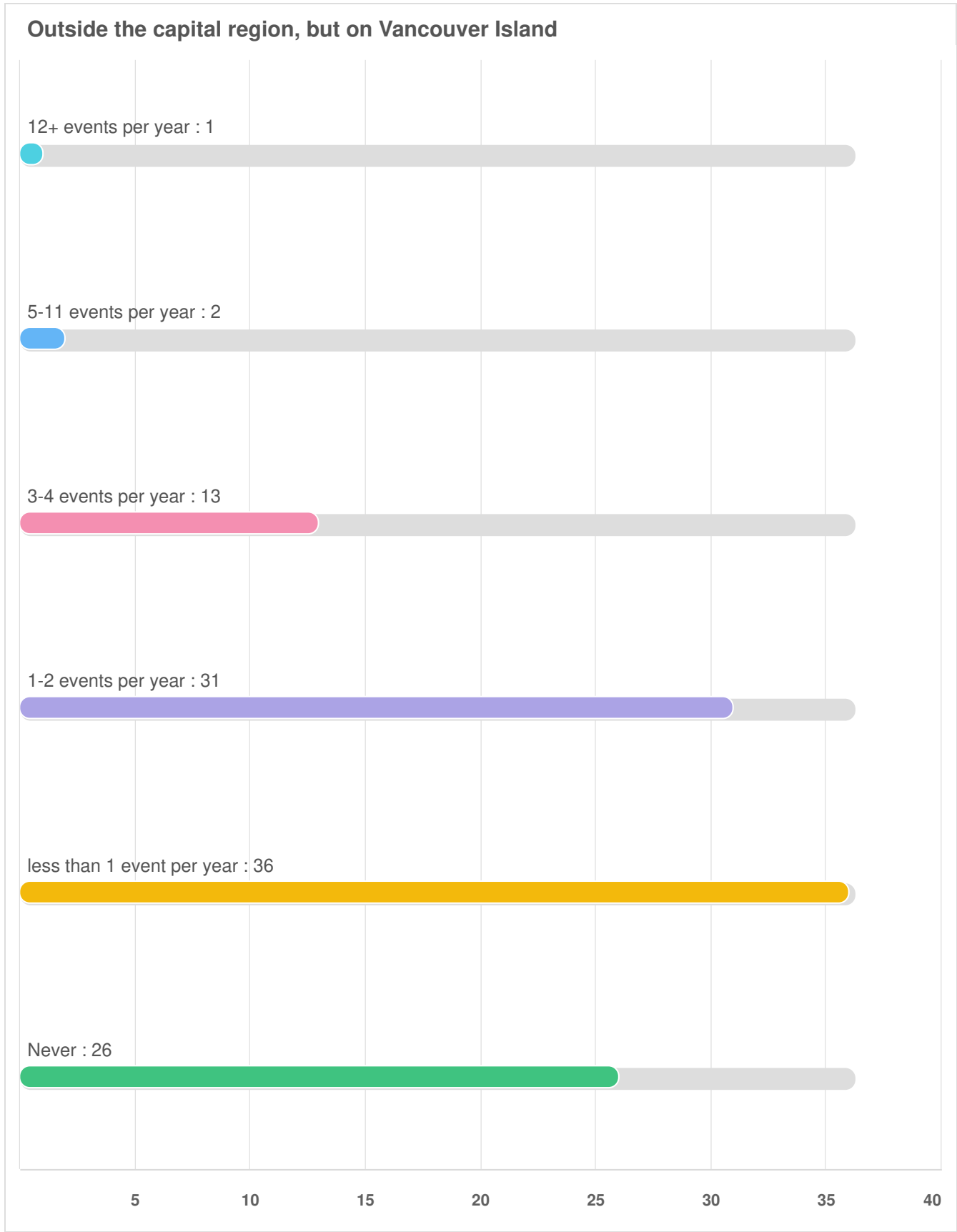
Question type: Likert Question

Q15 | Where and about how often have you attended arts events in the last 12 months?

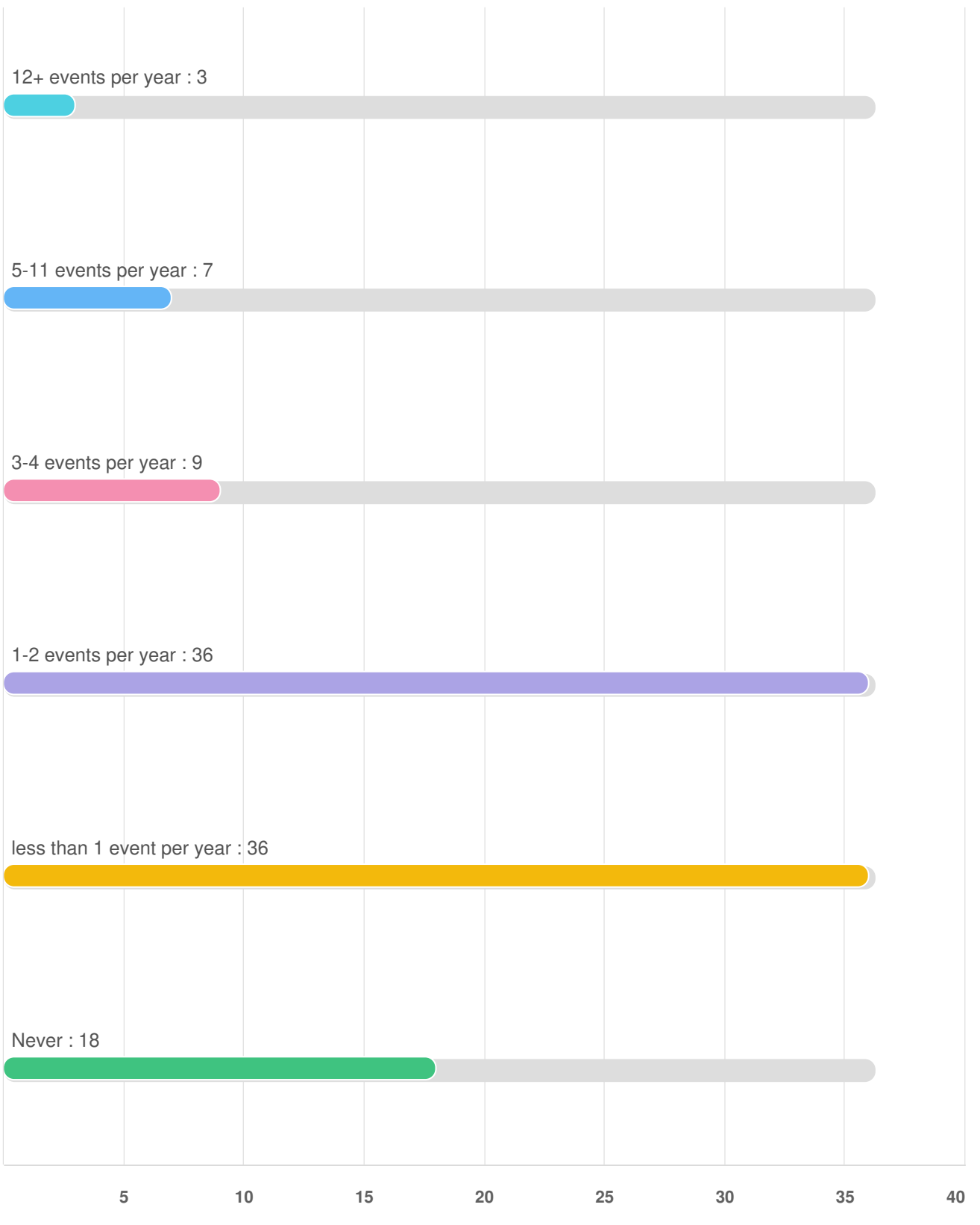
In the municipality/electoral area that I live



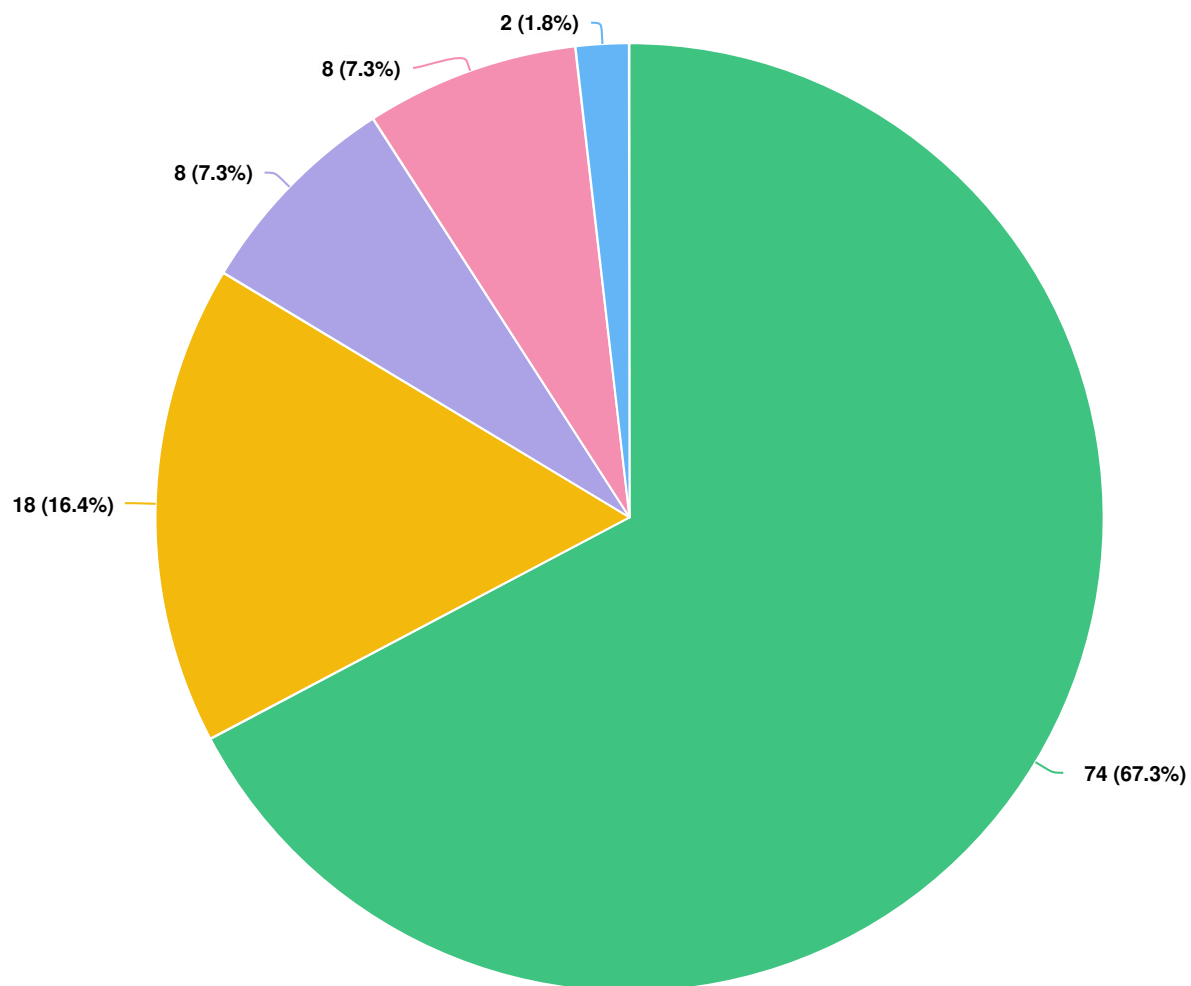




Outside the capital region and off-Island



Q16 How do you usually get to arts events in the capital region?



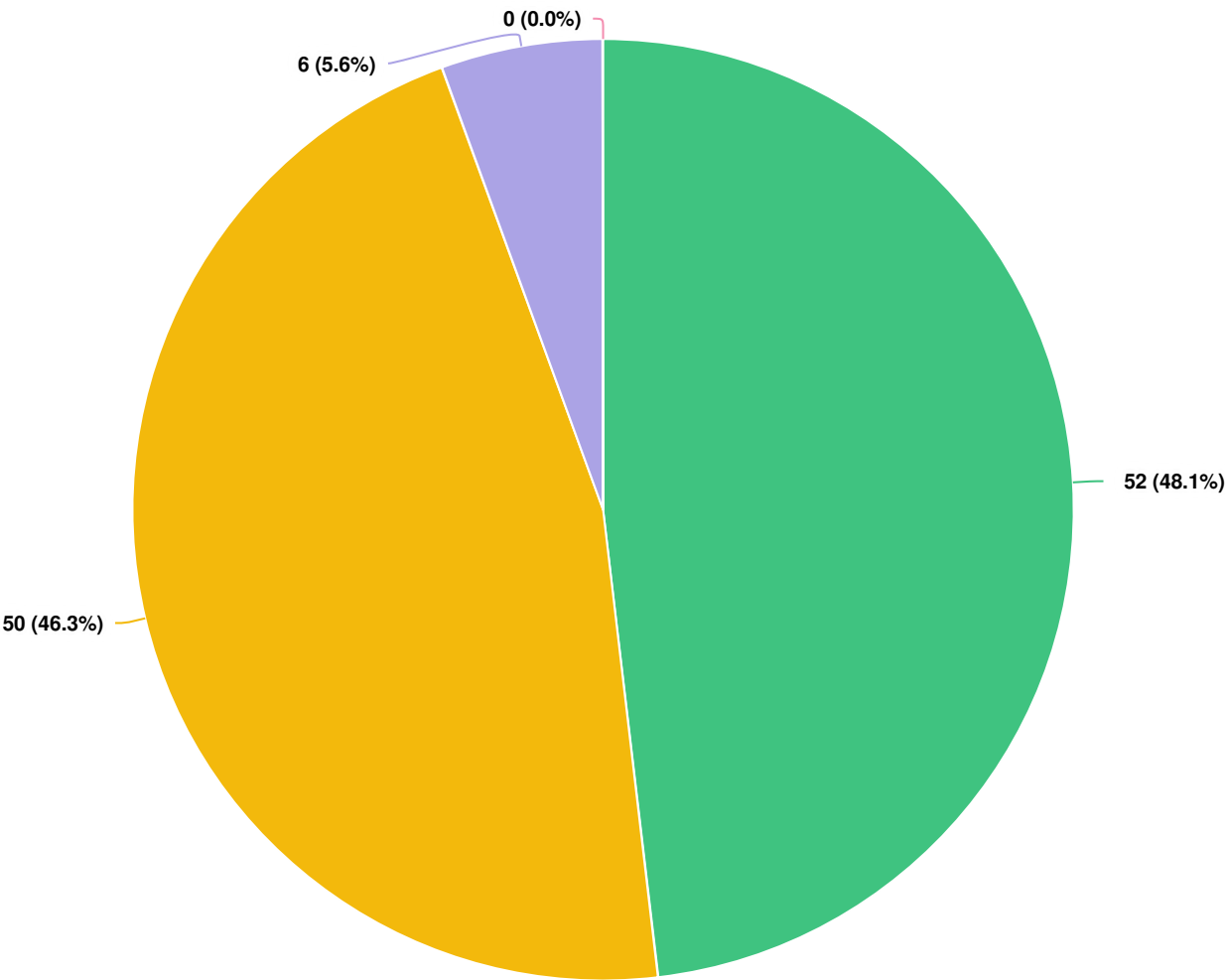
Question options

☐ Other (please specify) ☐ Bus ☐ Bicycle ☐ Walking ☐ Personal vehicle (car, truck, motorcycle)

Optional question (110 response(s), 193 skipped)

Question type: Radio Button Question

Q17 | How long does it take you to reach the arts venue or event that you attend most often, using your usual transportation?

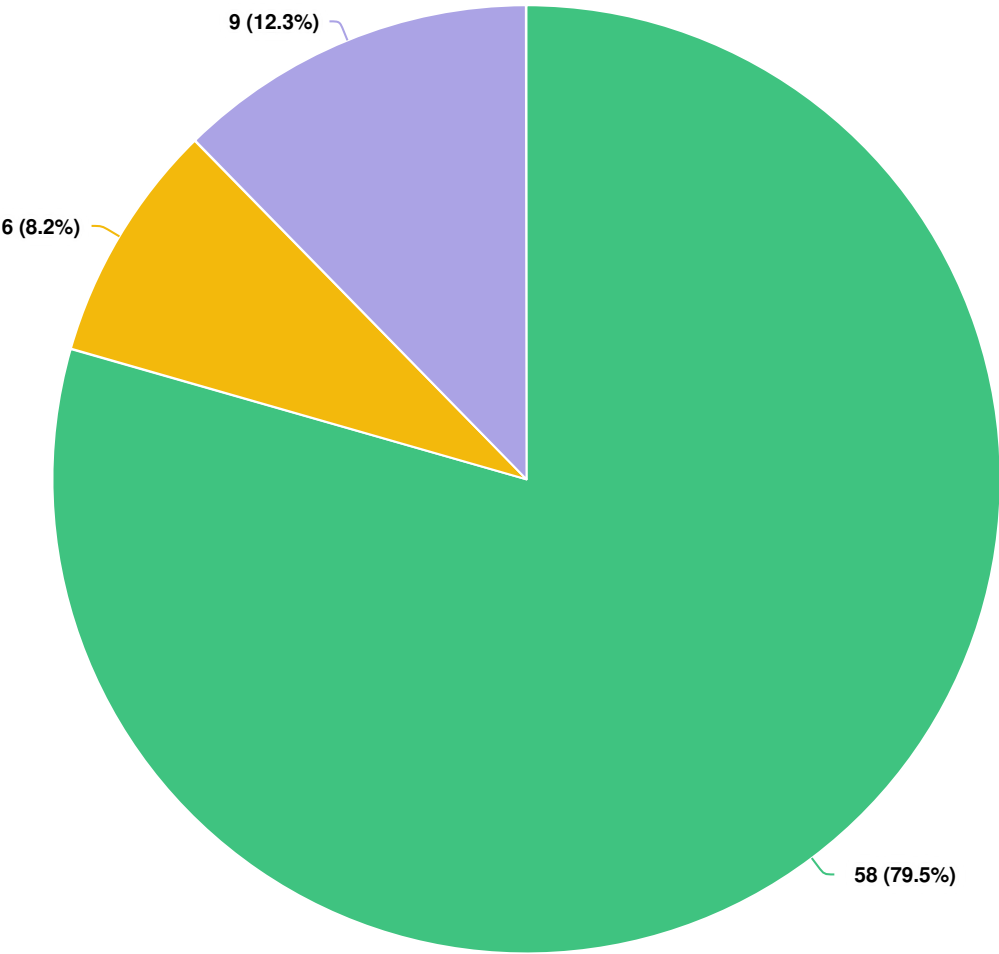


Question options

- 1 hour or more 41 minutes to 1 hour 20-40 minutes less than 20 minutes

Optional question (108 response(s), 195 skipped)
Question type: Radio Button Question

Q18 | Are you aware of CRD arts funding programs?



Question options

- ☐ In some ways ☐ No ☒ Yes

Optional question (73 response(s), 230 skipped)
Question type: Radio Button Question

Q19 How familiar are you with the following CRD grant programs:



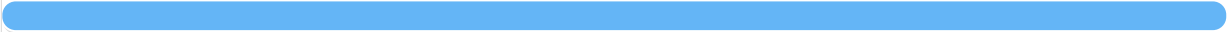
Optional question (67 response(s), 236 skipped)

Question type: Likert Question

Q19 | How familiar are you with the following CRD grant programs:

Operating Grants

Completely familiar : 19



Very familiar : 17



Moderately familiar : 19

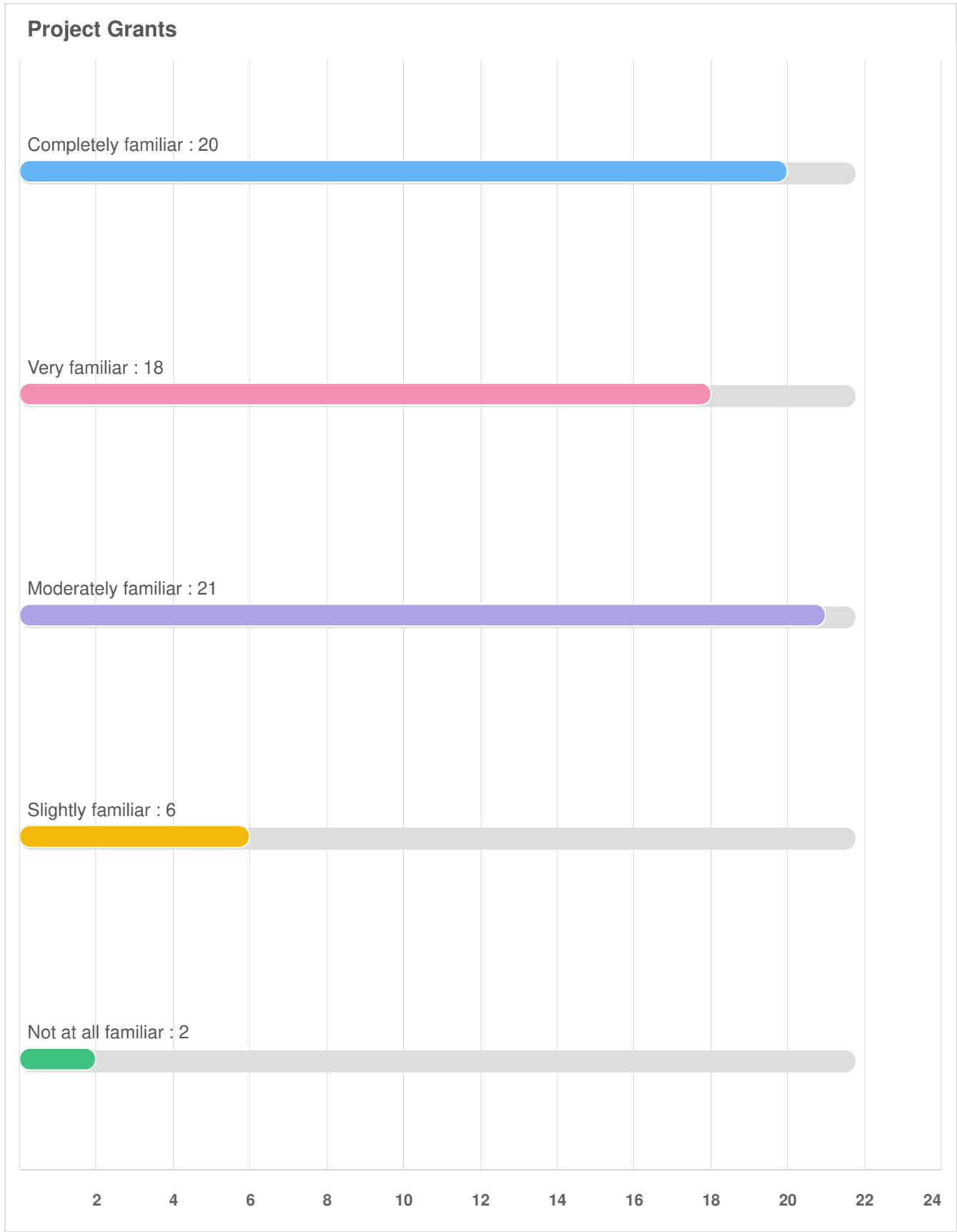


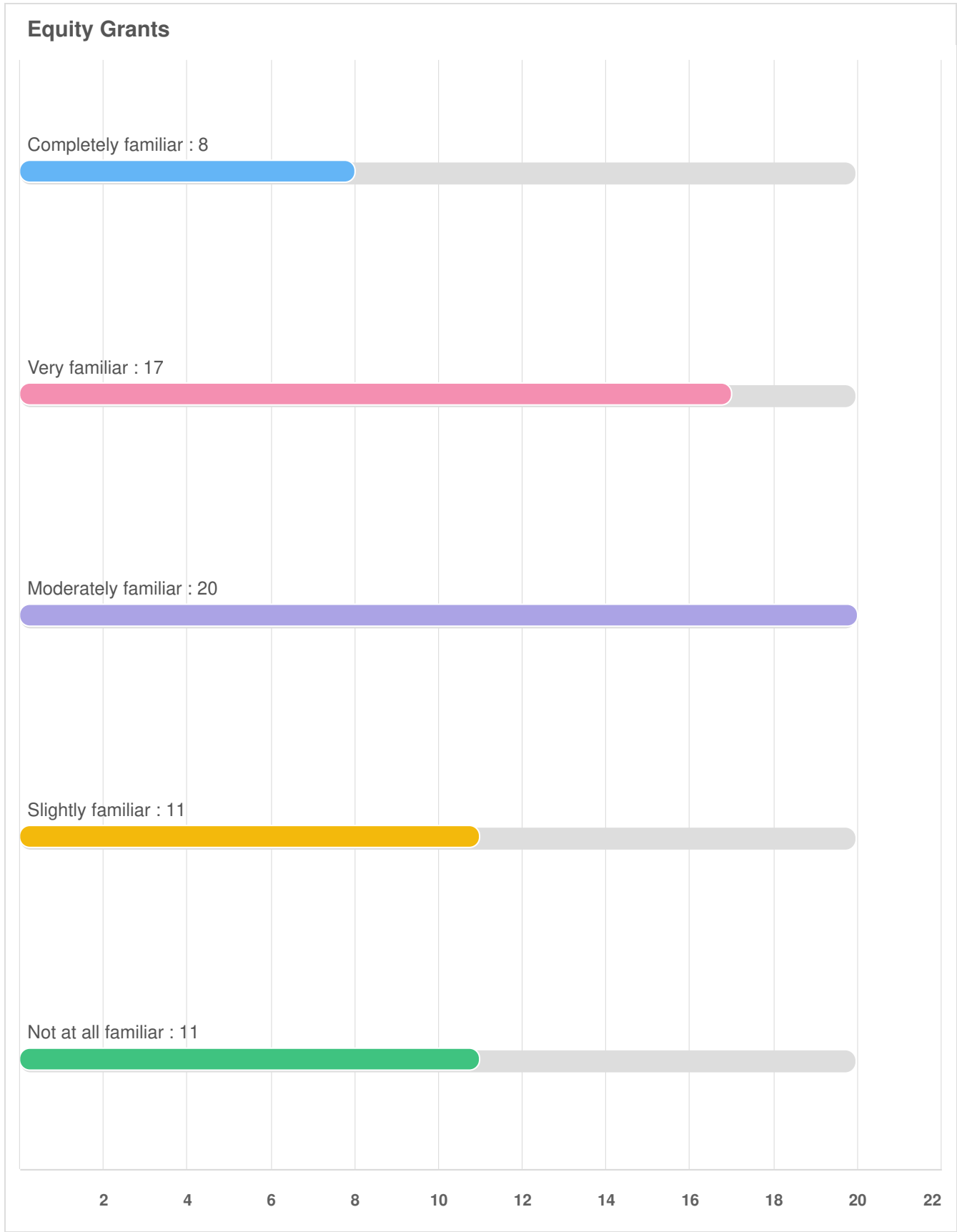
Slightly familiar : 9

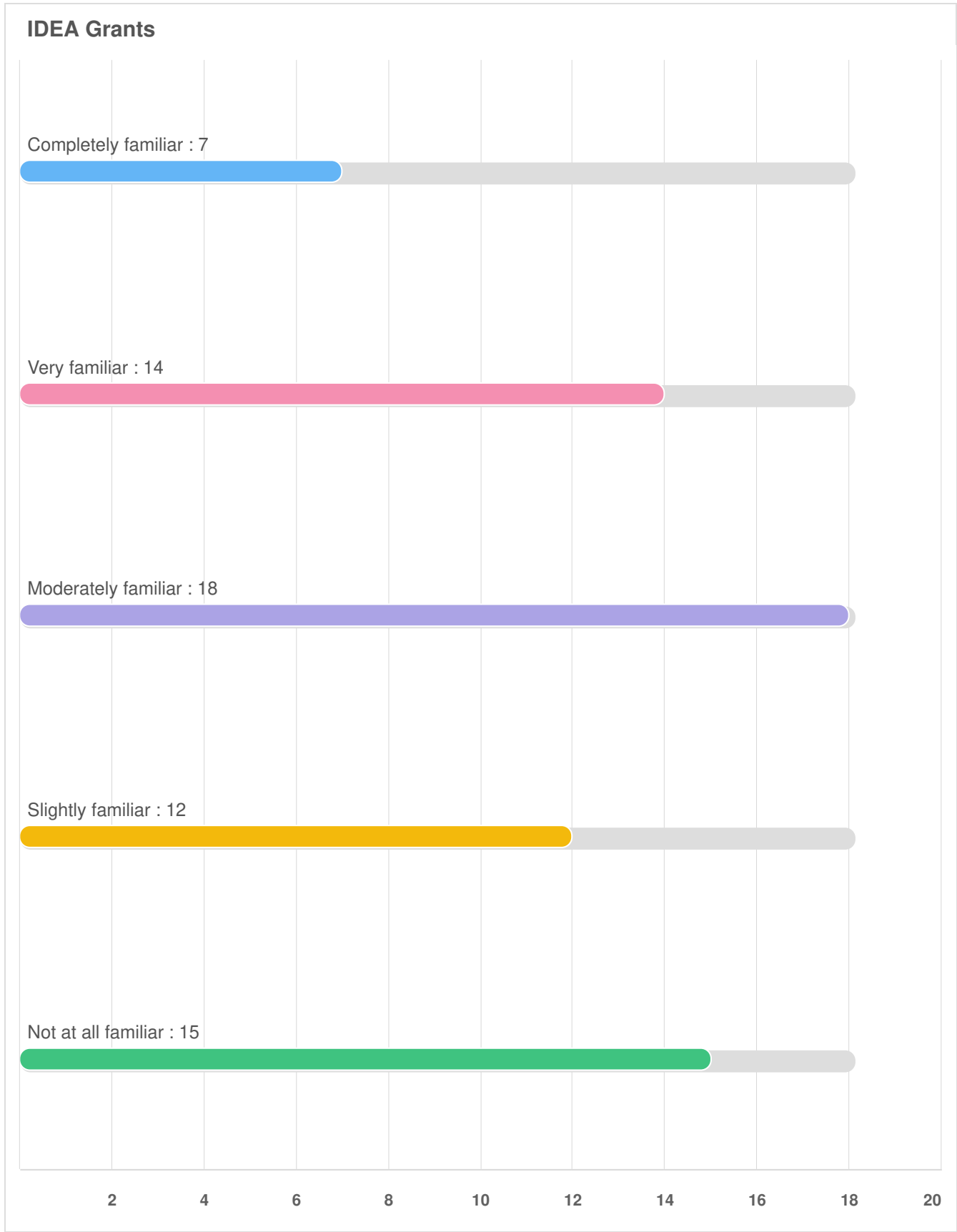


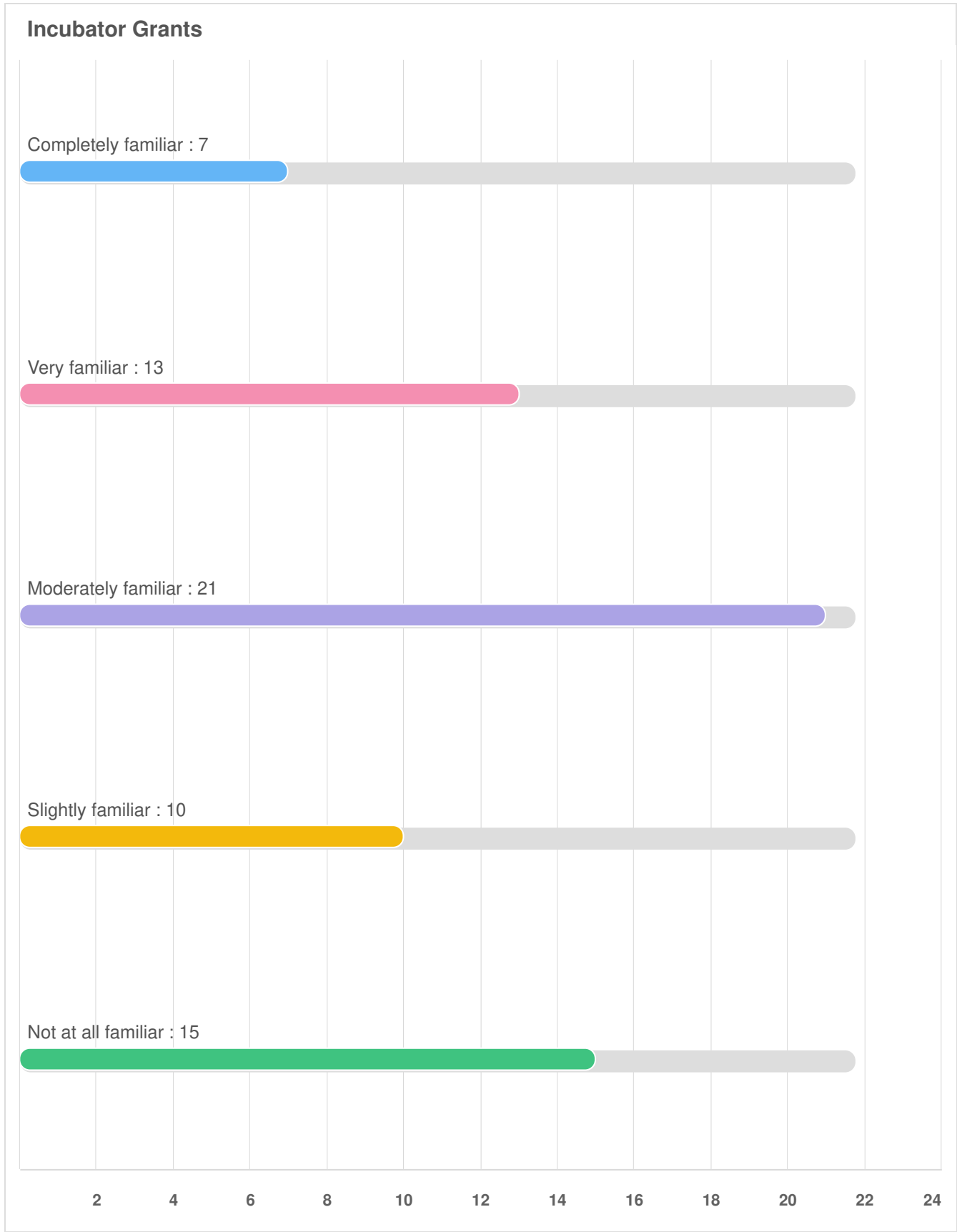
Not at all familiar : 3



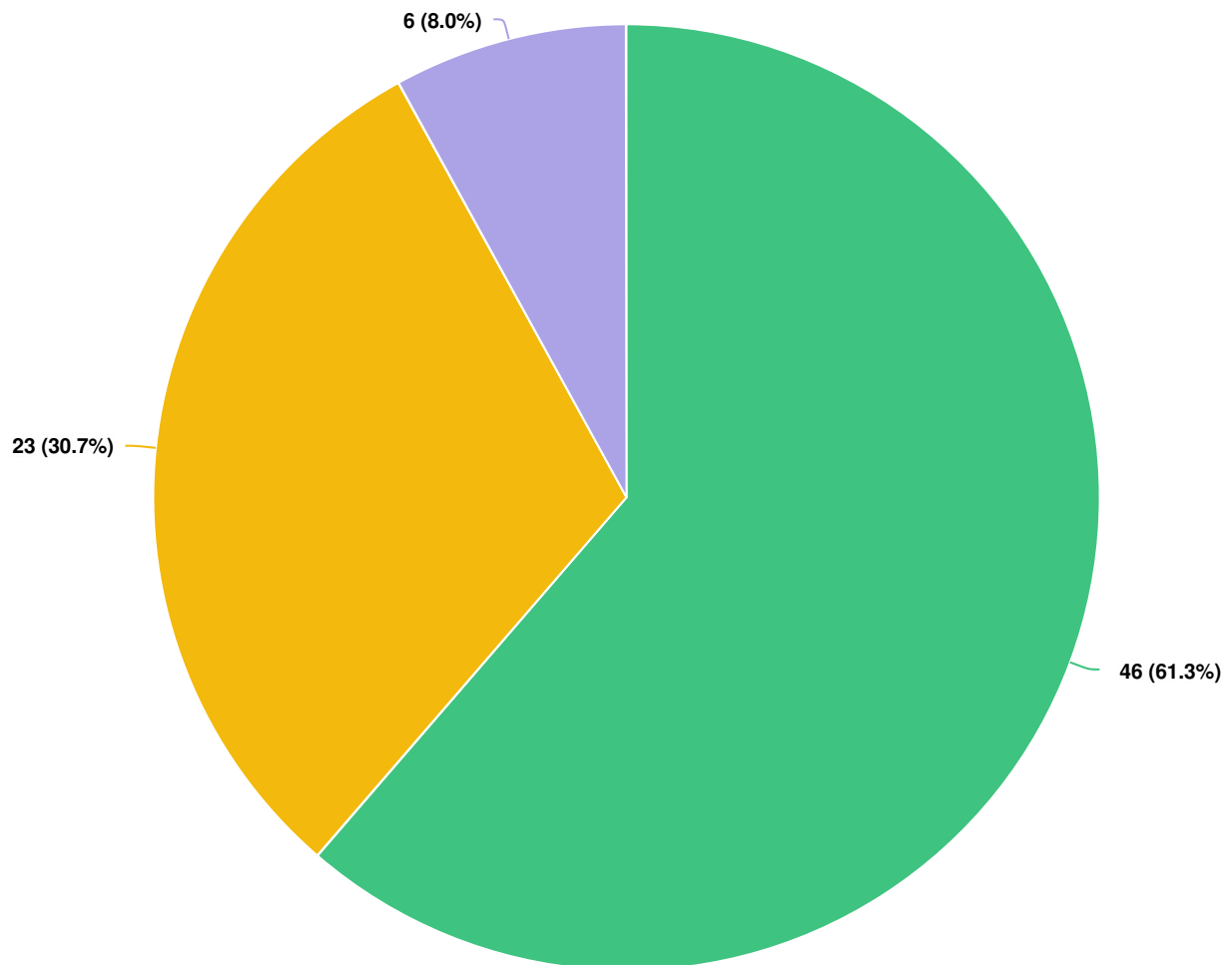








Q20 | Has your organization applied for funding from CRD Arts and Culture in the past five years?



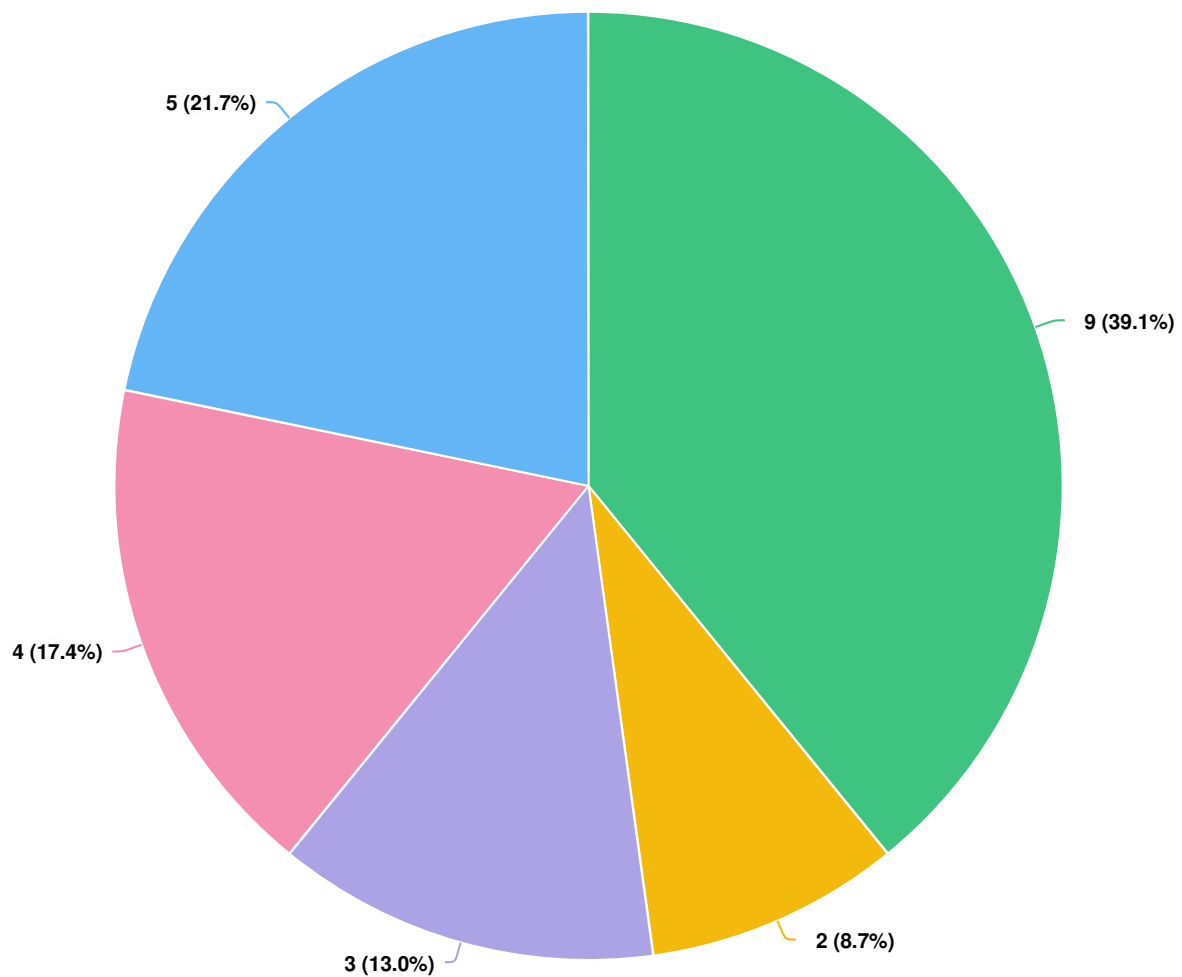
Question options

☐ Don't know ☐ No ☐ Yes

Optional question (75 response(s), 228 skipped)

Question type: Radio Button Question

Q21 Why haven't you applied for CRD funding recently?



Question options

- Other (please specify)
- The amount available is too small considering the effort to apply
- Don't need CRD funding for our work
- Not sure how to apply
- Not eligible

Optional question (23 response(s), 280 skipped)

Question type: Radio Button Question

Q22 Rate the following aspects of CRD Arts and Culture:



Optional question (43 response(s), 260 skipped)

Question type: Likert Question

Q22 | Rate the following aspects of CRD Arts and Culture:

Variety of grant programs for arts organizations

Very good : 7



Good : 18



Acceptable : 14



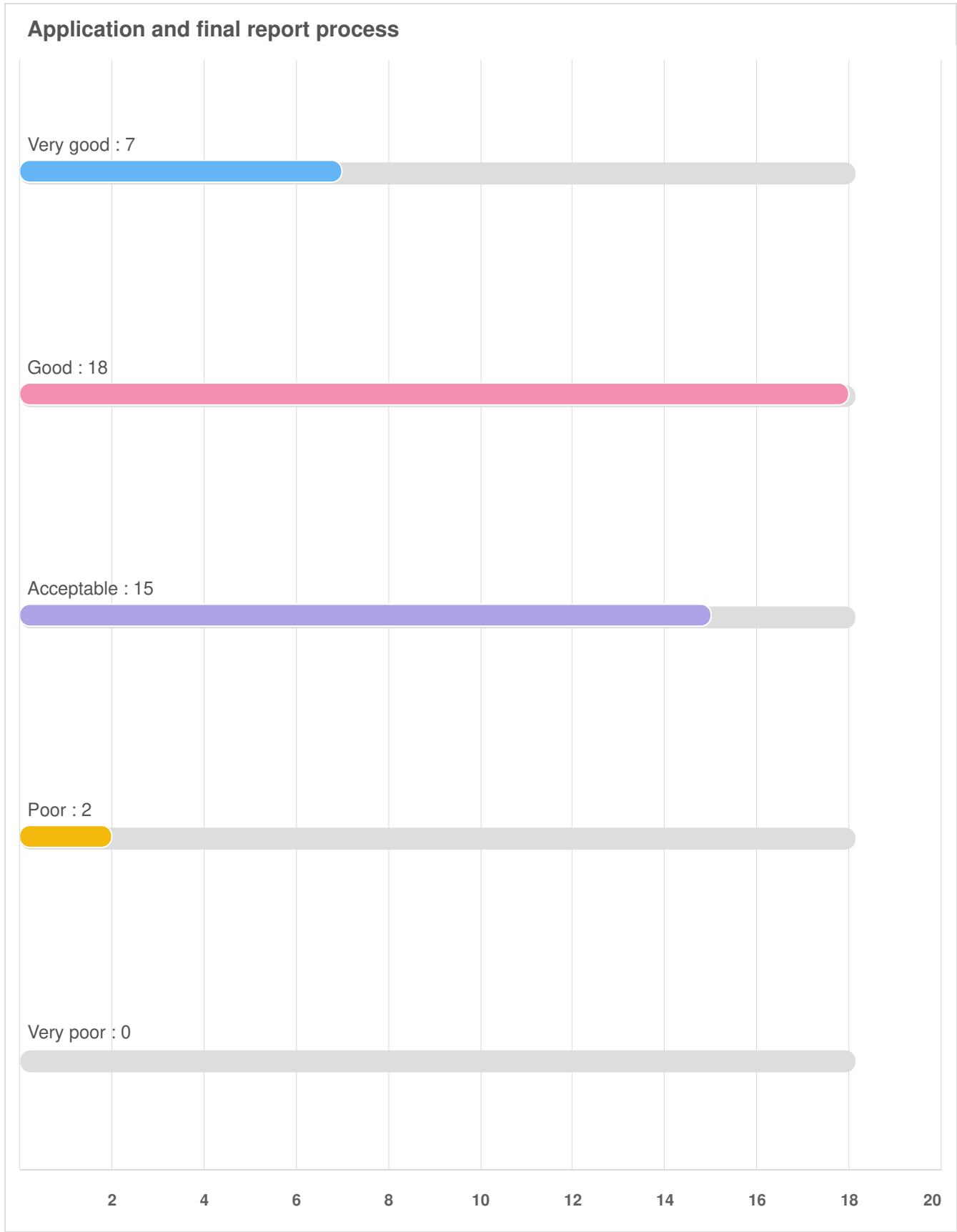
Poor : 4

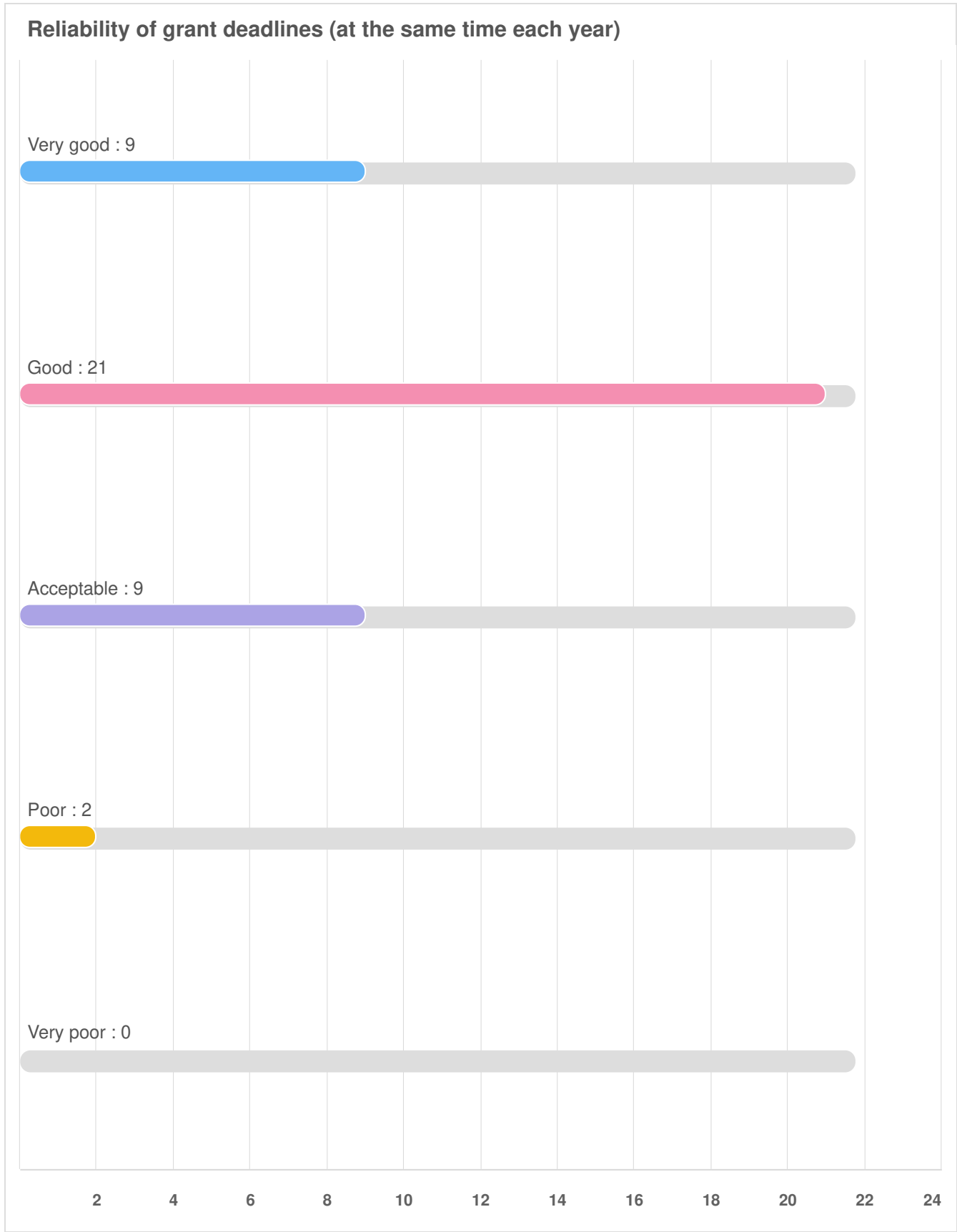


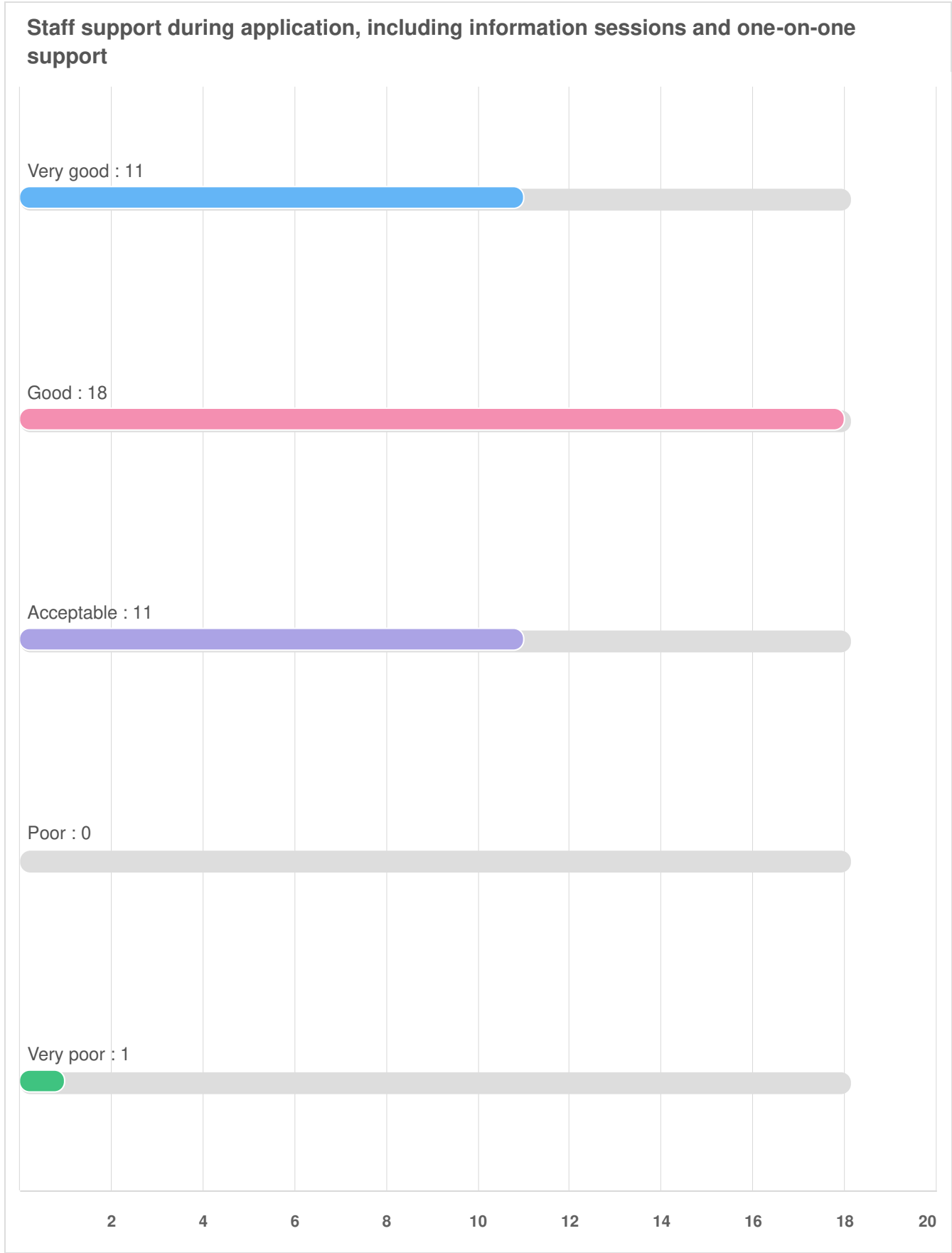
Very poor : 0

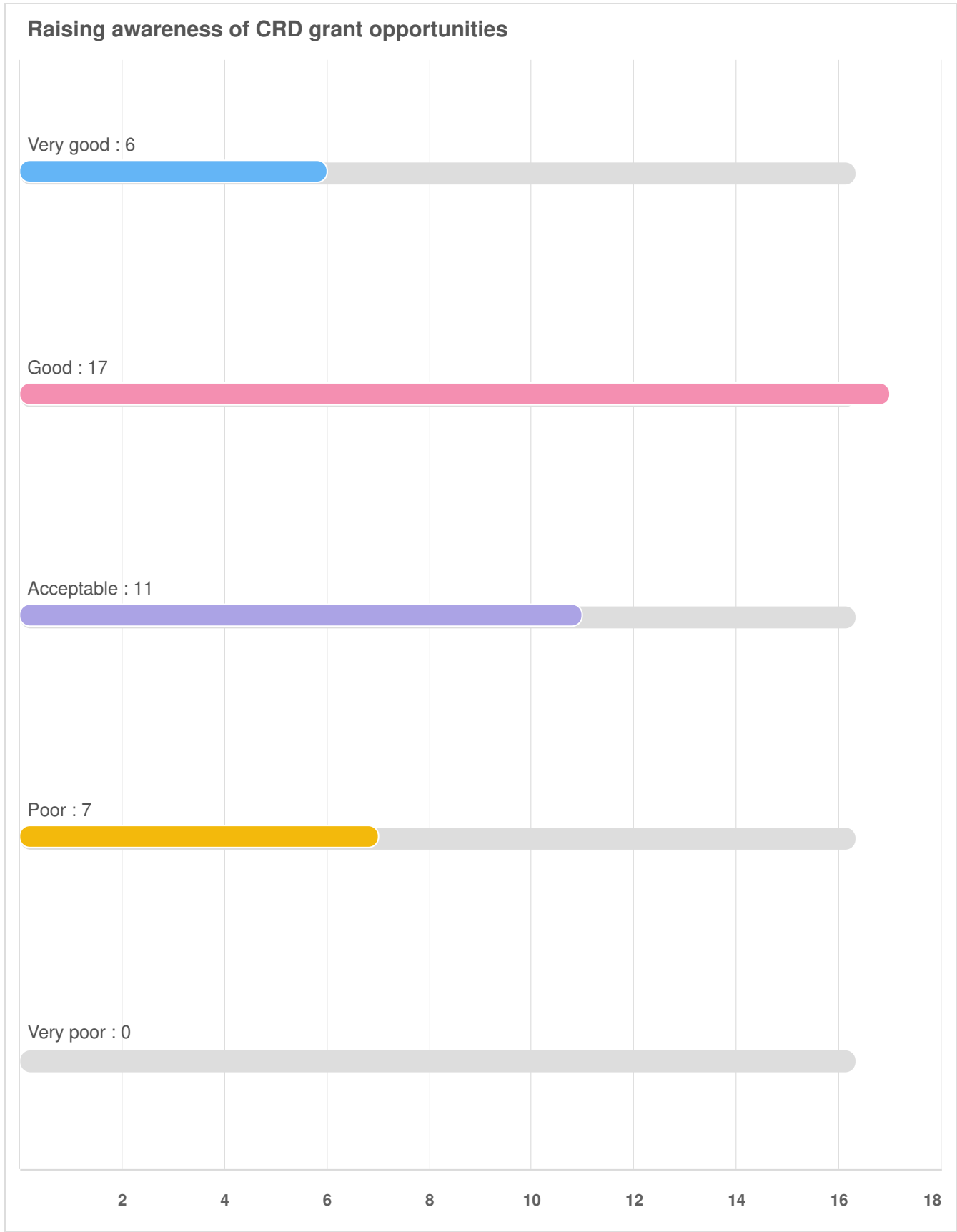


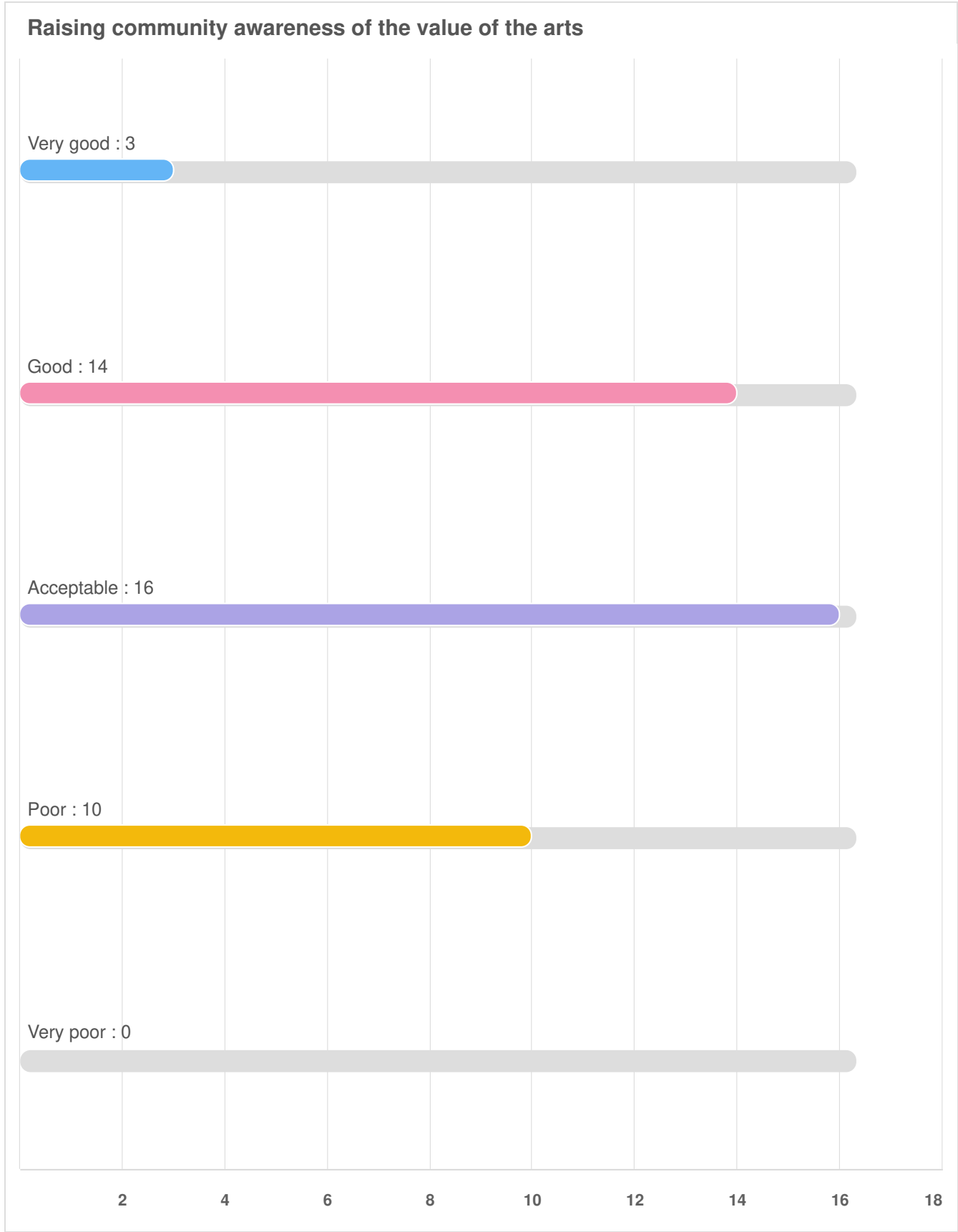
2 4 6 8 10 12 14 16 18 20



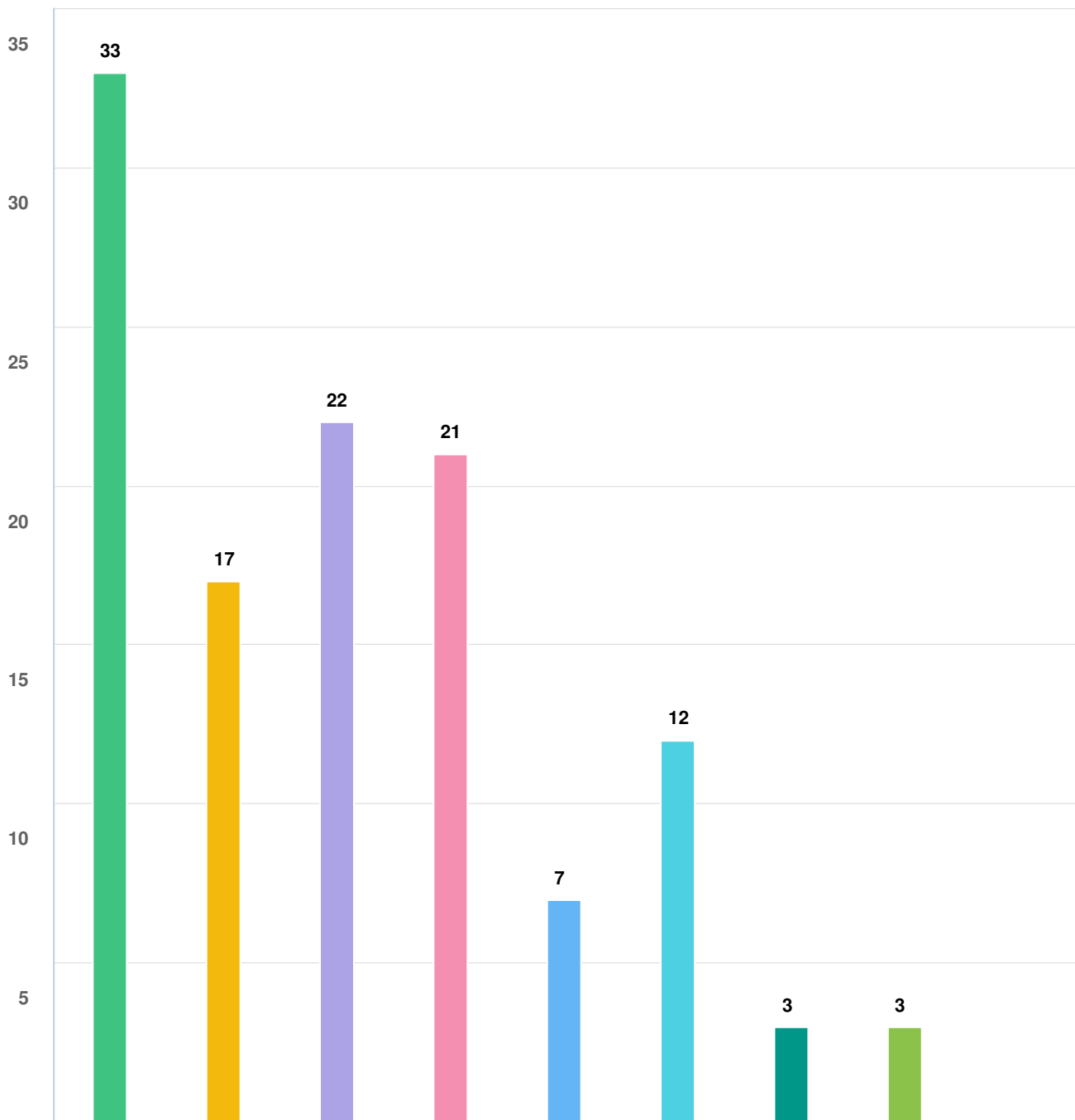








Q23 How is the funding from CRD Arts and Culture most helpful to your organization? Select up to three responses.

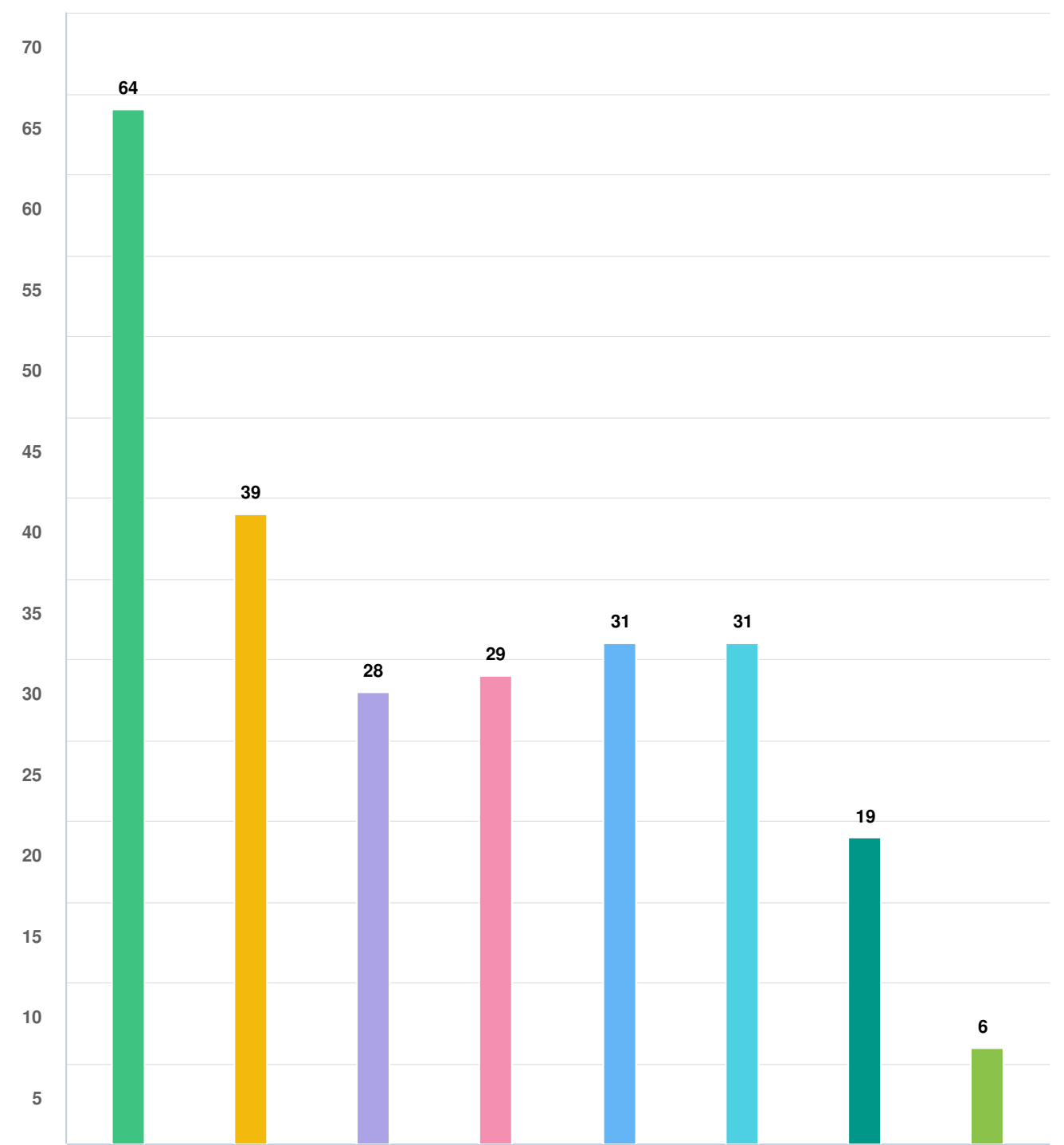


Question options

- Able to find new partners
- Other (please specify)
- Leverage in sponsorship and donation campaigns
- Leverage for funding from other government
- Able to attract larger audiences
- Able to serve more people
- Able to run a program that we could otherwise not offer
- Able to produce higher quality work
- Able to maintain our level of programming

Optional question (45 response(s), 258 skipped)
Question type: Checkbox Question

Q24 Select any groups your organization specifically serves according to its mandate:

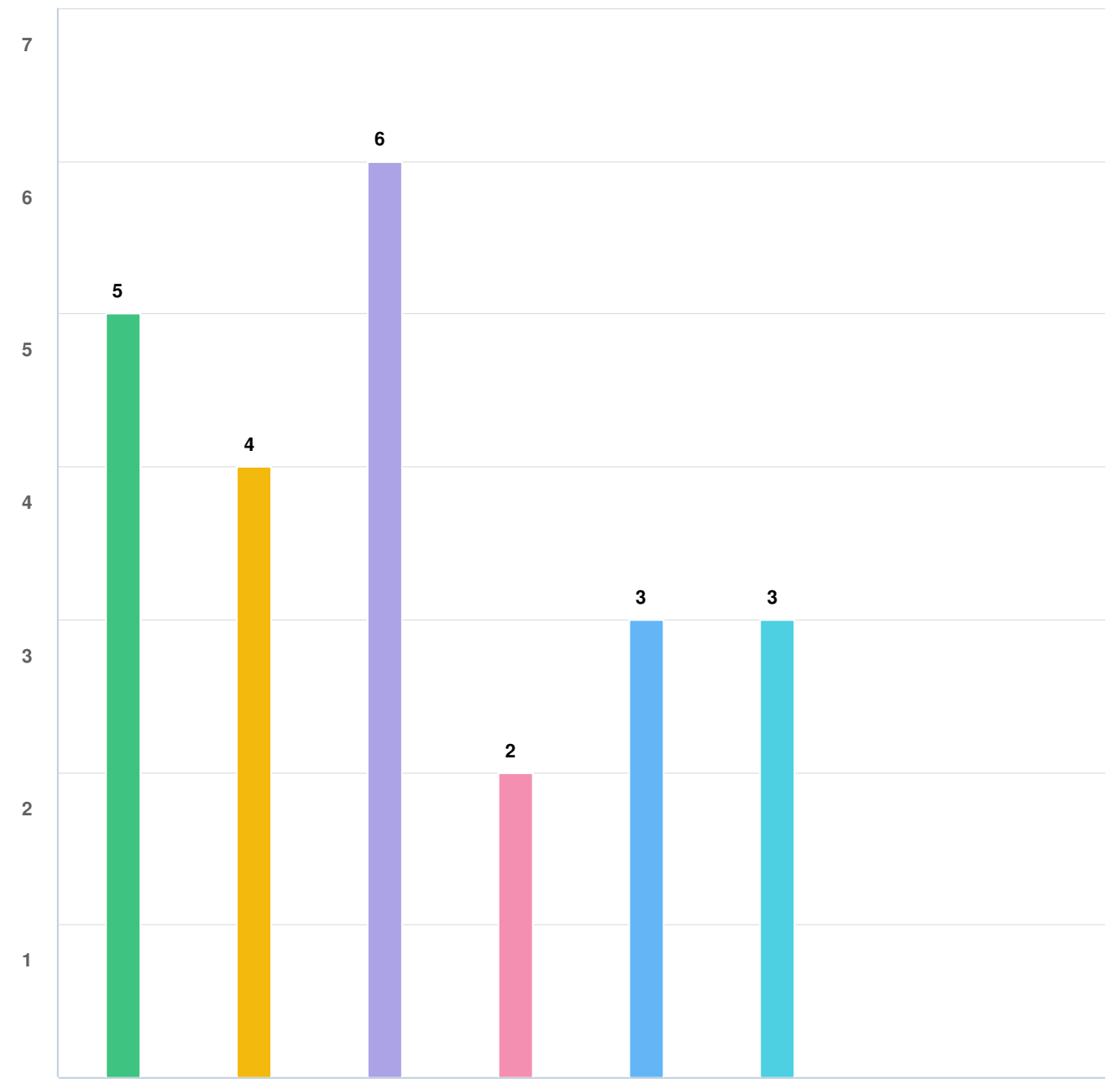


Question options

- Other (please specify) Deaf people and/or people with disability Racialized and/or culturally diverse LGBTQ+
First Nations, Metis and/or Inuit Seniors Youth General population

Optional question (74 response(s), 229 skipped)
Question type: Checkbox Question

Q25 What are your main motivations for donating to or sponsoring the arts?

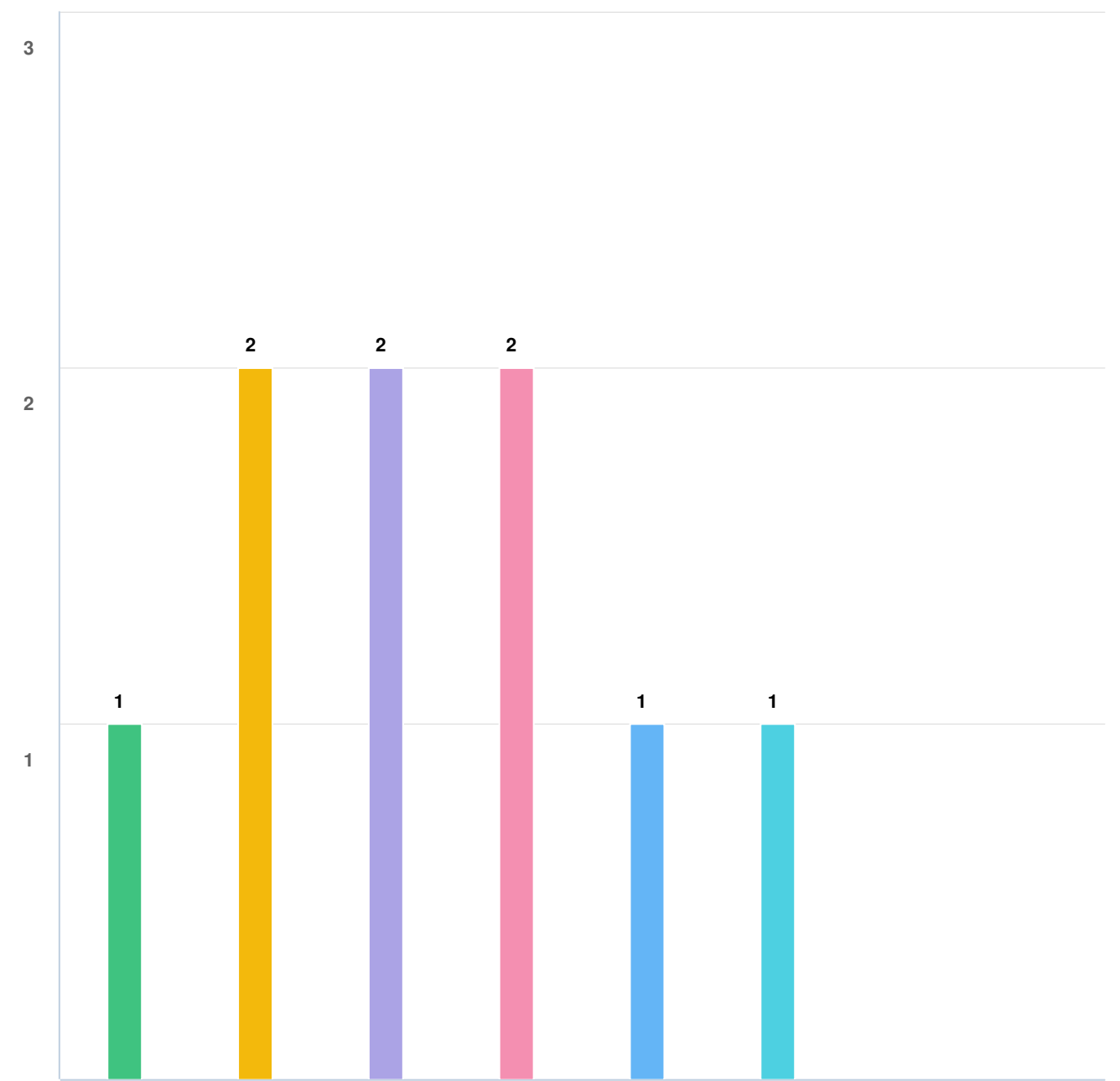


Question options

- Other (please specify)
- Access to artistic expression is a human right
- Arts spark creativity and innovation
- Arts strengthen the economy, drive tourism and revenue to local businesses
- Engagement with the arts puts people in touch with deeper parts of themselves or gives life more meaning
- Communities with an active arts scene are more vibrant places to live and work
- Access to the arts or arts education contributes to societal wellbeing
- Engaging with the arts contributes to my well-being or the well-being of my loved ones

Optional question (7 response(s), 296 skipped)
Question type: Checkbox Question

Q26 What are the main benefits of the arts and festival scene for your business?

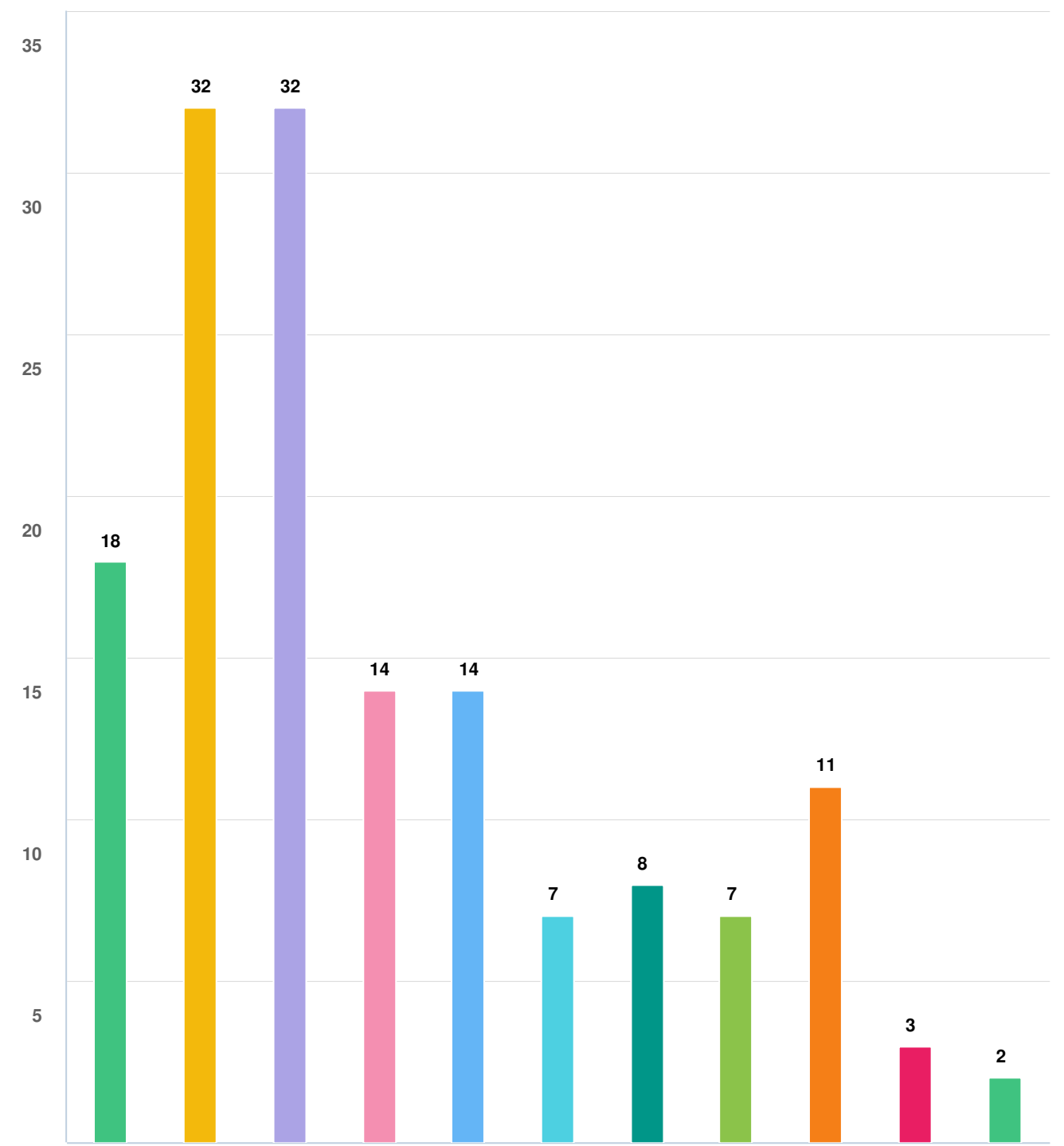


Question options

- Other (please specify)
- No benefits
- People attending arts events buy goods or services from my business
- An active local and regional arts scene helps attract skilled employees to the area
- More people on the street creates a sense of greater safety especially at night
- An active arts scene helps build local creativity and innovation
- More people on the street creates a sense of vitality, a good vibe in the area
- The arts and festivals help make the region more desirable for visitors/tourists

Optional question (2 response(s), 301 skipped)
Question type: Checkbox Question

Q27 What artistic area of practice are you actively working in? Check all that apply.

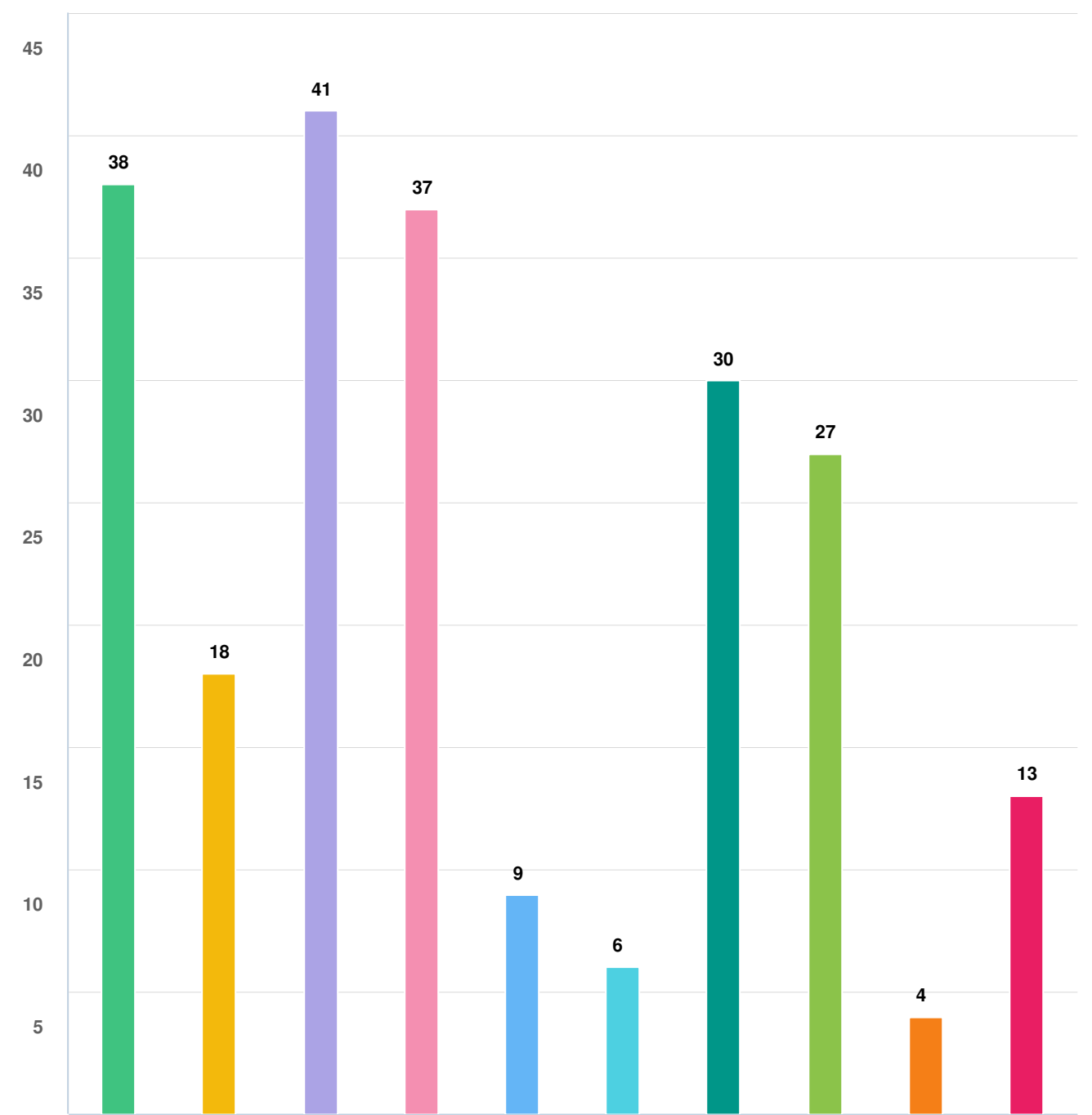


Question options

- Other (please specify) Indigenous Arts Literary Crafts and Textile Arts Film and Media Arts
Dance Multidisciplinary Community arts Visual Arts Music Theatre

Optional question (82 response(s), 221 skipped)
Question type: Checkbox Question

Q28 What financial sources support your artistic practice? Check all that apply.

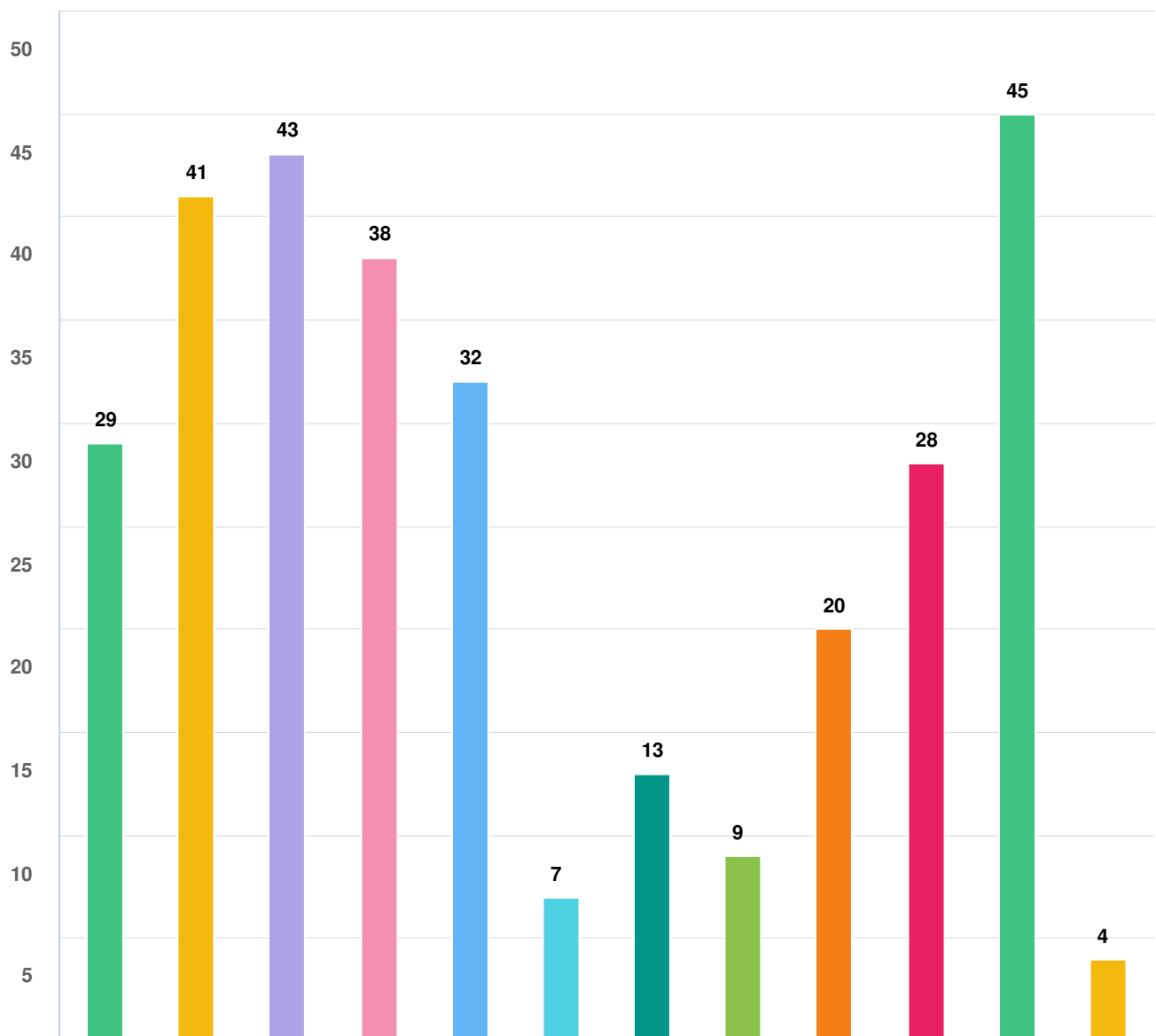


Question options

- Other (please specify)
- Loans
- Savings or investment income
- Revenue from non-arts jobs
- Crowdfunding or internet fundraising (e.g. Patreon)
- Artist residencies
- Grants from arts funding agencies
- Earned revenue from sales of artistic goods and services
- Artist fees from for-profit organizations
- Artist fees from non-profit organizations

Optional question (82 response(s), 221 skipped)
Question type: Checkbox Question

Q29 What areas of support would most benefit you in the future? Check all that apply.



Question options

- Online resources: tools for ensuring discoverability and exposure of content online
- Advocacy for the sector by artists and arts sector organizations
- Online resources: social service supports for artists (e.g. health, legal, taxes, caregiving arrangements, etc.)
- Online resources: tools for ensuring discoverability and exposure of content online
- Online resources: local market knowledge and data analytics
- Workshops: developing an organization or collective
- Workshops or online resources: facilitating payment or collection of royalties
- Workshops: arts training and artistic collaboration
- Workshops: applications for grants
- Listings of postings looking for artists and/or gigs
- Networking opportunities: collective initiatives, events, conferences
- Networking opportunities: personal introductions

Optional question (80 response(s), 223 skipped)

Question type: Checkbox Question

Q30 Rank the following focuses for CRD Arts and Culture in order of priority, with 1 being the highest priority.

| OPTIONS | AVG. RANK |
|--|-----------|
| Funding the creation, production, and presentation of arts programming | 2.61 |
| Funding to make studio spaces and presentation venues more affordable to artists and arts organizations | 2.91 |
| Encouraging municipalities to fully participate in supporting the CRD Arts & Culture with the goal of increasing funding | 2.99 |
| Helping new and emerging arts groups with growth and organizational development | 3.84 |
| Support for groups facing collective barriers to funding | 3.89 |
| Funding the development of demonstrations, workshops, and artist talks | 4.45 |

Optional question (300 response(s), 3 skipped)

Question type: Ranking Question

Appendix C – Promotional Materials

Figures 11 & 12. Sponsored promotional Instagram posts & story for the Arts in the Region survey

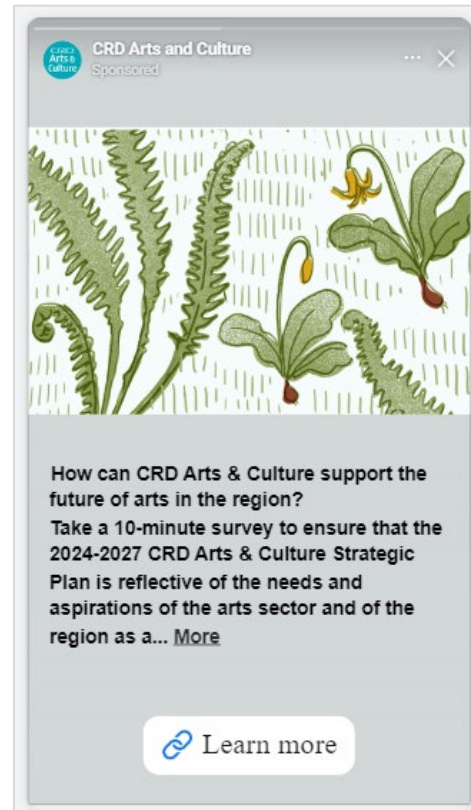
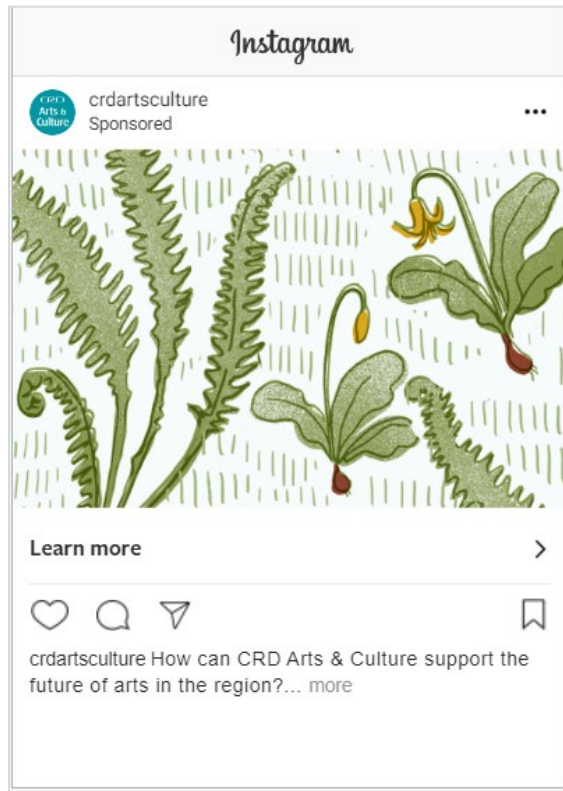


Figure 13. Sponsored promotional Facebook post for the Arts in the Region survey



Figure 14. E-newsletter sent to over 800 subscribers

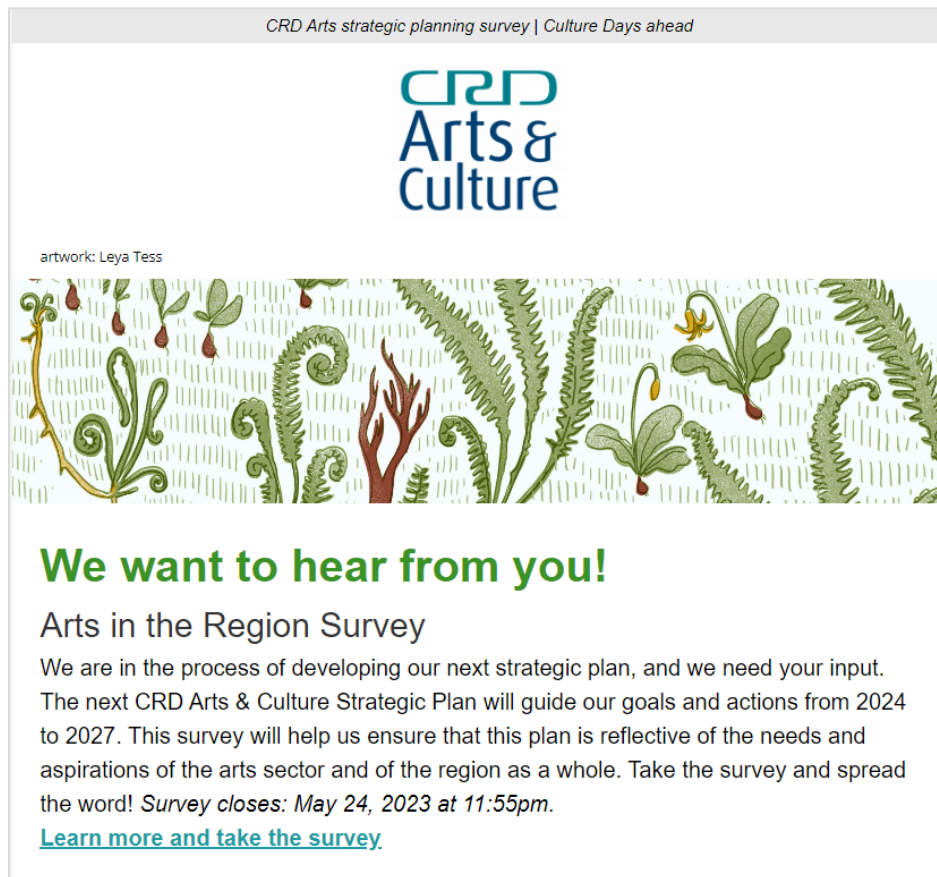


Figure 15. Email invitation to the rural arts leaders focus group event

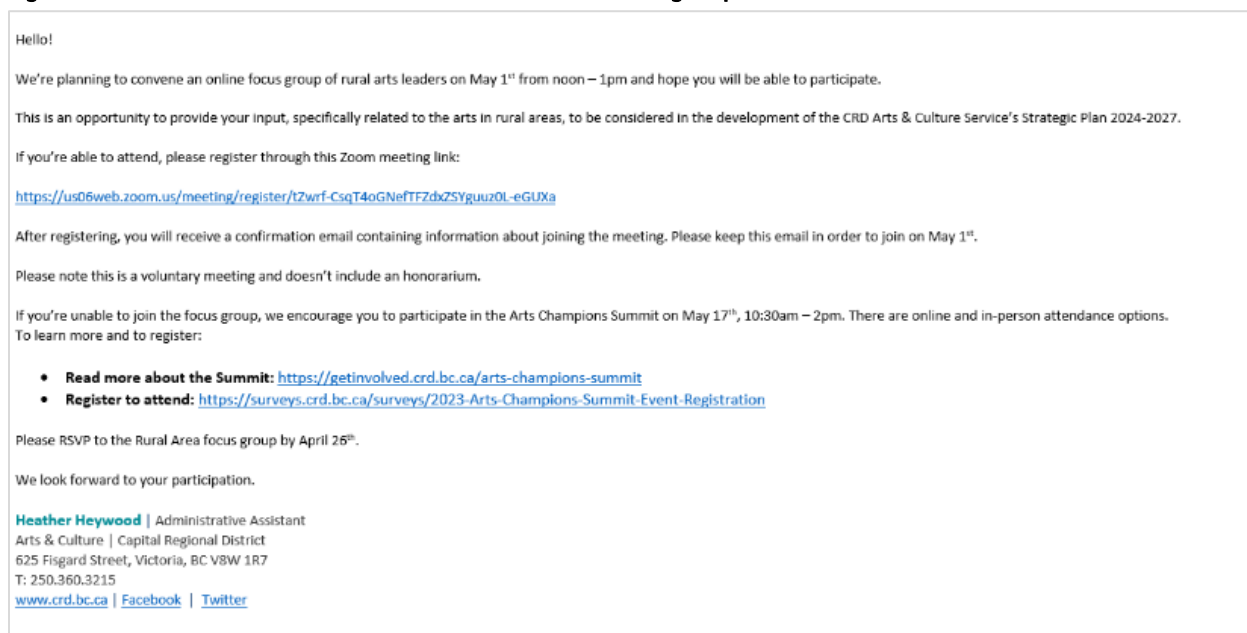


Figure 16. Leya Tess “Growing Together” artwork for Arts Champions Summit promotional materials



CRD Arts & Culture Strategic Plan Priority Matrix

Strategic Priority #1: Champion

| | At a glance overview | | | | | What can CRD Arts & Culture do in this space? | | | | What are the external dependencies? | | |
|-------------|---|--|--|--|--|---|--|--|---|--|--|---|
| Initiatives | Is this already being done / underway? | How does this change from previous strategic plan? | Does this align to the Mission (support, champion, develop)? | Does this align to the Vision (community, economy, liveability)? | Does this enhance EDI & accessibility? | What are existing levers/tools/others at our disposal to deliver on this? | What is the scale of change to the Arts Service? | What is the potential impact on staff time / resourcing? | What is the potential additional cost (above current budget)? | Is participation from stakeholder(s) necessary to succeed? | Are we dependent on anything else to succeed here? | |
| Legend | Yes / No | Sustains momentum Accelerates Pivots | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Many levers Some levers Few levers | Significant Moderate Minimal | Significant Moderate Minimal | High (>\$250,000) Medium (\$50,000 - \$250,000) Low (<\$50,000) | | | |
| 1a | Scale up regional participation in the service to expand its scope and impact. | Yes | Sustains momentum | Strongly Positive | Strongly Positive | Neutral | Some levers | Significant | Moderate | None | Non-participating jurisdictions | Shared recognition of the value proposition of the arts |
| 1b | Raise awareness of the value of the arts to demonstrate how it contributes to economic sustainability, community vitality, and quality of life. | Yes | Sustains momentum | Strongly Positive | Strongly Positive | Positive | Many levers | Minimal | Significant | Low | Arts organizations | Timely release of relevant data from Statistics Canada |

Strategic Priority #2: Connect

| | At a glance overview | | | | | What can CRD Arts & Culture do in this space? | | | | What are the external dependencies? | |
|--|--|--|--|--|--|---|--|--|---|--|--|
| Initiatives | Is this already being done / underway? | How does this change from previous strategic plan? | Does this align to the Mission (support, champion, develop)? | Does this align to the Vision (community, economy, liveability)? | Does this enhance EDI & accessibility? | What are existing levers/tools/others at our disposal to deliver on this? | What is the scale of change to the Arts Service? | What is the potential impact on staff time / resourcing? | What is the potential additional cost (above current budget)? | Is participation from stakeholder(s) necessary to succeed? | Are we dependent on anything else to succeed here? |
| Legend | Yes / No | Sustains momentum Accelerates Pivots | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Many levers Some levers Few levers | Significant Moderate Minimal | Significant Moderate Minimal | High (>\$250,000) Medium (\$50,000 - \$250,000) Low (<\$50,000) | | |
| Foster collaboration and knowledge-sharing to boost organizational development | No | Pivots | Positive | Positive | Neutral | Few levers | Moderate | Significant | Medium | Arts organizations and other sectors outside of arts. | Considerable policy development work necessary in conjunction with Arts Advisory Council |
| Work collaboratively with all levels of government to connect arts organizations with support for arts spaces and other funding. | No | Pivots | Positive | Neutral | Neutral | Some levers | Moderate | Moderate | Low | Good staff relationships with other levels of government | Continued meetings of informal cross-governmental networks |

Strategic Priority #3: Cultivate

| | At a glance overview | | | | | What can CRD Arts & Culture do in this space? | | | | What are the external dependencies? | |
|---|--|--|--|--|--|---|--|--|---|--|--|
| Initiatives | Is this already being done / underway? | How does this change from previous strategic plan? | Does this align to the Mission (support, champion, develop)? | Does this align to the Vision (community, economy, liveability)? | Does this enhance EDI & accessibility? | What are existing levers/tools/others at our disposal to deliver on this? | What is the scale of change to the Arts Service? | What is the potential impact on staff time / resourcing? | What is the potential additional cost (above current budget)? | Is participation from stakeholder(s) necessary to succeed? | Are we dependent on anything else to succeed here? |
| Legend | Yes / No | Sustains momentum Accelerates Pivots | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Many levers Some levers Few levers | Significant Moderate Minimal | Significant Moderate Minimal | High (>\$250,000) Medium (\$50,000 - \$250,000) Low (<\$50,000) | | |
| Support the region's arts ecosystem to grow sustainably | Yes | Sustains momentum | Strongly Positive | Positive | Positive | Some levers | Moderate | Significant | Medium | n/a | Considerable policy development work necessary in conjunction with Arts Advisory Council |
| Align funding programs to respond to community needs | Yes | Sustains momentum | Positive | Neutral | Positive | Some levers | Minimal | Moderate | Low | n/a | n/a |

Strategic Priority #4: Extend

| | | At a glance overview | | | | What can CRD Arts & Culture do in this space? | | | | What are the external dependencies? | | |
|-------------|--|--|--|--|--|---|--|--|---|--|---|--|
| Initiatives | Is this already being done / underway? | How does this change from previous strategic plan? | Does this align to the Mission (support, champion, develop)? | Does this align to the Vision (community, economy, liveability)? | Does this enhance EDI & accessibility? | What are existing levers/tools/others at our disposal to deliver on this? | What is the scale of change to the Arts Service? | What is the potential impact on staff time / resourcing? | What is the potential additional cost (above current budget)? | Is participation from stakeholder(s) necessary to succeed? | Are we dependent on anything else to succeed here? | |
| Legend | Yes / No | Sustains momentum Accelerates Pivots | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Many levers Some levers Few levers | Significant Moderate Minimal | Significant Moderate Minimal | High (>\$250,000) Medium (\$50,000 - \$250,000) Low (<\$50,000) | | | |
| 4a | Invest in underserved and marginalized communities to support the full artistic and cultural potential of the region | Yes | Sustains momentum | Positive | Strongly Positive | Strongly Positive | Many levers | Moderate | Moderate | Medium | Contined good relationships with arts leaders embedded in equity-seeking communities to provide feedback on community needs | Considerable policy development work necessary in conjunction with EDI Subcommittee |
| 4b | Reduce barriers to increase access to funding | Yes | Sustains momentum | Positive | Neutral | Positive | Some levers | Moderate | Moderate | Low | n/a | Considerable policy development work necessary in conjunction with Arts Advisory Council |

Strategic Priority #5: Engage

| | | At a glance overview | | | | What can CRD Arts & Culture do in this space? | | | | What are the external dependencies? | | |
|-------------|--|--|--|--|--|---|--|--|---|--|--|-----|
| Initiatives | Is this already being done / underway? | How does this change from previous strategic plan? | Does this align to the Mission (support, champion, develop)? | Does this align to the Vision (community, economy, liveability)? | Does this enhance EDI & accessibility? | What are existing levers/tools/others at our disposal to deliver on this? | What is the scale of change to the Arts Service? | What is the potential impact on staff time / resourcing? | What is the potential additional cost (above current budget)? | Is participation from stakeholder(s) necessary to succeed? | Are we dependent on anything else to succeed here? | |
| Legend | Yes / No | Sustains momentum Accelerates Pivots | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Strongly Pos. Positive Neutral Negative | Many levers Some levers Few levers | Significant Moderate Minimal | Significant Moderate Minimal | High (>\$250,000) Medium (\$50,000 - \$250,000) Low (<\$50,000) | | | |
| 5a | Diversify educational resources for grant applicants to enhance knowledge base | Yes | Accelerates | Strongly Positive | Positive | Positive | Some levers | Significant | Significant | Low | Interest from potential applicants to attend information sessions and access resources | n/a |
| 5b | Enhance the branding of the service to clarify its focus | No | Pivots | Neutral | Neutral | Neutral | Some levers | Moderate | Significant | None | n/a | n/a |

Summary of Core Elements



2024-27 Arts & Culture Strategic Plan

Capital Regional District | July 26, 2023

Background

The current strategic plan for the Arts & Culture Support Service expires at the end of 2023. A new strategic plan is required to guide the service over the new four-year term of the CRD Arts Commission.

On February 22, 2023, the Arts Commission approved a process to generate a new strategic plan for 2024-27. This process involved community consultation with the arts sector and arts audiences was necessary to ensure that the strategic planning process is informed by community knowledge.

The Mission tells us *What We Do*; the Vision tells us *Where We Are Going*, and the Guiding Principles tell us *How We Will Get There*.

Mission Statement

Support, champion, and develop the arts.

Vision Statement

The arts are key drivers of community vitality, economic sustainability, and quality of life across the region, and artists and arts organizations are thriving, resilient, and well-supported.

Commitment to Equity

The CRD Arts and Culture Support Service is committed to supporting the development of equity in the region's arts sector. We are taking action to embed values of equity, diversity, inclusion, access, and cultural self-determination into our processes and policies, understanding that these concepts are not a static set of goals, but rather an evolving journey.

The aim of our commitment and these actions is to support the full diversity of artistic and cultural expression in the region. Recognizing that persistent and systemic discrimination has prevented equity-seeking groups from accessing resources, we continue to expand access and remove barriers to our funding. Equity-seeking groups include, but are not limited to, First Nations, Inuit and Métis people, those who are racialized, Deaf people, LGBTQ2+ people, and those with disabilities.

Strategic Priorities

Strategic Priority #1: Champion

- a) Goal: Scale up regional participation in the service to expand its scope and impact.
 - Action: Advocate for a regional approach to arts funding.
 - Action: Recruit non-participating jurisdictions to join the service.
- b) Goal: Raise awareness of the value of the arts to demonstrate how it contributes to economic sustainability, community vitality, and quality of life.
 - Action: Collaborate with arts organizations in celebrating the impact of the arts sector.
 - Action: Promote the importance of the arts in building liveable communities by sharing research and case studies.

Strategic Priority #2: Connect

- a) Goal: Foster collaboration and knowledge-sharing to boost organizational development.
 - Action: Support mentorship opportunities with a focus on small, emerging, and rural organizations.
 - Action: Enhance networking and convening opportunities for arts professionals.
- b) Goal: Work collaboratively with all levels of government to connect arts organizations with support for arts spaces and other funding.
 - Action: Provide resources to assist the arts sector in navigating provincial and federal grant opportunities with a focus on infrastructure funding.

Strategic Priority #3: Cultivate

- a) Goal: Support the region's arts ecosystem to grow sustainably.
 - Action: Expand funding for planning and capacity-building.
 - Action: Conduct full program evaluation of Incubator Grants.
- b) Goal: Align funding programs to respond to community needs.
 - Action: Review parameters of project-based grants (Project, IDEA, and Equity Grants).

Strategic Priority #4: Extend

- a) Goal: Invest in underserved and marginalized communities to support the full artistic and cultural potential of the region.
 - Action: Build on the momentum of applying equity, diversity, inclusion, and accessibility lenses across granting and operations.
 - Action: Expand scope of funding with an emphasis on regional distribution.

b) Goal: Reduce barriers to increase access to funding.

- Action: Enhance support for arts programming by and for youth.
- Action: Review eligibility to annual and multi-year Operating Grants.

Strategic Priority #5: Engage

a) Goal: Diversify educational resources for grant applicants to enhance knowledge base.

- Action: Design and implement Communications and Community Engagement Plan.
- Action: Host information and grant-writing workshops that are accessible to applicants throughout the region.

b) Goal: Enhance the branding of the service to clarify its focus.

- Action: Conduct full review of the service name and brand and implement findings.

CRD Arts & Culture Strategic Planning

What We Heard Report & Strategic Priorities
July 26, 2023

Overview

- Update on Strategic Planning Process
- What We Heard Report – Key Takeaways
- Review of Strategic Priorities
 - 5 Priority Areas
 - 10 Goals with Supporting Actions
- Next Steps

Planning Process



Engagement Process

| Stakeholder Group | Engagement | Objectives | Status |
|---------------------------------|---|--|-----------|
| Arts Commission | Visioning session (February), Joint meeting (March) | Review mission and vision, Review engagement, Determine strategic priorities & actions | Completed |
| Arts Advisory Council | Joint meeting (March), Special discussion (May) | Review mission and vision, Review engagement, Provide policy advice and expertise | Completed |
| Other Arts Funders | Trilevel meeting (April) | Provide information on funding alignments or duplications | Completed |
| Municipal Arts Staff | Municipal roundtable (May) | Provide information and advice on local government arts plans | Completed |
| Artists and Arts Administrators | Online survey (April-May), Arts Champions Summit (May) | Provide community knowledge on arts sector needs, issues, trends, and opportunities | Completed |
| Rural Arts Leaders | Focus Group (April) | Provide community knowledge on the context of arts in rural areas | Completed |
| Arts Audiences / General Public | Online survey (April-May) | Gauge the impact of arts activities on arts audiences, possible gaps, and level of community benefit | Completed |

Key consultation activities had high engagement

103

Participants at the
2022 Arts Champions Summit

615 pieces of community feedback through two
consultation exercises

Get Involved – public engagement platform:

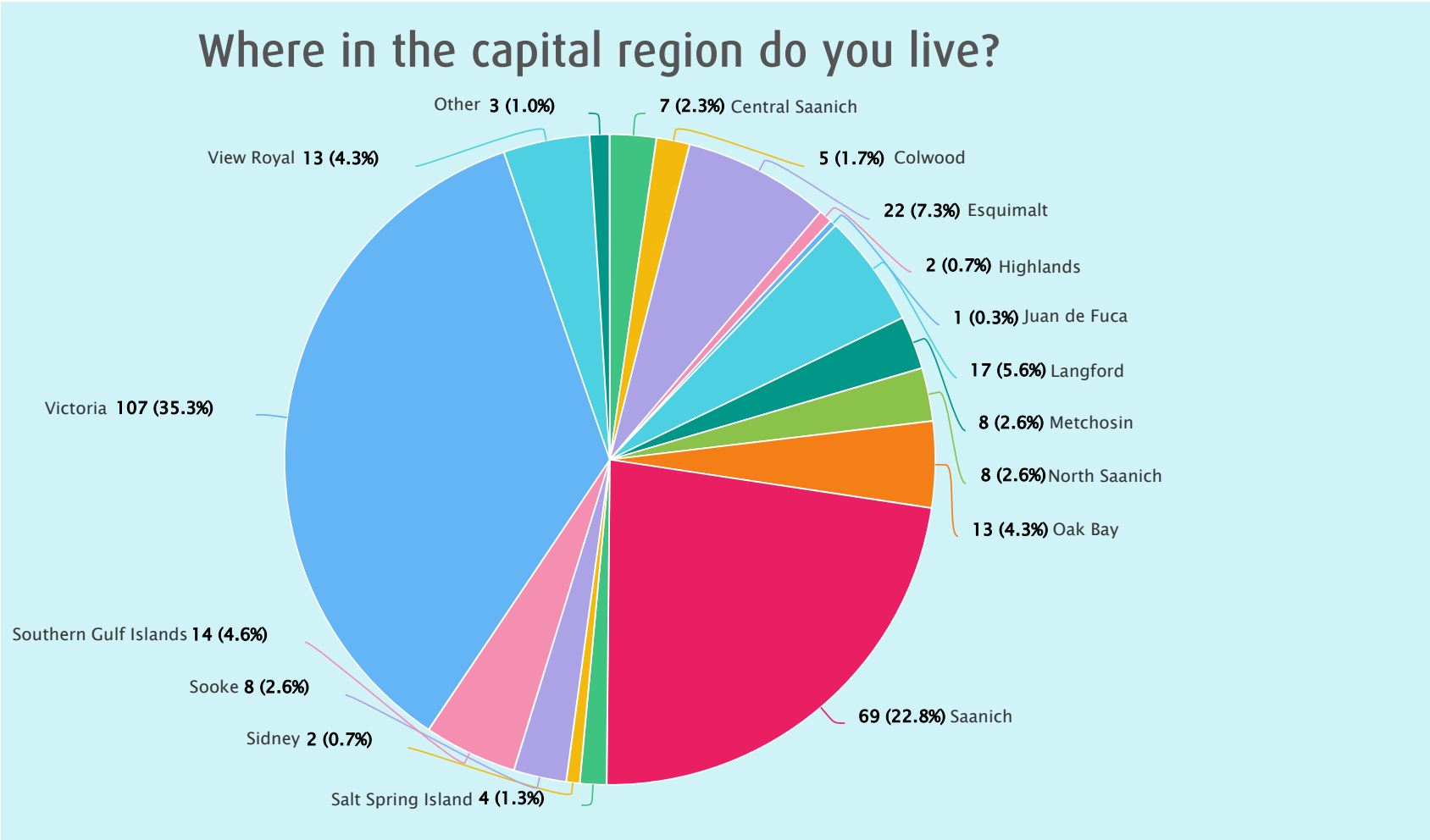
303

Survey Responses

1,100+

Site Visits

Responses From Every CRD Jurisdiction



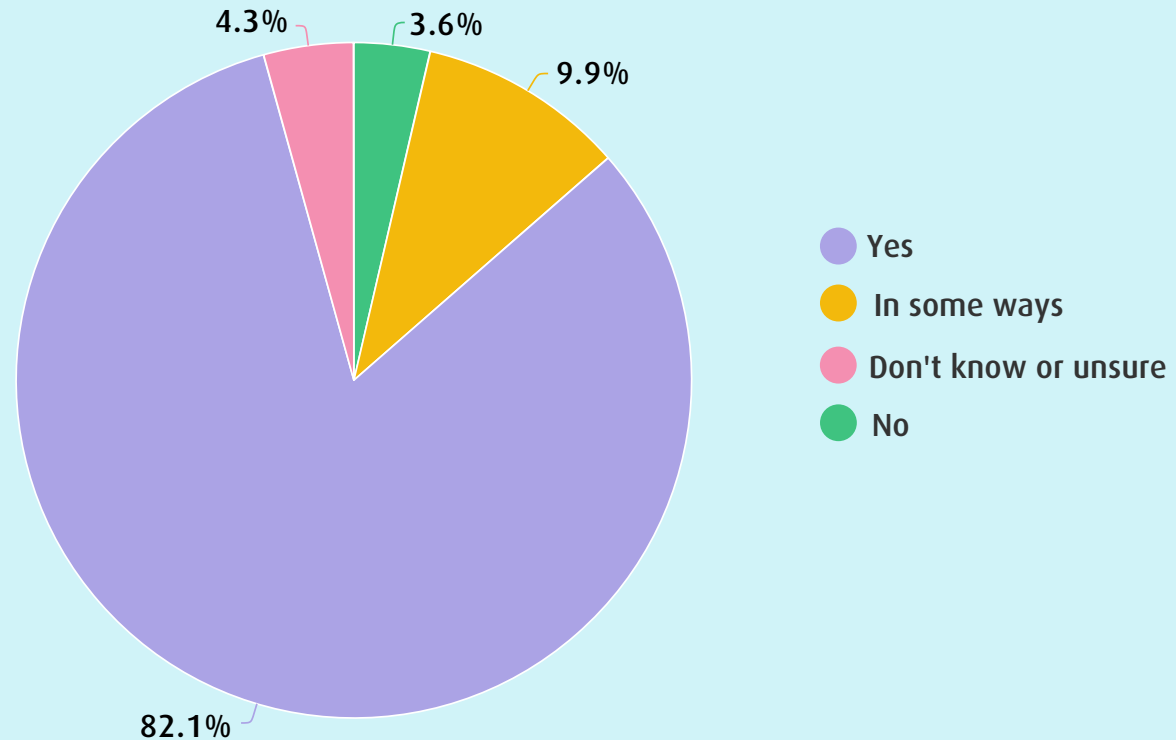
Widespread Support for Regional Approach

Over 300
respondents

92%

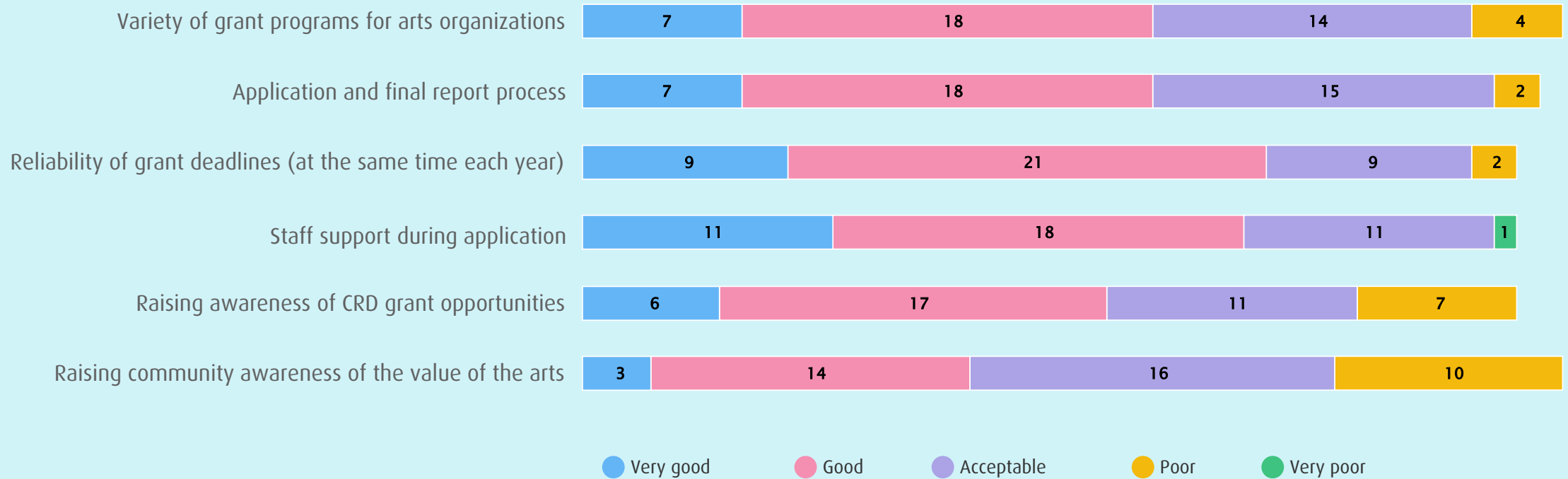
See clear benefits to
regional approach

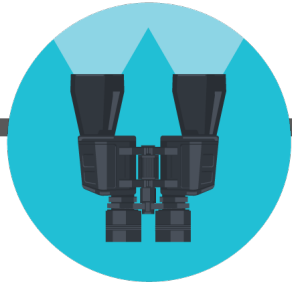
Do you believe there is a clear, compelling case for public arts funding at the regional level?



Mature Service but More Awareness Needed

Rate the following aspects of CRD Arts and Culture:





Focus Group Feedback

Rural Arts Leaders

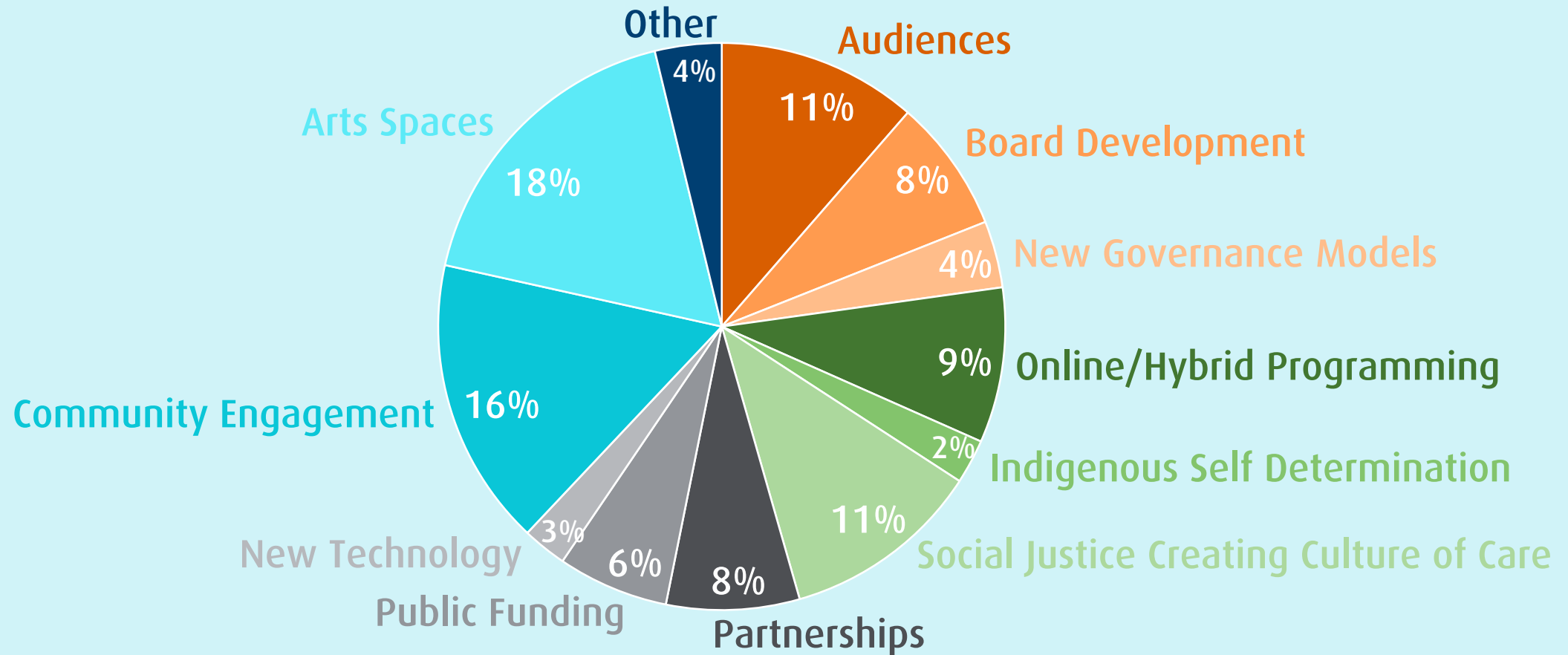
Current Strengths:

- CRD staff support
- Strong volunteer culture

Areas for Improvement:

- Operating Grants eligibility requirements (\$90k threshold)
- More support for travel

Arts Champions Summit – Topics Discussed in Mapping



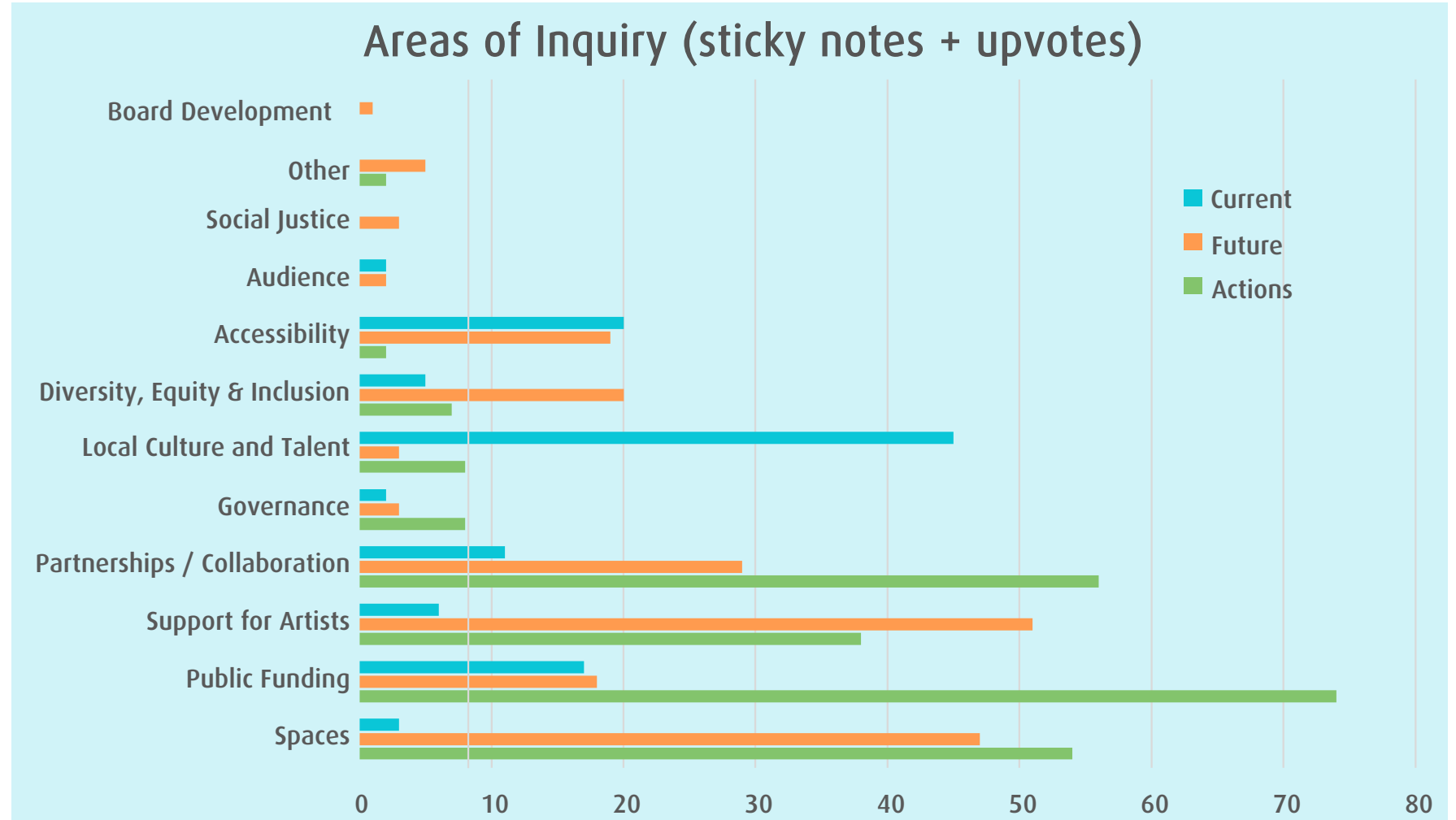
Arts Champions Summit – Discover / Dream / Design

Current Strengths:

- Local culture and talent
- Accessibility Improvements

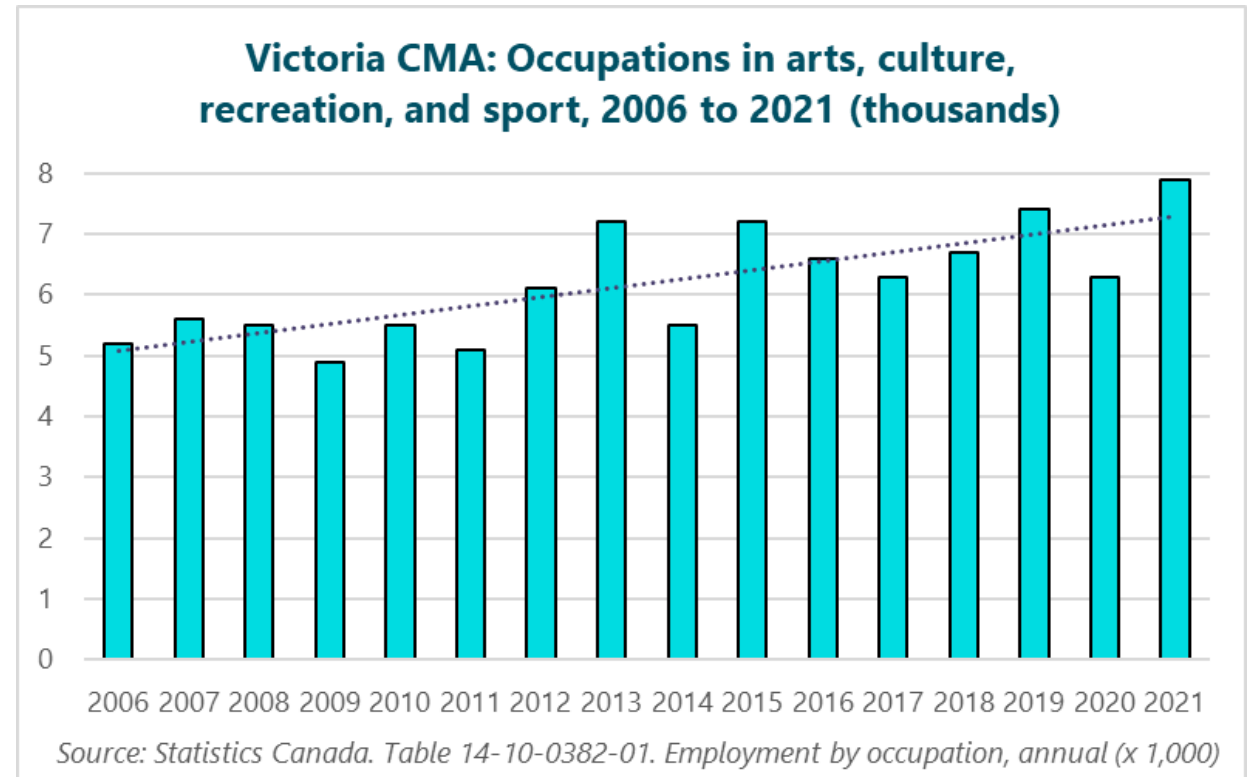
Areas for Future Action:

- Collaboration
- Support for Artists
- Spaces
- Public Funding



Strong Economic Growth in Arts Sector

- Greater Victoria has one of the biggest increase in arts and select cultural workers in measured metropolitan areas (over 50% since 2006 compared to 8% across Canada)
- Strong recovery from the effects of COVID-19. Pent-up demand.



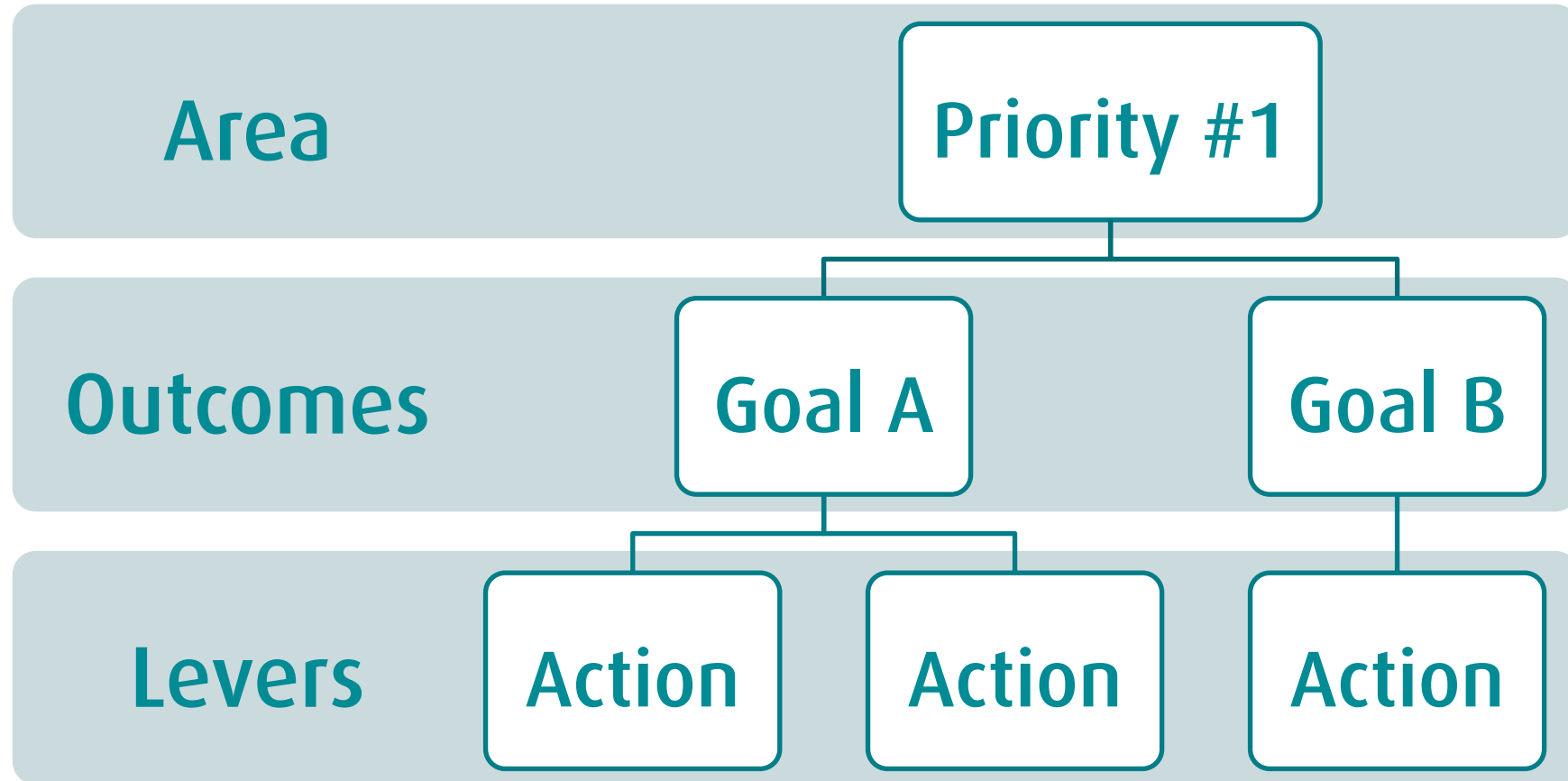
Source: Statistical Insights by Hill Strategies

What makes a good strategic plan?

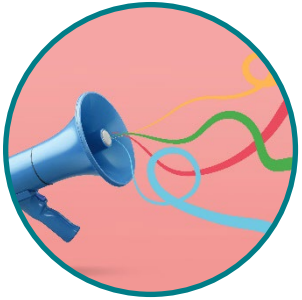
- ☑ Sets priority areas
- ☑ Goals explain their purpose
- ☑ Includes some supporting actions



Strategic Plan Structure

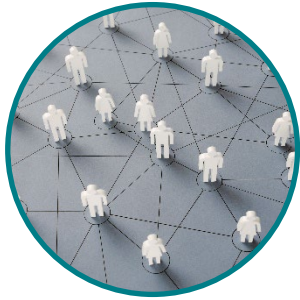


Strategic Priority Areas



Champion

- Advocating for the arts



Connect

- Enhancing collaboration



Cultivate

- Developing the arts ecosystem



Extend

- Broadening the scope of impact



Engage

- Sharing our story & learning



Goal 1a: Scale up regional participation in the service to expand its scope and impact

Responds to:

Arts sector & Audiences:

- Need for increased funding

Arts Commission & CRD Board:

- Advocate for regional participation

STRATEGIC
PRIORITY
#1:
CHAMPION

Actions:

- Advocate for a regional approach to arts funding
- Recruit non-participating jurisdictions to join the service

Goal 1b: Raise awareness of the value of the arts to demonstrate how it contributes to economic sustainability, community vitality, and quality of life

Responds to: Arts sector & Audiences:

- Provide evidence on the impact of the arts
- Address gaps in knowledge about arts funding

Actions:

- Collaborate with arts organizations in celebrating the impact of the arts sector
- Promote the importance of the arts in building liveable communities by sharing research and case studies

STRATEGIC
PRIORITY
#1:
CHAMPION

Goal 2a: Foster collaboration and knowledge-sharing to boost organizational development

Responds to:

Arts sector:

- Need opportunities for cross-fertilization

Arts Commission & Arts Advisory Council:

- Mentoring can accelerate org development

STRATEGIC
PRIORITY
#2:
CONNECT

Actions:

- Support mentorship opportunities with a focus on small, emerging, and rural organizations
- Enhance networking and convening opportunities for arts professionals.

Goal 2b: Work collaboratively with all levels of government to connect arts organizations with support for arts spaces and other funding

Responds to: Arts sector:

- Need more coordinated funding approach
- Need for more affordable arts spaces both creation (studios) and presentation (venues)

Actions:

- Provide resources to assist the arts sector in navigating provincial and federal grant opportunities with a focus on infrastructure funding

STRATEGIC
PRIORITY
#2:
CONNECT

Goal 3a: Support the region's arts ecosystem to grow sustainably

Responds to:

Arts sector:

- Both programming and capacity-building need funding, but current funding system forces applicants to choose one or the other
- Applicant demand for Incubator is very low (less than 2 / yr)

STRATEGIC
PRIORITY
#3:
CULTIVATE

Actions:

- **Expand funding for planning and capacity-building**
- **Conduct full program evaluation of Incubator Grants**

Goal 3b: Align funding programs to respond to community needs

Responds to:

Community arts organizations:

- Emphasis on paying artists penalizes projects based on volunteering and community participation

Artists:

- Fees for artists should be prioritized

Arts Commission:

- Maximum request amount of IDEA Grants should be reviewed to align with community need

STRATEGIC
PRIORITY
#3:
CULTIVATE

Action:

- **Review parameters of project-based grants (Project, IDEA, and Equity Grants)**

Goal 4a: Invest in underserved and marginalized communities to support the full artistic and cultural potential of the region

Responds to:

Arts sector:

- Resources need to be distributed equitably
- Prioritize cultural self-determination

Arts Commission

- Funding needs to activate arts across the entire region

Actions:

- **Build on the momentum of applying equity, diversity, inclusion, and accessibility lenses across granting and operations.**
- **Expand scope of funding with an emphasis on regional distribution**

STRATEGIC
PRIORITY
#4:
EXTEND

Goal 4b: Reduce barriers to increase access to funding

Responds to:

Arts sector & Arts Advisory Council:

- Youth arts could be better supported
- Operating Grants is still the main goal for most arts organizations
- Annual and Multi-Year eligibility requirements are too restrictive and prevent many from applying

STRATEGIC
PRIORITY
#4:
EXTEND

Actions:

- **Enhance support for arts programming by and for youth**
- **Review eligibility to Operating Grants**

Goal 5a: Diversify educational resources for grant applicants to enhance knowledge base

Responds to:

Arts Sector:

- Fast-evolving sector requires more access to education and professional development

Arts Commission:

- Bring information sessions and resources to all parts of the region

STRATEGIC
PRIORITY
#5:
ENGAGE

Actions:

- **Design and implement Communications and Community Engagement Plan**
- **Host information and grant-writing workshops that are accessible to applicants throughout the region**

Goal 5b: Enhance the branding of the service to clarify its focus

Responds to:

Arts Sector:

- Some confusion around what is included in “arts and culture” and what is not

Arts Commission:

- The naming and branding of the service should be reviewed

**STRATEGIC
PRIORITY
#5:
ENGAGE**

Actions:

- **Conduct full review of the service name and brand and implement findings**

Next Steps:

- August: Staff design Strategic Plan document
 - Add summary of public engagement
 - Add evaluation and reporting on progress
- September: Arts Commission reviews final Strategic Plan
- October: Publish, promote and distribute Strategic Plan

Recommendation:

That the strategic priorities, goals, and actions be approved as presented to be included in the 2024-27 Strategic Plan for the Arts & Culture Support Service.