

## The CRD Arts Service



# 2015 - 2018 Strategic Plan

March 2015

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## The CRD Arts Service

CRD Bylaw 2884 established the Arts Service in June 2001 for “the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community.” This same bylaw gives authority to an Arts Committee (AC).

Like other CRD committees, the Arts Committee is appointed each year and consists of elected officials, one from each municipality that contributes financially to the Arts Service. The Arts Committee is a CRD standing committee that sets an annual budget to support policies and programs pursuant to its governing bylaw.

CRD Bylaw 2973 established the Arts Advisory Council (AAC) “for an independent community-based body to provide advice to the CRD” on matters relating to the Arts Service. The AAC’s mandate is to act as an arm’s length adjudication body for the Arts Development funding programs and to advise the Arts Committee on policies that foster and promote:

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

The Arts Service has three granting programs:

1. An Operating Grant program that provides annual financial support to organizations for operations,
2. A Project Grant program that supports new, recurring or developmental initiatives each year, and
3. An IDEA (Innovate, Develop, Experiment, Access) Grants program that supports arts-based programming by non-arts mandated organizations.

**Background (cont'd)**

In broad terms, the operating grant program is designed to support larger organizations while the project and IDEA grant programs encourage new activity and support smaller organizations. In 2014, the Arts Service provided operating grants to 32 organizations, project grants to 33 and IDEA grants to 13.

The Arts Service also:

- Manages landmarkpublicart.ca, a searchable website dedicated to the presentation of public art in the region. This service is provided on behalf of Arts Service municipalities with public art policies.
- Has contributed to the Golden Jubilee Arts Fund, a fund administered by the Victoria Foundation. The purpose of this program is to provide enriching arts experiences for youth in grades K-12.

Arts Service staff consist of a full-time manager and a .8 FTE administrative assistant. They are responsible for the reporting, analysis and administration of the funding programs. They also provide support to the AC and AAC, and liaise with other levels of government, NGOs and the public in providing information and representing the Arts Service.

Members of the Arts Committee, Arts Advisory Council and staff have met for the purpose of defining and reviewing the Arts Service's vision, mission, goals and strategic priorities in 2009, 2012 and again in 2015. Following are the results of the 2015 session. A list of the participants is appended.

## A Vision for the CRD Arts Service



Session participants revisited the vision and mission statements, answering the questions of why the Arts Service exists and the state they are working to create.

Recognizing that the Arts Service is a program of the CRD, the vision and mission support the following CRD mission: *We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region.*

And vision: *Our communities strive to achieve exemplary environmental stewardship, a dynamic, vibrant economy and an inclusive, caring society. Regional cooperation, mutually beneficial decision making and advancing shared interests shape the essence of the CRD – an effective, efficient and open organization*

### **Our Mission**

The CRD supports, promotes and celebrates the arts.

### **Our Vision**

The arts are central to life in our communities.

## SITUATION ANALYSIS

To analyze the Art Service’s current state, participants developed a SWOT analysis - looking back to define strengths and weaknesses, and looking ahead to identify opportunities and threats.

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• Current AC structure</li> <li>• Commitment of 8/13 municipalities</li> <li>• Commitment of AAC</li> <li>• CRD Board support/CRD directors on AC</li> <li>• Strong staff</li> <li>• Good connection between AC &amp; AAC</li> <li>• Strong variety of types of arts</li> <li>• Collaboration across arts sections &amp; other non-arts agencies</li> <li>• Reflection &amp; consistent improvement - accountable &amp; transparent</li> <li>• Variety/diversity of accessible programs</li> <li>• Stable funding</li> <li>• Positive rapport with funded orgs</li> <li>• Adjudication process defensible</li> <li>• Good community support</li> <li>• New IDEA grant program</li> <li>• Regional approach</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• Lack of full regional participation (8/13)</li> <li>• Lack of public awareness on benefits of arts</li> <li>• Lack of political awareness</li> <li>• Lack of connectivity with school boards</li> <li>• Lack of funding for infrastructure</li> <li>• Disparity in recognized value</li> <li>• Lack of funding for individual artists</li> <li>• AAC &amp; AC communication on new/ongoing activities, releases, research, trends – Federal, Provincial, local</li> <li>• Access to CRD resources – accountants etc.</li> <li>• Under utilization of volunteer resources</li> <li>• Limited ability to determine health of orgs</li> <li>• Lack of funding for emerging orgs</li> <li>• Need to maximize economic impact</li> <li>• Lack of Twitter activity</li> <li>• Lack of larger venues</li> <li>• Art not seen as integral</li> </ul>
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• Diversity of people on both AC &amp; AAC</li> <li>• Promotion through <b>free</b> marketing &amp; media via web, social media, etc.</li> <li>• Funding - Create an Art Foundation, Reserve fund, stable funding</li> <li>• Program funding - Small operating support, fund community events/festivals</li> <li>• New political landscape, new elected blood</li> <li>• Changes in Canada Council will bring awareness – available advocacy opportunities – local, prov., federal</li> <li>• Constantly look at ways to have arts activities in all participating municipalities</li> <li>• Better connection with business</li> <li>• Approach non-participating Councils i.e. Central Saanich, Colwood</li> <li>• Orgs as economic drivers (CRD facilitate)</li> <li>• Inclusiveness of other art forms</li> <li>• Grow the arts</li> <li>• New funding for new programs</li> <li>• Volunteer orgs &amp; philanthropists</li> <li>• Enhance relations with the Ministry</li> <li>• Partnerships with other orgs</li> <li>• Improved communication with CRD Board</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• Sustainable funding – reliability, static funding, senior government cuts, higher demand for funding, competition for funding, focus on localized funding, potential reduction of regional support, limits to municipal support, battle of priorities</li> <li>• Perception of need for art/not seen as essential, municipalities’ perception of value</li> <li>• Social media</li> <li>• Arts affordability</li> <li>• New facilities – overall capacity</li> <li>• Credibility of orgs we fund</li> <li>• “Village thinking” – lack of regional thinking</li> <li>• Falling Canadian dollar</li> <li>• Unfocused mandate (limited)</li> <li>• Geographics</li> <li>• Lack of consistent message</li> </ul>

## SITUATION ANALYSIS (CONT'D)



<p><b>Opportunities (cont'd)</b></p> <ul style="list-style-type: none"> <li>• Strategic planning process</li> <li>• Upcoming elections</li> <li>• Gas tax</li> <li>• Amalgamation discussion</li> <li>• Opportunity to engage youth</li> <li>• CRD board member involvement</li> <li>• Public art – design of infrastructure becomes public art – relationship between public architecture, infrastructure &amp; public art is seamless</li> <li>• Collaborate with other creative cities</li> </ul>	
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## GOALS & PRIORITIES

Participants brainstormed strategies for achieving the CRD Arts Service's vision, mission and goals. The following were selected as the priorities for the next four years. A complete list of the suggestions made and options considered is appended.

1. **Increased Access** – Identify and reduce barriers to participation in the arts in the Region.
  - a. Offer CRD arts sponsored capacity-building workshops in all 13 municipalities. Include succession planning in the content.
  - b. Increase the participation of artists and non-artists.
  - c. Ensure that the CRD Arts Service continues to be responsive to community needs through research and conversations/public forums.
  
2. **Sustained Growth** – Enable sustainable growth of the arts and arts organizations in the Region.
  - a. Develop a Regional Arts Plan that creates a vision for the future, including facilities.
  - b. Provide opportunities to engage the public in the arts.
  - c. Engage youth and be accountable to the funding partners for diversity.
  
3. **Increased Awareness** – Increase community and stakeholder knowledge and support of the arts and the CRD Arts Service.
  - a. Develop and implement a communication strategy that increases awareness that the arts are a part of everyday life, the Arts Development Office exists and that municipalities fund it. Include the use of social media in the strategy.
  - b. Facilitate public discussions on art policy and the arts generally.
  
4. **Responsive, Effective, Accountable Granting** – Ensure that the CRD Arts Service grant programs are responsive to community needs, and use effective and accountable processes.
  - a. Research other innovative funding models.
  - b. Enhance communication between all funding bodies.
  - c. Continue supporting established arts organizations, and look for new ways to support emerging ones.



## GOALS & PRIORITIES (CONT'D)



5. **Increased Funding** – Encourage municipalities to fully participate in funding the CRD Arts Service.
  - a. Develop more partnerships.
  - b. Secure new municipal funding, and put a percentage of the funding to capital and/or reserve funds.
  - c. Pursue gas tax funding.

## EVALUATION

The following measures were identified as those that will be used to evaluate the success of this Strategic Plan and its priorities.

### **Success Indicators:**

- A Public Art Policy is adopted.
- A Regional Plan for the arts is completed.
- More funding is going out to new organizations.
- Increased awareness of the Arts Development Office role and its goals.
- More inclusion of the arts in CRD policies and initiatives.
- 'Arts' appears in individual municipal strategic plans.
- The Arts Service is funded appropriately for its goals.
- There is greater municipal participation.
- A communication strategy is developed collaboratively.

### **Implementation Monitoring:**

To support implementing this plan:

- The strategic priorities will be used to inform the Arts Development Business Plan,
- A work plan outlining objectives, strategies, actions, accountability, timing and performance measures will be developed for each strategic priority,
- The Arts Advisory Council and the Arts Committee will report to each other on activities supporting the established priorities,
- The strategic priorities will be noted on meeting agendas for the AC and AAC as a regular point of reference,
- The Arts Committee will review implementation status on a regular basis,
- The AC & AAC will reconvene to discuss participation in the work plan, and
- This plan and its priorities will be reviewed annually.

## PLANNING SESSION PARTICIPANTS

The following individuals participated in developing this plan.

Megan Brame	Arts Committee (Esquimalt)
Arlene Carson	Arts Advisory Council
Jerri Carson	Arts Advisory Council
Barbara Fallot	Arts Committee (Sidney)
Heather Heywood	Admin. Assistant, Arts Development Office
Aimee Ippersiel	Arts Advisory Council
Suzanne Ives	Arts Advisory Council
Kyara Kahakauwila	Arts Committee (Metchosin)
James Lam	Manager, Arts Development Service
Pamela Madoff	Arts Committee (Victoria)
Tara Ney	Arts Committee (Oak Bay)
Colin Plant	Vice Chair, Arts Committee (Saanich)
Karel Roessingh	Arts Committee (Highlands)
David Screech	Chair, Arts Committee (View Royal)
Marilyn Sing	Chair, Arts Advisory Council
Robert Thompson	Vice Chair, Arts Advisory Council
Diane Thorpe	Arts Advisory Council
Sharlene Smith	Facilitator, CommPlan Canada