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Additional Circulation: J. Lam D. Lokken R. Lapham R. Sharma M. Sing P. Sullivan A. Boyd
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## ARTS COMMITTEE

Notice of Meeting on **Wednesday, February 10, 2016 at 4:30 p.m.**  
Meeting Room 107, 625 Fisgard Street, Victoria, BC

C. Plant (Chair), M. Brame, B. Fallot, K. Kahakauwila, J. Loveday, T. Ney,  
K. Roessingh, D. Screech, B. Desjardins (Board Chair, ex-officio)

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### AGENDA

1. Approval of Agenda
2. Adoption of the Minutes:
  - 2.1 Draft Minutes of the January 5, 2016 Arts Advisory Council  
**Recommendation: That the Arts Advisory Council minutes of January 5, 2016 be received for information.**
  - 2.2 Minutes of the January 13, 2016 Arts Committee  
**Recommendation: That the Arts Committee minutes of January 13, 2016 be adopted.**
3. Chair's Remarks
4. Arts Advisory Council Chair's Remarks
5. Presentations / Delegations
6. Committee Business:
  - 6.1 Background - Non-group 1 participation in the Arts Service  
**Recommendation: It is recommended that the Arts Development Service non-group 1 participation background be received for information.**
  - 6.2 Previous strategic planning initiatives – Summary Reports
    - 6.2.1 2001 Regional Arts Strategic Plan Implementation Summary Report
    - 6.2.2 2009-2012 Strategic Priorities Work Plan Summary Table
    - 6.2.3 Staff Report: Results of 2012-2014 Work Plan
    - 6.2.4 2012-2014 Strategic Priorities Work Plan Summary Table**Recommendation: It is recommended that the summary reports on previous planning initiatives be received for information.**



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### 6.3 Approaching non-contributing municipalities (Verbal)

7. Correspondence

8. New Business

9. Adjournment

Next meeting: March 9, 2016 at 4:30 p.m. Meeting Room 107



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**(DRAFT) Minutes of a meeting of the Arts Advisory Council**  
**Tuesday, January 5, 2016, 5pm in Room 107, 625 Fisgard Street, Victoria, BC**

**PRESENT:**

**Members -** L. Abram, A. Carson, J. Carson, A. Ippersiel, S. Ives, R. Nicholson, M. Sing (Chair), P. Sullivan, D. Thorpe, R. Thompson

**Regrets -** T. Kouk

**Staff -** J. Lam (Manager), H. Heywood (Recording Secretary)

J. Lam called the meeting to order at 5:25 p.m.

**1. Approval of Agenda**

**MOVED** by P. Sullivan, **SECONDED** by M. Sing, that the agenda be approved as distributed.

**CARRIED**

**2. Elections**

**2.1 Nominations and election of Chair**

J. Lam reviewed the procedure for elections and then called for nominations for Chair of the CRD Arts Advisory Council. P. Sullivan nominated M. Sing. M. Sing accepted.

J. Lam called for a second and third time and there being no other nominations, M. Sing was acclaimed as Chair.

**2.2 Nominations and election of Vice Chair**

Chair Sing called for nominations for Vice Chair of the Arts Advisory Council for a first time.

R. Nicholson nominated R. Thompson. R. Thompson accepted.

Chair Sing called for nominations a second and third time; there being no other nominations, R. Thompson was acclaimed as Vice Chair.

**2.3 Nominations and election of Funding Committee Chair**

Chair Sing called for nominations for Chair of the CRD AAC's Funding Committee for a first time.

J. Carson nominated P. Sullivan.

Chair Sing called for nominations a second and third time; there being no other nominations, P. Sullivan was acclaimed as Funding Committee Chair.

**2.4 Nominations and election of Deputy Funding Committee Chair**

It was decided to discontinue this position in favour of the Funding Chair delegating the chairing of project and IDEA adjudications on an ad hoc basis.

**3. Adoption and Receipt of Minutes**

**3.1 Adoption: 06/10/2015 Arts Advisory Council Minutes**

**MOVED** by L. Abram, **SECONDED** by P. Sullivan that the Minutes of the CRD Arts Advisory Council meeting, held on October 6, 2015, be adopted.

**CARRIED**

**3.2 Receipt: 14/10/2015 Arts Committee Minutes**

**MOVED** by R. Thompson, **SECONDED** by R. Nicholson, that the Minutes of the CRD Arts Committee meeting, held on October 14, 2015 be received for information.

**CARRIED**

**4. ABC'S (Activity By Council Summary)**

A list of events attended by AAC members was distributed and reviewed for information.

**5. Chair's Report**

No Report

**6. Operating Grants – Topics arising from the fall 2015 Plenary Meeting**

P. Sullivan reviewed the topics, as distributed.

RANC/Applications review – after discussion, it was decided the RANC worksheet will be recirculated to members for their review and comments. These should be sent to the Arts Development office by January 20<sup>th</sup>. A draft with AAC suggestions will be distributed at the February meeting.

Feedback received from funded organizations was read for information.

Discussion followed regarding the pilot elimination of interviews as part of the operating grant adjudication process. Chair Sing tabled the question of whether to include an interview or not to the February meeting. Members will send pros and cons regarding this question to staff by January 14<sup>th</sup>. Comments will be compiled and circulated for review prior to the next regular meeting.

**7. Draft RANC Definitions for 2016 Project & IDEA Grants**

Members will send comments and suggestions to staff by January 20<sup>th</sup>, to be compiled for review at the next regular meeting.

**8. Establishment of a working group to recommend best governance practices in arts organizations applying for CRD Arts Service grants.**

P. Sullivan reviewed the background of this topic and suggested two or three recommendations, ie Board membership, be developed to go forward to the Arts Committee. P. Sullivan will draft suggestions for future discussion.

**9. Correspondence:**

**MOVED** by R. Nicholson, **SECONDED** by R. Thompson, that the correspondence be received as presented.

**CARRIED**

**10. New Business**

None

**Adjournment**

**MOVED** by that the meeting be adjourned.

**CARRIED**

The next regular meeting is Tuesday, February 2, 2016.

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CHAIR

**Arts Advisory Council Meeting – Tuesday, January 5, 2016 - ABC'S** (Activities by Council Summary)

**AAC members recently attended the following events in the region:**

Advent concert @ Christ Church Cathedral - miscellaneous choirs

Art Gallery of Greater Victoria: Performing Femininity Workshop; The Artist Herself: Self-Portraits by Canadian Historical Women Artists; Anna Banana; Recent Asian Art Acquisitions; Case Studies: Decorative Art from the Collection

Atomique Vaudeville - Matt & Ben; Roxy Theatre

Ballet Victoria - Ballet Rocks; The Gift; Royal Theatre

Bateman Centre: One Tree Exhibit

Belfry - Chelsea Hotel-The Songs of Leonard Cohen; Christmas Carol

Capriccio Vocal Ensemble - In Remembrance Concert; The Night Before the Night Before, Christ Church Cathedral

Community Arts Council of Greater Victoria (Arts Centre at Cedar Hill):

- Vibrante Renacer Kathleen Trayner, Paula Eguiguren, Dixie MacUisidin (Oct 7 – 20)

- F-focusing exploration in painting & photography (Oct 22 – Nov 3)

- Monday Magazine Photo Contest (Nov 19 – Dec 16)

- Original works by Beth Partridge (Dec 3 – 16)

- Small Acts of Observance - Elizabeth Litton and Lois Keating Fisher (Dec 16 - Jan 6)

Community Association of Oak Bay & School District 61 - The Dedication and Blessing of "Sno'uyuth" Welcome Pole at Oak Bay High School, The Songhees Nation, Carvers Butch & Clarence Dick, the Unity Drummers

Dance Victoria - Ballet BC 30th Anniversary; Royal Theatre

Early Music Society of the Islands - Praetorius Christmas Vespers, Christ Church Cathedral

Ensemble Laude Choir - Winter Concerts in Victoria and Metchosin

Greater Victoria Youth Orchestra - Humperdinck, Debussy, Tchaikovsky Symphony No. 2

Intrepid - Ronnie Burkett Theatre of Marionettes in Daisy Theatre, Metro Studio; Merry & Bright

Kaleidoscope Theatre - Munchersize; Roxy Theatre

Legacy Gallery - Maltwood @ UVic - Celebrating W.B. Yeats at 150; Legacy Gallery on Yates, Arts & Crafts Movement in Europe & North America; Katherine Maltwood

Les Amusements de la Chambre - Music for Lady Melbourne (Harpsichord & Violin)

Naden Band Christmas Concert with Ken Lavigne & Stephanie Greaves (Salvation Army fundraiser)

National Theatre @ SilverCity - Hamlet with Cumberbatch

Maria Montessori - A Charlie Brown Christmas

Other Guys Theatre's Rattenbury; Baumann Centre

Pacific Opera; Otello

Paper St. Theatre's Lethal Christmas; Intrepid Theatre Club

Pro Art, Art Boards of Victoria Gathering at Art Gallery of Greater Victoria

Saanich Council & its Arts, Culture & Heritage Advisory Committee Celebration of Saanich's Municipal Hall - its Architecture & History

St. Luke's Players - Mother Goose

Sidney Fine Art Show, (Oct 16-18), Mary Winspear Centre

Theatre Inconnu - Spit Delaney

Victoria Children's Choir and Pacific Opera's Mary's Wedding excerpts @ BC Museum

Victoria Operatic Society - Meet Me in St. Louis; McPherson Theatre

Victoria Youth Orchestra at Farquharson Theatre

William Head on Stage; Home (OUTSTANDING!)

Winchester Gallery - Molly Lamb and Bruno Bobak Opening and Exhibit

As well as events outside the region:

Portland - various art galleries; The Santaland Diaries, Portland Centre Stage; Peggy Guggenheim: Art Addict, Living Room Theatre

Vancouver Art Gallery - Embracing Canada: Landscapes from Kreieghoff to the Group of Seven; Lee Bul; Jerry Petcock: Shooting the Sun/Splitting the Pie



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## Meeting Minutes Arts Committee

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Wednesday, January 13, 2016

4:30 p.m.

Room 107

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**PRESENT:** **Committee Members:** C. Plant (Chair), M. Brame, B. Fallot, J. Loveday, T. Ney, K. Roessingh, D. Screech  
**Regrets:** Member K. Kahakauwila  
**Guests:** M. Sing, Chair and P. Sullivan, Funding Chair, Arts Advisory Council  
**Staff:** J. Lam, Manager, Arts Development; A. Boyd, Senior Administrative Secretary (recorder)

Chair Plant called the meeting to order at 4:30 p.m.

### 1. Approval of Agenda

**MOVED by Member Brame, SECONDED by Member Ney,  
That the agenda be approved.  
CARRIED**

### 2. Minutes

#### 2.1 Draft Minutes of the October 6, 2015 Arts Advisory Council

**MOVED by Member Roessingh, SECONDED by Member Ney,  
That the draft Arts Advisory Council minutes of October 6, 2015 be  
received for information.  
CARRIED**

#### 2.2 Minutes of the October 14, 2015 Arts Committee

**MOVED by Member Roessingh, SECONDED by Member Brame,  
That the Arts Committee minutes of October 6, 2015 be adopted.  
CARRIED**

### 3. Chair's Report

Chair Plant welcomed everyone to the inaugural 2016 Arts Committee meeting and acknowledged the hard work done by former Chair Screech and Member Madoff.

Chair Plant noted that budget pre-approvals by the CRD Board allows the Arts Committee to move forward with tendering and awarding a contract for the Arts Strategic Plan consultant. He also noted for 2016 he would like to see those municipalities not participating in the Arts Service, approached by committee members and would like the Arts Committee to formalize the level of non-group 1 funding.

Discussion ensued regarding the establishment of a Vice-Chair for the Arts Committee. Chair Plant requested staff to report on the requirements of a Vice-Chair for the next agenda.



#### 4. Arts Advisory Council Chair's Report

Chair Sing noted that the operating grant review was complete and that any comments would be provided under agenda item 5.

#### 5. 2016 Operating Grant Recommendations

Chair Plant disclosed a conflict of interest with the Victoria Operatic Society and requested that the motion be divided, so as to consider the Victoria Operatic Society operating grant separately from the remainder.

Member Roessingh disclosed a conflict of interest as he has periodic employment with some of the applicants, and recused himself from the meeting.

*Member Roessingh left the meeting at 4:41 p.m.*

**MOVED by Member Brame, SECONDED by Director Screech,  
That the Arts Committee separate the motion as follows:  
That the Arts Advisory Council recommendations for 2016 operating grants  
be approved as presented with exception of the Victoria Operatic Society.  
CARRIED**

J. Lam provided an overview of his report noting the implementation of the revised, written portion of the application form as well as the initial application of the Notice of Significant Concern Policy.

P. Sullivan provided additional comments, noting that the Arts Advisory Council had clear and fulsome discussions on every organization and on the decision of what level of funding to recommend for each.

The Committee commented on if and/or when grants should be scaled back, how amounts are determined and the range of amounts provided to organizations due to their size or nature.

It was noted that the Arts Advisory Council will make a final decision on the grant interview as a part of the adjudication process and will provide an update to the Arts Committee at its next meeting.

It was requested for future Grant Recommendations, to show what the percentage of the grant is relative to the organizations' budget.

**MOVED by Member Brame, SECONDED by Member Ney,  
That the Arts Advisory Council recommendations for 2016 operating grants  
be approved as presented with exception of the Victoria Operatic Society.  
CARRIED**

Chair Plant asked that Director Screech act as Chair.

*Chair Plant left the meeting at 4:42 p.m.*

**MOVED by Member Brame, SECONDED by Member Fallot,  
That the Arts Advisory Council recommendation for the 2016 Operating  
Grant for the Victoria Operatic Society be approved as presented.  
CARRIED**

*Chair Plant and Member Roessingh returned to the meeting at 4:45 p.m.*

## **6. Arts Plan Consultant Scope of Services**

J. Lam provided an overview of his report. He noted that the current need is to finalize the scope of services in order to incorporate it into the RFP for the Arts Plan Consultant. Several changes were suggested as follows:

1. To add “Individual artists” under “Community Stakeholders”.
2. First page, second bullet to read, “Increase the contribution of arts and culture tourism to economic development in the region”.
3. To add to the section “Purpose” a requirement for the consultant to identify indicators and measurable that will assist the Arts Service in gauging the success of the strategies.

**MOVED by Member Brame, SECONDED by Member Loveday,  
That the Arts Committee direct staff to incorporate the Scope of Services  
amendments and proceed with the Request for Proposal.  
CARRIED**

It was noted that the City of Victoria is currently presenting a strategic plan, and that the consultant should integrate with all municipalities.

J. Lam will circulate the final Scope of Services document to the Committee prior to posting.

## **7. Correspondence:**

October 21, 2015	Sidney Classical Orchestra
December 2, 2015	Victoria Operatic Society
December 3, 2015	Art Gallery of Greater Victoria
December 8, 2015	Victoria Symphony

**MOVED by Member Roessingh, SECONDED by Member Fallot,  
That the correspondence be received for information.  
CARRIED**

## **8. New Business**

J. Lam noted that correspondence had been received from the Township Community Arts Council, requesting the Committee waive the deadline requirement for their Project Grant application received after the deadline.

**MOVED by Member Roessingh, SECONDED by Member Brame,**

That the verbal report be received for information.  
CARRIED

**9. Adjournment**

**MOVED** by Member Brame, **SECONDED** by Member Loveday,  
That the meeting adjourn at 5:35 p.m.  
CARRIED

\_\_\_\_\_  
**CHAIR**

\_\_\_\_\_  
**RECORDER**



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**STAFF REPORT TO ARTS COMMITTEE  
REGULAR MEETING OF WEDNESDAY, FEBRUARY 10, 2016**

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**SUBJECT**

**Arts Development Service non-group 1 participation**

**ISSUE**

Background - Non-group 1 participation in the Arts Service

**BACKGROUND**

The Arts Service Establishing Bylaw 2884 (2001) provides for two levels of contribution. Group 1 participation is based on a formula that takes into account population and converted assessments. Non-group 1 participation, commonly referred to as “group 2” is a voluntary level of participation requiring a minimum of \$500. Currently there are five Group 1 members and three group 2 members. Group 1 members provide about 98.5% of the total funding for the Service.

In 2011, the Arts Committee proposed a revision to the bylaw requiring group 2 participants to achieve group 1 funding levels within a specified period of time. A revision to the bylaw was drafted and was considered by the CRD Board. The CRD Board however returned the draft to the Arts Committee for further consideration, with suggestions that the proposal required further consultation with the member municipalities. Discussion on the issue was ultimately tabled by the Arts Committee with no decision made and the funding structure remained unchanged.

In 2013, the discussion to increase group 2 funding levels was reconsidered. The 2011 proposal was revisited and circulated to the current group 2 municipalities for consideration and feedback. The question asked was, “if full group 1 participation was not possible then what level was possible?” After receiving feedback, the proposal was revised with the suggestion that group 2 municipalities voluntarily commit to a level equivalent to 30% of their group 1 amount and that it be achieved in increments over three years. The 30% level was seen as being a reflection of both constituent uptake of the services provided and what was politically achievable. Highlands and Metchosin councils agreed to this level of funding. Sidney did not agree, however increased their annual contribution to \$15,000.

The minimum for group 2 participation remains at \$500. Metchosin and Highlands have reached the 30% level, approximately \$13,500 and \$6,700 respectively. In 2015, the Arts Committee Chair made a presentation to Sidney Council with a request to increase their group 2 contribution to the 30% level, about \$35,000. The request was not supported and Sidney continues to contribute \$15,000 per year.

It should be noted that, regardless of contribution level, any municipality wishing to join the Arts Service requires the agreement of the current participants. With proposed initiatives in the current Arts Service Strategic Plan, that include seeking membership from nonparticipating municipalities, it is advisable for the Arts Committee to formalize their position on group 2 participation in order to provide clear information to potential new Service members.

**RECOMMENDATION**

It is recommended to receive this report for information.



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James Lam, Manager  
CRD Arts Development Service

Regional Arts Strategic Plan – Implementation Summary Report  
April 4, 2005

## **Background**

The intent of the Regional Arts Strategic Plan (RASP) was to survey the needs of the arts community from a regional perspective. The final RASP report in January 2003 contained forty-six suggested initiatives to address a wide-range of issues concerning the needs of the arts in the CRD.

## **Accomplishments**

To date, twenty-six initiatives have been implemented, are pending, or have been dealt with through various actions. An early accomplishment and number one initiative was the adoption of a vision and mission statement for the arts. Another key achievement was the fulfillment of a five-year commitment to increase support to the arts, an increase totaling \$1.25 million, to a level approaching the national average.

Other successful implementations include full reviews and revisions of existing funding programs. These reviews were germane to a number of initiatives calling for broader access and clearer evaluative processes. These changes have been articulated in the project and operational funding guidelines and criteria and are intended to enhance community involvement, increase eligibility, and encourage the growth of new arts activities and organisations in the Capital Region.

Formal commitments to program partnerships with other levels of government and foundations have also provided opportunities for groups looking to build capacity in the areas of organizational development, marketing, fundraising and planning. Increased sharing of information and communications through the Arts Development website is seen as a way that the CRD can continue to add value to its services without incurring significant new costs.

Of the forty-six initiatives, the RASP designated nine as “low priority” - a practical acknowledgement of the demands on available resources. Eleven of the suggested initiatives did not fall within the jurisdiction of the CRD however the CRD arts vision, mission and goals allow for the encouragement of arts-related services under the purview of other levels of government or NGO's whenever possible.

The initiatives suggested in the RASP are summarized in the table

## **Future Challenges**

The arts not only have inherent value but are an employer, a major contributor to the economy, and a significant indicator of a livable community. A key part of the mission of the CRD is to develop an environment in which the arts can thrive. The actions arising from the RASP have clearly moved the CRD in this direction. They have also initiated

discussions on how arts activity of a regional nature intersects and complements that of the community-based arts - an invigorating dialogue whose resolution requires ongoing work between staff, elected officials and stakeholders in the community.

Where the arts are free to move across geographical borders, funding is often less able. It is clear that what can be accomplished by the CRD is constrained to some degree by the existing structure and level of participation by the municipalities that comprise the Regional District. The current municipal partners, represented by the CRD Arts Committee, as well as the Arts Advisory Council will continue to encourage broader participation from within the CRD as well as with other public and private bodies in order to lessen these limitations.

Actions taken as a result of RASP initiatives have laid the foundation for a regionally-based arts service. Future activity will be the result of natural outgrowth from these actions as well as through bi-annual assessments of whether the programs and goals of the Arts Service continue to meet the needs of the arts community.

Received by the Arts Committee, Regular Meeting May 11, 2005

1. Priority: Pursue full participation in the Arts Service from all municipalities						As of January 2012
OBJECTIVE	STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Maximize municipal support of the arts	Raise current non-group 1 municipalities to group 1 contribution levels.	Provide current non-group 1 municipalities options to increase support. to group 1 level.	Arts Committee Staff	By fall 2010 (for 2011 budget) to be reviewed annually	Non group 1 municipalities report back to AC on decision on which option they will choose to increase support to group 1 level	<b>Input received July 2011 following return of draft bylaw (see below). Further consultation required.</b>
		Determine basis on which current non-group 1 municipalities will increase support to group 1 levels			Policy adopted for current non-group 1 municipalities to increase their support to group 1 level.	<b>Motion to change bylaw adopted December 2010. Bylaw amendment drafted Feb. 2011. CRD Board returned to AC for further review and amendment. Tabled to Sept. 2011 then again on January 2012</b>
	Bring “new” municipalities into the service	Identify municipalities who have an interest in joining the Arts Service.	Arts Committee	Ongoing	One or two municipalities identified who have an interest in joining the Arts Service	<b>N. and C. Saanich identified as having interest. Information presentations to Tri-municipalities made in Oct. 2010.</b>
		Direct political advocacy towards Mayors and councilors of targeted municipalities	Arts Committee		Mayors and Councilors of identified municipalities contacted by politicians regarding joining the CRD Arts Service.	<b>Ongoing 2010. On hold as of fall 2011.</b>
		Collaborate with stakeholder organizations in advocacy directed at selected councils	Arts Committee, Arts Advisory Council Staff Stakeholder organizations		Identified municipal Councils contacted by stakeholder organizations regarding joining the CRD Arts Service.	<b>Action required</b>
		Make a formal presentation to the targeted Council when appropriate.	Arts Committee		Formal presentation made to identified Municipal Councils	<b>Action required</b>
	Consider other funding models for non-group 1 participation in order to encourage new participation	Consult with CRD Finance regarding alternate/new funding models	Arts Committee Staff	To be determined	CRD Finance provides alternate/new funding models	<b>Bylaw amendment drafted for Feb. 2011 AC mtg.</b>
		Arts Committee to consider other funding models	Arts Committee Staff		Other funding models considered/rejected/adopted	<b>Memo from Highlands on alternate funding formula was presented at Feb. 2011 AC mtg. Tabled.</b>



Complete	Actions taken or completion pending	Action required
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2. Priority: Raise awareness of the Arts Service and the benefits of the arts						As of January 2012
OBJECTIVE	STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Increased awareness by the Arts Committee and Arts Advisory Council	Facilitate admissions to events in accordance with Access to Cultural Event Bylaw 3429	Continue to encourage organizations to provide invitations and complimentary admissions to events whenever possible. Purchase tickets as necessary.	Staff	ongoing	Increase in number of invitations received. AAC continues current practice of attending Cultural Events in relationship to grant applications. In addition to Cultural Events currently attended the AC attends four or more different Cultural Events not previously attended.	<b>Completed and ongoing</b>
	Consider opportunities to engage with other organizations that will enhance the desired level of awareness.	Host and/or attend receptions; standing agenda item for presentation at AC meetings relevant to their role	Arts Committee	To coincide with arts trade show	Host reception in association with annual Arts convention; 6 presentations made at AC meeting during year	<b>No reception currently planned.</b>  Two presentations to AC made in 2010. One in 2011. Informal mtg with small orgs and AC Chair and VC in Jan. 2012.
Increased awareness by the CRD board and its directors	Reports to CRD Board	Semi-annual report to CRD Board	AC Chair or Designate	To be determined	Report to CRD Committee of the Whole following approval of operation and project grants	<b>“Arts Updates” circulated to CLT and Board</b>
Increased awareness by municipal councils	Arts Committee members reports back to municipal councils	Identify relevant “arts measurable” or other reporting topics	Arts Committee; Staff	Reports distributed April, July, October	All Arts Service member municipalities make two reports during the year to their respective Councils	<b>Complete. Creation of “Arts Update” topics in rotation.</b>
		Establish a reporting schedule	Arts Committee			<b>Projected at 2-3x year</b>
		Distribute an “arts measurables” report to AC per reporting schedule for councils	Staff			<b>Completed. Two distributed in 2010 and in 2011.</b>
Increased awareness by the media, the general public, and the arts community	Develop a communications plan	Consult with CRD Corporate Communications	Staff; Arts Committee	February 2010	Presentation made to AC by CRD Corporate Communications	<b>Complete.</b>
		Develop a communication plan consistent with corporate policy and practice (budget neutral for 2010)	Staff w/Andy Orr	June 2010	Communications plan adopted	<b>Development of brochure and earned media campaign approved.</b> <b>Implementation plan in place.</b>
		Approve a budget allocation to implement the plan in 2010	Arts Committee	Fall 2010	Communications plan implemented	<b>Allocation from Arts reserve fund approved. Staffing approved for 2012.</b>

	Collaborate with funded organizations to ensure acknowledgment of CRD support	Review requirements for recognition of funding	Arts Committee; Arts Advisory Council	ongoing	Requirements reviewed, approved and organizations notified	<b>Complete. Reviewed under priority 3.</b>
		Liaise with funded organizations to ensure implementation	Staff		All funded organizations reviewed for required recognition of CRD	<b>Completed in 2010 and ongoing in 2011</b>

<b>3. Priority: Conduct a policy review, specifically of the criteria for eligibility</b>						<b>As of January 2012</b>
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OBJECTIVES	STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Alignment of program criteria with objectives	Review existing criteria	Assess current funding programs, their purpose, and eligibility criteria	Arts Committee; Arts Advisory Council Staff	Review to commence Sept. 2010, recommendations in March 2011 for 2012 budget approval	Policy review completed including review of programs, criteria. and funding schedule. Revisions made as necessary. Policy changes approved.	<b>Review of criteria report and changes to guidelines adopted September 2011.</b>
		Revise criteria for existing programs as required	Staff			
		Approve revised criteria	Arts Committee			
	Consider new programs	Approve goals for new programs	Arts Committee	April 2011	One or more new programs approved	<b>IDEA grant guidelines approved Jan. 2011. Changes to program following 1 year review approved January 2012</b>
		Develop criteria for eligibility	Arts Committee Staff	May/June 2011	Criteria for one or more new programs approved.	<b>3 year pilot approved. Funding from reserve approved.</b>
		Allocate adequate funding	Arts Committee	Sept/Oct 2011 for 2012 budget year	Funding levels for one or more new programs allocated and approved	<b>Implementing 2<sup>nd</sup> year of pilot in 2012</b>
		Implement programs	Staff	2012	One or more new Programs implemented	

<b>4. Priority: Increase funding for projects (pending policy review)</b>						<b>As of April 2011</b>
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OBJECTIVE	STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
More funding for project-based organizations	Increase budget allocation for project grants to provide funding to a greater number of organizations (currently 5% of OP allocation)	Recommend allocation	Arts Advisory Council	For 2011 budget	Project grant funding allocated to 2 or more organizations having not received project grant funding previously.	<b>2011 project grant adjudications pending</b>
		Approve allocation	Arts Committee		Funding to project grants increased by 1%	<b>Approved. Project allocation now a minimum of 6% of operating allocation</b>

	Ensure the recommended level of support sustains the proposed project	The recommended allocation ensures that the amount reflects the amount needed to support the project.	Arts Advisory Council	Implement for January 2011	All grant amounts recommended will sustain proposed projects	<b>Adjudication considers amount required to sustain the proposed project.</b>
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Complete	Actions taken or completion pending	Action required
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5. Priority: Articulate a clearly defined, proactive role for the Arts Committee						As of April 2011
OBJECTIVES	STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Provide information to AC members regarding the delegated responsibilities of the Arts Committee.	Ensure the Arts Committee is familiar with the documentation relating to Arts Committee in Service Profile and Arts Service Establishing Bylaw	Provide an annual orientation for Committee members at their January meeting.	Arts Committee, Corporate Services staff	January 2011	Annual orientation completed	<b>Orientation not held in 2011 as Committee continued. 2012 joint meeting TBC</b>
Strategic goals with a time frame for achieving those goals	Determine short and long term priorities	Review priorities	Arts Committee Staff	February 2011 Joint meeting	Short and long term priorities determined. Work plan created and approved.	<b>Strategic priorities determined Oct. 2009.</b>
		Assess achievements	Arts Committee		All short term priorities completed	<b>Last status update April 2011</b>
		Periodic situational review	Arts Committee Arts Advisory Council		Status of Priorities. Work plan reviewed	<b>Review required in 2012</b>
		Seek input from advisory body	Arts Committee	Ongoing	AAC consulted as required and input recorded	<b>Joint mtg took place March 31 2012</b>

Complete	Actions taken or completion pending	Action required
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REPORT TO THE ARTS COMMITTEE  
MEETING OF WEDNESDAY, September 10, 2014

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**SUBJECT**

2012-14 Work Plan

**ISSUE**

Results of 2012-14 work plan

**BACKGROUND**

A joint meeting of the Arts Committee and Arts Advisory Council held in early 2012 produced the Arts Development 2012 - 2014 strategic plan. The plan was received by both committees and adopted by the Arts Committee in May 2012.

The plan reflected a revised and refined mission and vision statement, established five goals and resulted in a six point work plan for 2012-14. The five goals were: to increase access; sustain growth; increase awareness; provide responsive, effective, accountable granting; and increase funding.

**COMMENTS**

Successes and Achievements

- The IDEA grant program was implemented in a pilot program and subsequently renewed. While not attracting as high a number of applications as initially anticipated the program provided and continues to provide new access to many organizations not previously eligible and has enabled the production of interesting, varied and significant arts-based programming by organizations that would not otherwise have been able to consider such programming.
- The Arts Service supported the artsVest Program, a partnership with other public-sector funders and Business for the Arts. This program provided workshops and training to arts organizations to assist them in creating meaningful and sustainable relationships with the private sector. From the artsVest final report: "artsVest Capital Regional District reached 60 arts professionals for sponsorship training workshops. We have seen 17 participating cultural organizations partner with 54 businesses of which 38 are first-time business partners and 47 are long-term sponsorships, generating \$199,872.63 in new private sector investment from \$66,966 matching funds to date, and resulting in an influx of \$266,839 to Capital Regional District's cultural economy."
- Group 1 participants supported small increases in the operating grant fund in the last two years of the current budget cycle and two out of three non-group 1 participants have increased their contributions to the recommended 30% of group 1 level. In addition, a nonparticipating municipality made a cash contribution to the service in both 2013 and 2014.
- The revised vision and mission statements from the 2012-14 Arts Development Service Strategic Plan were endorsed by the CRD Board in June 2012.

- “Maintaining support for arts and culture” was added as a sub-goal to the CRD Strategic Plan.
- A follow-up study, completed in 2013 showed that the economic activity of the arts has grown slightly since the initial study in 2011.
- Refinement of the adjudication processes continue. Annual examination of the adjudication systems are intended to provide increased assurance and accountability that support the recommendations provided to the Arts Committee.
- Steady growth continues in activity on the Arts Development Facebook site.

#### Challenges and Lack of Progress

- Esquimalt, a group 1 participant, has expressed a desire to examine the possibilities for reduction or withdrawal of its participation in the service.
- Fewer Arts Updates than that specified in the work plan were produced.
- Little action has been taken on the development of a public art policy for the CRD.

Past practice calls for a joint meeting between the Arts Committee and Arts Advisory Council early in 2015 to review and establish work priorities and goals for the upcoming mandate.

#### **SUMMARY**

There have been notable achievements in the work plan which is in addition to those related to the core granting programs.

Potentially the most notable challenge requiring attention is Esquimalt’s examination of its current status as a group 1 participant.

#### **RECOMMENDATION**

The recommendation is to receive this report for information.



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James Lam, Manager  
CRD Arts Development Service

Complete	Actions taken, ongoing or completion pending	Action required
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1. Develop a public art policy					
STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Demonstrate the benefits of public art to municipalities in the CRD and use this information to build support for a CRD specific public art policy.	Research best practices and policies, identify requirements for a model that would work in the CRD environment	Staff	TBD	Policy is developed	Staff discussions initiated with CRD engineering regarding eligibility of gas tax for funding purposes and proposal to develop a standardized public art policy for capital projects
	Build political support for adoption of a CRD public art policy	AC	TBD	Policy is adopted	Action required

2. Integrate the Arts Service into the CRD Sustainability Strategy					
STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Network with other CRD committees, Corporate Communications and staff to identify areas where the arts can be integrated into the CRD strategic plan.	Work with CRD board and municipal councils to include arts.	AC	Summer 2012	Arts priorities and issues are integrated into CRD sustainability issues	<ul style="list-style-type: none"> <li>Incorporated into the CRD Strategic Plan as a sub-goal "Maintain support for Arts and Culture"</li> <li>Incorporated into DRAFT Sustainability Strategy (pp. 17, 29,39, 85-86, 87)</li> <li>Incorporated into DRAFT Community Health and Wellbeing Plan</li> </ul>
	Participate in business case analysis for a CRD Sustainability Centre	Staff	Business case analysis Sept-Dec. 2012	Arts integrated into sustainability centre	First meeting Sept 24/12. Update - sustainability Centre project put on hold as of June 2013 and appears to be no longer being considered as of early 2014

**3. Raise awareness of the Arts Service and the benefits of the arts**

STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
<p>Build on current information networks as well as identify and develop new opportunities to connect with target audiences: local politicians, organizations (currently funded or not), the general public;</p> <p>Identify and build on ways to disseminate information on the Arts Service to those audiences</p>	<p>Continue with regular "Arts Updates" for distribution to all municipalities.</p>	<p>staff/AC</p>	<p>3x year</p>	<p>PG Update March 2012</p>	<p>distributed</p>
				<p>IDEA Update June 2012</p>	<p>distributed</p>
				<p>OP Update November 2012</p>	<p>distributed</p>
				<p>OP Update February 2014</p>	<p>distributed</p>
				<p>IDEA Update September 2014</p>	<p>distributed</p>
	<p>Keep the Arts Service in the public eye through regular media releases on key activities.</p>	<p>staff</p>	<p>Per schedule</p>	<p>Increase in media hits. Increase in number of applications</p>	<p>ongoing</p>
	<p>Build activity on social media sites</p>	<p>staff</p>	<p>ongoing</p>	<p>Growth in Facebook "likes". Increase in Twitter followers.</p>	<p>Ongoing (tracked via FB stats)</p>
	<p>Continue with advocacy aimed at increasing support of the Arts Service</p>	<p>AC</p>	<p>ongoing</p>	<p>Increased contributions and/or new municipalities supporting the Arts Service</p>	<p>Revised Group 2 funding proposed (30% of Group 1, June 2013):</p> <ul style="list-style-type: none"> <li>Highlands &amp; Metchosin agree.</li> <li>Presentation to Sidney made July/13. Sidney will consider at Oct. 2013 planning meeting. Declined.</li> <li>2012 &amp; 2013 donation received from North Saanich (\$5000/year)</li> <li>North Saanich includes joining as Group 2 in draft 2016 strategic plan</li> </ul>

4. Maintain the collection and communication of economic indicators of the arts					
STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Identify areas where economic indicators of the arts are collected and report that information in strategic ways.	Continue to collect economic data through application forms. Use this information in Arts Updates.	staff	ongoing	Data collected. Arts Updates produced.	Data recorded for operating grants to 2013 (actuals) and 2014 (projected)  Data recorded for projects grants to end of 2014
	Allocate funding to repeat the economic activity study of the arts in the capital region.	AC	September 2013	Study commissioned	Funding from reserve approved (AC June 13, 2012). Funds from Victoria Foundation confirmed.  Report complete. Media event held. Data incorporated into Victoria Foundation Vital Signs
	Collaborate with Victoria Foundation's Vital Signs Report to release the report's information	Staff		Study released	<ul style="list-style-type: none"> <li>1<sup>st</sup> planning meeting scheduled Sept. 11/12</li> <li>Report complete</li> <li>Media event with Victoria Foundation Vital Signs, Oct. 2013.</li> </ul>

5. Pursue the CRD Board's adoption of the Arts Service vision and mission					
STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
AC members brief their CRD Board reps to support the motion.	Forward report to Board	Staff	June 2012	Arts Visions and Mission endorsed by CRD Board	Strategic Plan received and Vision and Mission statements endorsed (CRD Board meeting, June 13, 2012)
	Advocate for endorsement with local councils and CRD Board reps.	Arts Committee	June 2012		

6. Develop a strategy for enhancing relations with the CRD board					
STRATEGIES	ACTIONS	ACCOUNTABILITY	TIMING	PERFORMANCE MEASURES	STATUS
Identify opportunities to profile the arts and the Arts Service to the Board	Report to the CRD Board Distribute Arts Updates	AC/Staff	TBD	Reports received by CRD Board	<ul style="list-style-type: none"> <li>(see #5)</li> </ul>
					<ul style="list-style-type: none"> <li>"Arts Updates" distributed as produced</li> </ul>