

Implementation Plan

December 2016

BUILDING OUR
#ArtsFuture
TOGETHER
CRD ARTS
STRATEGY

The CRD Arts Development Service acknowledges the First Nations whose traditional territories span the Capital Region: Pacheedaht First Nation, Scia'new (Beecher Bay) First Nation, T'Sou-ke Nation, Esquimalt Nation, Songhees Nation, WJOLELP (Tsartlip) First Nation, BOKEĆEN (Pauquachin) First Nation, SÁUTW (Tsawout) First Nation, WSÍKEM (Tseycum) First Nation, MÁLEXEŁ (Malahat) First Nation, Stz'uminus (Chemainus) First Nation, Quw'utsun (Cowichan) Tribes, Halalt First Nation, Lake Cowichan First Nation, Lyackson First Nation, Penelakut Tribe, Tsawwassen First Nation, SEMYOME (Semiahmoo) First Nation.

This Implementation Plan was commissioned by the CRD Arts Development Service for its Arts Strategy and was prepared by:

Strategic Moves

Whitehorse, Yukon & Ottawa, Ontario

www.strategicmoves.ca

ipetri@strategicmoves.ca

CONTENTS

Part 1: Background and Context	4
The Public Consultations	5
Regional Government Framework.....	7
Context: Value and Benefits of Arts	9
Part 2: The Implementation Plan	13
Executive Summary: Implementation Framework	14
2015-2018 Strategic Arts Plan	15
Funder Role: Expand Funding Programs	17
Champion Role: An Outreach Strategy.....	20
Convenor Role: Arts & Culture Roundtable	22
Implementation Milestones	23
Part 3: Appendix – Two Funding Scenarios	33

PART 1: BACKGROUND AND CONTEXT

THE PUBLIC CONSULTATIONS

The CRD Arts Development Service (Arts Service) commissioned Strategic Moves, an independent consultancy with offices in Whitehorse, Yukon and Ottawa, Ontario, to design and lead a comprehensive public consultation process.

Its aims were to:

- Raise awareness of the goals of the Arts Service's Strategic Plan.
- Collect and analyze community input on implementation priorities.
- Prepare a detailed and focussed implementation plan.

To achieve these aims, the public consultation process:

- Ensured awareness and broad participation of key stakeholders, community groups, and arts champions.
- Engaged with community members in contributing and non-contributing municipalities to encourage them to participate either online, during community workshops or in conversations.
- Made relevant to the CRD context facts about the value and benefits of the arts and its community-engaged partnerships in helping foster healthy communities.

To gain strong direction from the public consultation process, a multi-pronged, iterative and open approach using both qualitative and quantitative methods was designed.

Building our #ArtsFuture Together was selected as the title of the project, and a wordmark was developed to ensure cohesive communications.

Email lists, social media and media relations were used to promote the consultations and encourage broad participation.

To encourage further reflection and dialogue, ultimately leading to this Implementation Plan, all results were posted online at:

www.placespeak.com/CRDArtsFuture

Methodology

Building our #ArtsFuture Together was designed to offer a variety of ways to encourage broad participation by community members across the entire region.

- **Face-to-face consultations**
 - June: Four pre-consultations sessions were attended by 100 participants including 69 organizations.
 - September: Community Workshops; a series of ten workshops in seven locations including three non-contributing municipalities were attended by 135 participants.
 - November: Arts Champions Summit was attended by 110 participants including 70 organizations.
- **Consultation website: www.placespeak.com/CRDArtsFuture**
 - More than 4,700 views by more than 1,500 individuals
 - Twelve individuals participated in ongoing online discussion forum.
- **In-depth interviews and outreach**
 - 34 in-depth interviews with arts organizations, artists and business representatives including First Nations, visible minority groups, people with disabilities, seniors and youth.
- **Two Surveys**
 - An open survey of members of the arts community with 467 respondents.
 - A representative survey of 615 CRD residents by EKOS Research Associates.



**ARTS CHAMPIONS SUMMIT, NOVEMBER 2016
BAUMANN CENTRE, PACIFIC OPERA VICTORIA
ABOUT 1,500 INDIVIDUALS PARTICIPATED IN ALL
PUBLIC CONSULTATIONS ACTIVITIES COMBINED.**

REGIONAL GOVERNMENT FRAMEWORK

Capital Regional District (CRD) established the CRD Arts Development Service (Arts Service) in 2001 to provide “assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community.”

This establishing bylaw gives authority to the **Arts Commission** (formerly Arts Committee). It is a committee of the CRD Board and is made up of elected municipal councillors from the participating municipalities. It sets an annual budget for approval by the CRD Board of Directors. The Arts Commission has final approval of arts funding.

The CRD also established the **Arts Advisory Council** (AAC) as “an independent community-based body to provide advice to the CRD” on matters relating to the Arts Development Service. The AAC’s mandate is to act as an arm’s length adjudication body for the funding programs and to advise the Arts Commission 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.
- The development of artistic and other requisite skills.
- Other appropriate duties as assigned by the Arts Commission from time to time.

Contributing Municipalities

The CRD Arts Development Service is a sub-regional service that provides funding to arts organizations on behalf of contributing municipalities:

- Group 1: **Esquimalt, Oak Bay, Saanich, Victoria** and **View Royal** contribute at the 100% level of the Intermunicipal formula that is calculated based on 50% converted assessments and 50% population.
- Group 2: **Metchosin, Highlands** and **Sidney** contribute at a level determined by each municipality. In 2016, Sidney contributed about 11% of the formula and the other two Group 2 contributed 30%.

North Saanich is considering joining the Arts Service and has made an annual donation since 2013.

Central Saanich, Colwood, Langford, Sooke, and the electoral areas of **Juan de Fuca, Salt Spring Island, Southern Gulf Islands** have not participated to-date.

Current Funding Programs

The Arts Service has been providing **operating grants** to established arts organizations for ongoing programming and administrative expenses and **project grants** to emerging or established arts organizations for new, recurring or developmental initiatives. It created **IDEA grants** (Innovate, Develop, Experiment, Access) as a pilot program that supported non-arts mandated organizations for arts programming initiatives. The IDEA grants pilot had its final round of funding announced in May 2016.

In its first 15 years the Arts Service has delivered effectively on its funding objectives. As a result of the commitment of the five Group 1 contributors – Esquimalt, Oak Bay, Saanich, Victoria, and View Royal – operational funding increased from \$560,000 to \$1.76 million between 2001 and 2006. Subsequently, funding increases averaging about \$35,000 annually were secured to keep up with *cost-of-living* increases. In 2016, the Arts Service awarded \$2,121,240 in Operating grants to 30 organizations, and \$175,985 in Project and IDEA grants to 49 organizations.

Outside of the Arts Service, local municipalities can support the arts as they wish.

The Arts Service manages *LandmarksPublicArt.ca*, a searchable website dedicated to the presentation of public art in the region. This service is provided on behalf of municipalities with public art policies.

Steering Committee

The project's Steering Committee, appointed by the Arts Committee, provided guidance on who to consult, and acted as a resource to the consultants.

Lisa Abram, Arts Advisory Council

Kyara Kahaukawila, Arts Committee,
Councillor for Metchosin

David MacPherson, Story Theatre

Tom McCarthy, Langham Theatre

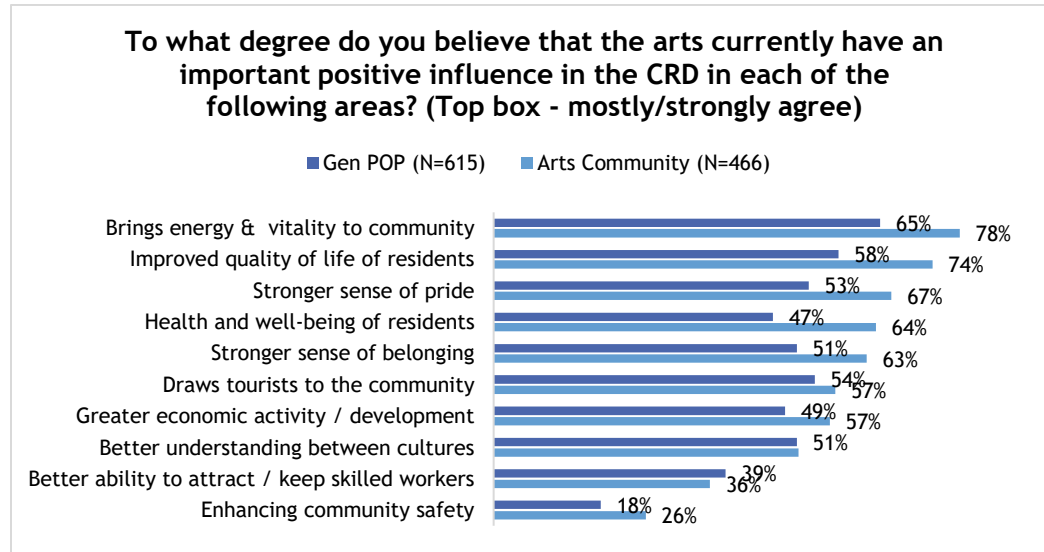
Judy Moore, Community Arts Council of
Greater Victoria/replaced by **Jan Dong**

Colin Plant, Chair of Arts Committee,
Councillor for Saanich

Patti Sullivan, Arts Advisory Council

Jon Tupper, Art Gallery of Greater Victoria

CONTEXT: VALUE AND BENEFITS OF ARTS



RESULTS FROM SURVEY OF THE ARTS COMMUNITY, SUMMER 2016 AND SURVEY OF THE GENERAL POPULATION OF THE CRD, SEPTEMBER 2016

CRD residents attribute a wide range of benefits to having the arts in their communities. This finding corroborates national data sets such as *The Value of Presenting: A Study of Performing Arts Presentation in Canada* (©2013, CAPACOA/Strategic Moves).

This data shows that the more engaged residents are in the arts, the more strongly they identify these benefits.

Even as members of the arts community rate many of these benefits higher than the general public in the CRD, the order of importance reported is consistent. In general, social benefits to the local community and residents are more strongly associated than tourism, economic benefits, or enhancing community safety.

The arts engender significant cultural, social and economic benefits:

“Culture creates shared experiences that in turn create healthy and vibrant communities where culture and arts are a driving force of creativity and innovation.”
– Canadian Heritage

Economic Impact

According to data from Statistics Canada:

“Total **Culture GDP** in British Columbia was **\$6.7 billion in 2014**, representing 3.0% of the B.C.’s economy, **a 16.3% increase** from 2010. The number of culture jobs in B.C was **81,385, or 3.5% of the total jobs** in province, a 4.5% decrease from 2010.”

According to the 2012 Greater Victoria Arts And Culture Sector Economic Activity Study, “the *total economic activity* generated by the Greater Victoria arts and culture sector in 2012 was **\$177 million** in net income (GDP) activity, supporting the equivalent of **more than 4,347 person years of employment**, and almost \$17 million in property tax revenue ... \$68 million is attributable to the pre- and post-event spending of performing arts patrons.”

“The 117 arts organizations in British Columbia that received Canada Council recurring grants in 2014-15 reported **employing 9,631 artists and 903 full-time equivalent staff** (FTEs). These organizations directed over **\$72.7 million** towards artistic and non-artistic salaries and fees,” according to the Canada Council for the Arts.

Economic impact is primarily derived from salaries and wages. Yet, in the CRD much of the community-arts and professional arts sector thrives on unpaid work by volunteers to deliver major cultural and social benefits: The Arts Service’s recent general population survey found that **23% of residents volunteered in the arts** during the last two years. This is significantly higher than the Canadian average of about 3% annually. Converting some of this unpaid work into paid positions would have an immediate, significant impact on the economic contribution of the arts in the CRD.

“Culture contributes 3% of GDP in Canada’s economy. At \$47.8 billion, the culture industry’s contribution to Canadian GDP is larger than that of the Utilities, or Accommodation industries which amounted to \$35 billion and \$32 billion respectively. Culture industry’s contribution was more than double that of the Agriculture, forestry, fishing and hunting industry, which equaled \$23 billion.”
– Statistics Canada

Typical measures of economic contribution

- Number employed
- Salaries and wages earned
- Revenue from sales
- GDP contribution
- Taxes earned by government

Arts Tourism

Cultural Tourism is one of Canada's and the CRD's greatest opportunities to generate increased revenues from visitors, both domestic and foreign.

The more narrowly defined arts tourism aspect is more difficult to fully evaluate: Direct tourism revenue comes from ticket sales to events, exhibitions or performances, as well as sales of art works. Closer alignment of major arts events and festivals with the tourism sector could yield incremental added economic benefit to the CRD. For series presenters the focus tends to rest on local residents as audiences with tourist audiences largely incidental where they exist at all. In the larger visual and applied arts sector, sales of artworks to tourists and other patrons likely represents a considerable economic driver.

Perhaps more important, tourism revenue that is generated through arts often manifests more significantly in sales in other industries, in particular the food and beverage industries; accommodations and transportation.

BC's tourism GDP in 2014 was \$7.1 billion dollars, slightly higher than its culture GDP.

Greater Victoria receives about 3 million visitors annually, out of a total of about 18.6 million domestic and foreign visitors to BC annually.

Public funding for the arts

An analysis of the recipients of Arts Service operating funds shows that they are highly diversified in their revenue sources. 9.3% of their funding and revenue mix comes from the CRD, matching equally to federal and provincial funding. This tri-level public funding serves as a foundation from which arts organizations can develop the programming that generates earned revenues through sales of 38% and raise revenues from sponsors and donors which makes up 35% of revenues.

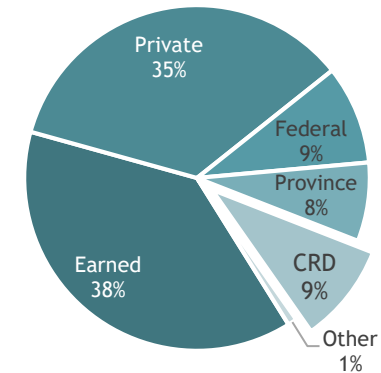
The four largest arts organizations received 59.5% of all operational funding allocated by the CRD. That represents on average 7.7% of these arts organizations' total combined annual revenue which is lower than the overall average ratio of CRD contributions. The next six arts organizations share 18.9% of the total operational funding, and the remaining 20 organizations share in 21.6% of operational funding.

42 arts organizations within the CRD received \$2.1 million in Canada Council for the Arts funding representing 10% of the \$21 million it spent in British Columbia in 2015-16.

Funding deficit in BC

A 2015 study by Hill Strategies for the Alliance for the Arts and Culture concluded that "A majority of British Columbia arts organizations receive less funding from provincial and federal government sources than similar organizations in other provinces(...) If the 19 British Columbia organizations in the sample were funded by the B.C. government at the same level as their peers in other provinces (excluding Quebec), this would require an additional \$1.6 million in funding (assuming that overall revenues stayed constant). This would be a 34% increase from the 2013-14 level of provincial

Revenue sources - 2015 CRD
Operating Grant Recipients
(March 2016)

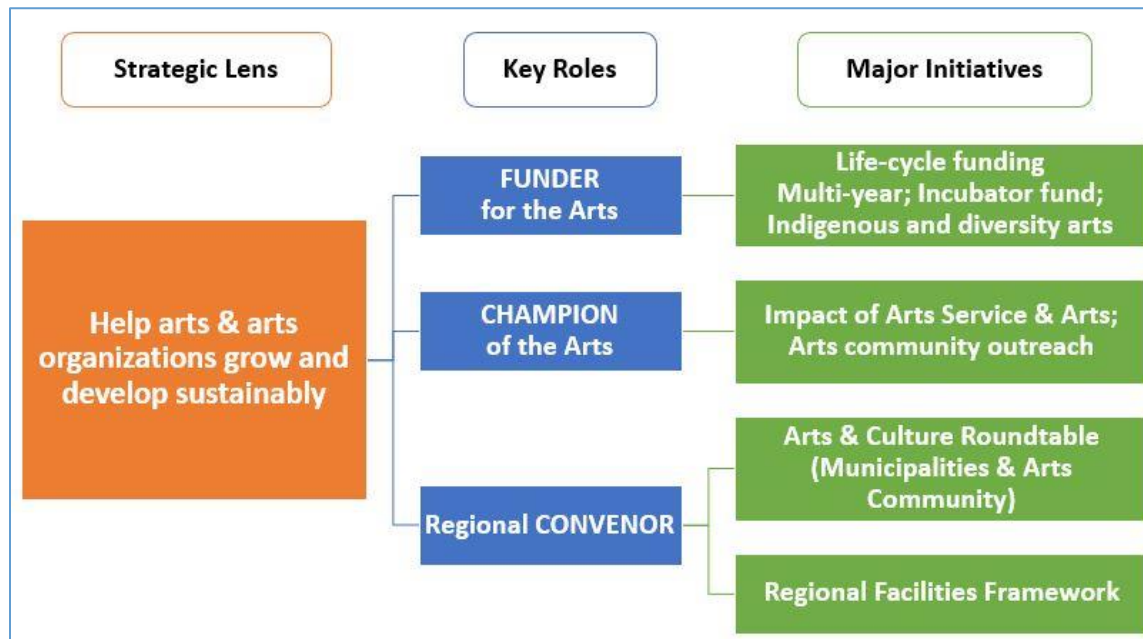


government funding for these organizations (\$4.6 million). For federal funding, to bring the 19 B.C. arts organizations up to par with peer organizations in other provinces (excluding Quebec), this would require an additional \$730,000, or 18% of 2013-14 federal funding."

PART 2: THE IMPLEMENTATION PLAN

EXECUTIVE SUMMARY: IMPLEMENTATION FRAMEWORK

This new framework expands on the Arts Service's strength as a funder that supports the arts by bringing its full mission – *to support, promote and celebrate the arts* – to life. To this end, two key roles were added: champion of the arts and regional convenor.



This framework shows how to work toward achieving the underlying goals.

A **single strategic lens** lends an unambiguous focus to decision-making.

*See separate document on Regional Arts Facilities: A Framework.

This plan makes significant changes to the way the Arts Service funds the arts. The aim is to enhance sustainability; resilience; invest in new initiatives and increase access to funding for equity groups (indigenous, culturally diverse, people with disabilities) and, by extension, increase access to artistic experiences by and for these groups.

To fully deliver on the promise of this plan, two key actions are important:

- New investment of about **\$1 million over five years**.
- An increase in staff by one FTE (full time equivalent) to fulfil the two additional roles. This **new Community Outreach Coordinator** will lead the champion and convenor roles in close collaboration with the manager of the Arts Service.
 - Core activities can be outsourced to a qualified consultant, in the interim.

2015-2018 STRATEGIC ARTS PLAN

This Strategic Arts Plan responds to the mission and vision of the CRD and the CRD Arts Development Service.

Capital Regional District

Mission

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

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.

CRD Arts Development Service

Mission

The CRD supports, promotes and celebrates the arts.

Vision

The arts are central to life in our communities.

Goals of the Arts Plan

The CRD Arts Development Service identified these broad goals:

1. Access

- Increase access to the arts in the region by identifying and reducing barriers to participation.

2. Sustainable growth

- Enable sustainable growth of the arts and arts organizations in the region.

3. Awareness

- Increase community awareness and stakeholder knowledge of the role of the arts and the CRD Arts Development Service.

4. Granting

- Ensure that the CRD Arts Development Service grant programs are responsive to community needs and use effective and accountable processes.

5. Increase Funding

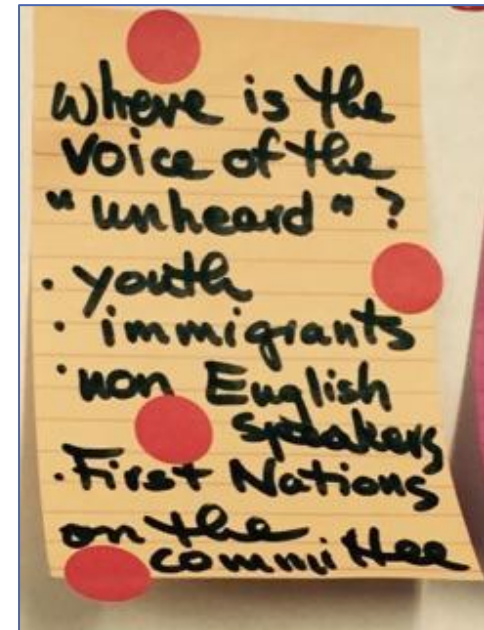
- Encourage municipalities to fully participate in supporting the CRD Arts Development Service with the goal of increasing funding.

6. Economic Impact

- Strengthen the contribution of the arts to economic development.

7. Facilities*

- Understand the role of key arts facilities, including publicly-owned regional arts facilities, with a view to identifying future needs.



COMMUNITY WORKSHOPS, SEPTEMBER 2016. WORKING GROUP INPUT ON PRIORITIES FOR THE ARTS COMMUNITY.

*See separate document on Regional Arts Facilities: A Framework

FUNDER ROLE: EXPAND FUNDING PROGRAMS

Strategy: Move toward a life cycle funding model.



The shift toward a life-cycle funding model requires a stronger focus on organizational capacity and individual skills building. (see sections on Incubator Fund and Champion Role)

The current project funding program will not change.

Action 1: multi-year operational funding. The Arts Service will enhance sustainability of arts organizations and efficiency of its granting program by moving from the current annual to a multi-year cycle.

Rationale: Operational funding tends to be approved for the same organizations each year. This change will enable longer planning horizons and reduce administrative burden for arts organizations.

Once fully implemented, the shift to a multi-year model reduces the related workload within the Arts Service by one third annually. That time will be used on other strategic initiatives, in particular building relationships with indigenous and other equity groups.

Parameters:

- Move to a 3-year operational funding cycle
- Ongoing monitoring is enhanced through a simple annual progress update against the organization's 3-year operational plan as a pre-requisite to release funds annually
- Ensure that funds are available annually to allow new arts organizations to enter this stream, either as others depart, funds are reallocated or through new funds.

Action 2: Create an Incubator Fund to build skills and capacity more rapidly. The Arts Service will enhance sustainability and resiliency of the arts by funding staffing for new kinds of arts projects and of arts organizations. This new funding is designed to access senior-level expertise in any area required to accelerate their development.

Rationale: The inability to hire staff and adequately remunerate professionals with significant expertise is a considerable obstacle to arts development at the idea and early start-up phases, or in major transition phases.

In particular, emerging artists as well as those engaged in innovative, experimental or new artistic practices often have difficulty accessing start-up funding as well as the qualified experts to advance their practice.

Economic impact of the arts comes primarily from salaries and wages, as is the case in every other sector of the economy. By ensuring staff positions can be created earlier and that expertise is paid for, both direct and indirect economic impact of the arts will grow along with the artistic, creative and social benefits.

Additionally, increasing the number and types of high quality, innovative artistic experiences will help position the CRD as a major arts centre in Canada within a unique natural landscape and social, historic context. With some support from the tourism sector/Tourism Victoria, these new experiences can increase appeal among visitors.

Initially, this fund should be at least \$25,000. Each year it should double until it reaches 5% of total Arts Service funding. At 2016 funding levels that would mean \$110,000 annually.

Parameters:

- Open to arts initiatives that are not otherwise fundable.
- Must have a requisite mechanism to receive CRD Arts Development Service funding, e.g. partnering with an existing not-for-profit organization or creating a new one.
- Encourage establishment or use of shared platforms in the arts, including administrative and financial management resources, to move initiatives forward more quickly and develop a strong, innovative arts scene.
- Eligible activities include funding for a staff position, for access senior-level expertise, for mentors to work with the project team, and work space to develop the idea.
- Funding for up to two years.

Once it reaches its target size, this fund can be used for arts organizations in decline in order to help incubate renewal of their organizational capacities and activities.

Action 3: Dedicated Indigenous and diversity (equity) funding pool. Transform the IDEA Grants to support arts initiatives that offer greater diversity and mutually respectful relationship-building with Indigenous and other equity groups.

Initially, this dedicated fund will be \$25,000 (the 2016 IDEA Grants budget). Each year it should double until it reaches 15% of total Arts Service funding. In 2016, that would have meant \$330,000.

Rationale: Throughout the consultations, participants from all backgrounds encouraged forging closer, mutual relationships between Indigenous and non-Indigenous arts initiatives and organizations as well as the CRD Arts Development Service. Dedicated funding is a key action required to build credible relationships.

In addition to Indigenous arts, there was also strong championship to become more broadly representative of the community within the arts community itself, by focusing on multi-cultural, people with disabilities, youth-at-risk or low-income groups.

The 15% target of total budget was established using a combination of population and the number of relevant professional arts organizations funded by Canada Council for the Arts. In the last available census (2006) the CRD had a visible minority population of about 10% and an Indigenous population of about 5%. Further in 2015-2016, Canada Council provided 9% of its funding to arts organizations and 14% of its funding to individual artists to those that identified as Indigenous, culturally diverse or deaf and disability arts.

Parameters:

- This fund will be open to not-for-profit organizations that are led by or specifically serve **Indigenous, multi-cultural, people with disabilities** through the arts. These organizations can have a primary mandate other than arts.
- Arts organizations may apply in **partnership** with arts initiatives led by any of these equity groups.
- Indigenous, culturally diverse and deaf and disability not-for-profit arts organizations led by members from these groups can apply to other funding streams in the same year.
- Indigenous artistic practices will be defined by Indigenous practitioners working in their own culturally relevant contexts.
- It will be an open application without deadlines in the first two years to allow maximum promotion through the initial phase.
- Ensure available grants are high enough to encourage applications from new organizations.

Funding Mechanism

In particular, adequately funding Indigenous artistic practices represents an opportunity to right historic, systemic wrongs on the basis of a moral priority. It is recognized that Indigenous arts may not be organized within the model of not-for-profit status or as separate legal entities in all cases. Further, the question of who reviews Indigenous art proposals has been an important concern.

The Arts Service will consider how best to administer the dedicated Indigenous component within this funding program to satisfy the cultural protocols and practices of Indigenous peoples, while also satisfying its own legal requirement to fund not-for-profit organizations that are in the participating municipalities.

Two options are to 1) establish an Indigenous peer review process as a sub-section to the Arts Advisory Council or 2) to partner with an existing Indigenous not-for-profit organization that is a qualified recipient of Arts Service funds and has the proven capacity to act as a funder.

The BC government has resolved that concern in its own provincial jurisdiction by creating the First Peoples' Cultural Council (FPCC). The FPCC is a First Nations-run Crown Corporation with a mandate to support the revitalization of Aboriginal language, arts and culture in British Columbia. It administers the Indigenous funding programs supported by the BC Arts Council, BC government's arts funding arm.

It may be possible for the Arts Service to forge a new kind of partnership to meet its objective of ensuring equitable support for Indigenous arts and culture within the jurisdiction of the CRD, and in particular the participating municipalities.

Action 4: Increased Arts Service funding envelope by \$1 million over five years.

This is a proposed rate of growth about four times greater than current practice, i.e. instead of targeting increases of close to \$50,000 annually, the Arts Service will seek new investment of \$200,000 to \$250,000 annually.

Rationale: At current rates of obtaining cost-of-living raises the status quo can be effectively maintained.

To strengthen the arts and arts community and establish sustainable growth requires significant new investment. It also requires that investment be spent in new ways within the proposed life-cycle funding model and is supported by adopting the new proposed roles for the Arts Service.

CHAMPION ROLE: AN OUTREACH STRATEGY

Strategy: Highlight the benefit and value of arts in the lives of individuals and the community and significantly increase knowledge and awareness among policy and decision-makers within the CRD's municipalities on the impact of regional arts funding.

Action 5: Annually publish *Arts Impact: Community Value and Benefits* report

- Activities and organizations funded by the Arts Service will be at the core of the report, to demonstrate value and impact in terms of outputs and outcomes.
- Aggregate arts funding and other support by local municipalities to create a comprehensive regional landscape and context.
- Annual facts and figures of community impact, value and benefit of the arts activities in the region, including periodic survey-based public opinion.
- Create infographics and other tools for dissemination through the arts community to their audiences, donors, partners, funders and other stakeholders.
- Media and public relations to launch the report annually and encourage wide-spread use by the arts community and others interested.

Action 6: Share arts information with all municipalities and elected councillors directly

- Establish a clear value proposition for regional participation in the Arts Service and communicate it consistently and frequently.
- Use *Arts Impact: Community Value and Benefits* to convey key information

Action 7: Promote organizational capacity and individual skill building to underpin the life-cycle based funding model

- Lead regular workshops to teach arts organizations how to apply for CRD Arts Development Service funding
- Connect arts organizations with existing professional development, mentoring and capacity building training, such as Arts BC, Volunteer Victoria, Business for the Arts.

Action 8: Hire a new 1.0 FTE Community Outreach Coordinator.

(Until the position is approved and filled, contract out key deliverables.)

Rationale

The public consultations highlighted the need for an accessible, easy-to-read regional report on the arts that presents the facts and figures of the value of the arts and regional public arts funding.

A number of elements of the 2015-18 Arts Plan relate to pro-active communications to increase community and stakeholder knowledge and support of the arts and the CRD Arts Development Service; enhance communications between funding bodies; make the case for public funding regionally with the aim to encourage municipal participation; and in so doing contribute to the sustainability of arts and arts organizations in the CRD.

Artists and arts organizations also frequently requested organizational capacity and skill building.

CONVENOR ROLE: ARTS & CULTURE ROUNDTABLE

Strategy: Establish regular, predictable exchange of views, experience, opportunities to further sustainable growth of the arts and arts community in the CRD.

Action 9: To convene a community of practice for municipal arts and culture staff.

- Regular working meetings to share practices, updates on activities, new initiatives
 - Include any municipal staff with an interest in arts and culture.
 - Frequency to be determined by participants based on shared interests.
 - Areas of focused conversations and collaboration can include:
 - Developing mechanisms to support Indigenous arts
 - Diversity in the arts
 - Advancing the connection between arts and tourism to achieve greater economic impacts
 - Funding needs and priorities
 - Public arts facilities and infrastructures
 - Public art policy

Action 10: Through the Arts & Culture Roundtable convene an Arts Champions Summit

- Focus on topics of regional interest across arts practices and organizations, e.g.
 - Building relationships between Indigenous and non-indigenous arts practices
 - Diversity and partnerships in the arts
 - Strengthening the ties between arts and tourism businesses
 - Celebrate achievements of the arts scene

Rationale

Municipal staff and members of the arts community welcome the Arts Service taking on a convenor role. As part of the regional government, the Arts Service is well-positioned to provide and encourage regional coordination and collaboration between municipalities as well as between arts organizations.

In this forum any topic that could benefit from concerted action can be explored.

The Arts Service can use the roundtable to facilitate input for the new *Arts Impact: Community Value and Benefits* report.

IMPLEMENTATION MILESTONES

Action 1: multi-year operational funding Led by Arts Service Manager	1st Half 2017 Develop detailed transition process including annual progress reporting requirement. Review existing evaluation methodology to ensure relevance of all parameters. Identify 1/3 of clients to transition toward multi-year in 2017. Meet with selected operational funding clients to review readiness to move to a three-year funding cycle and provide briefing.	2nd Half 2017 Receive and process first multi-year applications; 1/3/ of applications with remaining 2/3 remaining on annual cycle. Evaluate and announce funding.
	1st Half 2018 Identify and brief second cohort to transition to multi-year funding. Encourage new organizations to apply for the operating funding stream.	2nd Half 2018 Receive and process multi-year applications. Evaluate and announce funding. Receive first cohort's annual progress report and release funds or discuss concerns.
	1st Half 2019 Brief third cohort to transition to multi-year funding. Encourage new organizations to apply for the operating funding stream.	2nd Half 2019 Receive and process multi-year applications. Evaluate as usual and announce funding. No arts organizations is on annual operational funding. Receive each cohort's annual progress report and release funds or discuss concerns.
Evaluation Criteria	After initial time investment, staff and Arts Advisory Council time should be reduced by about two-thirds of the hours invested annually to operate this funding process. Coupled with freeing up time due to the completion of the IDEA grants, this time can be allocated to the two new funding mechanisms proposed. The result should be time neutral. Arts organizations should experience a significant reduction in time spent preparing proposals; able to match cycles to other levels of government.	

Action 2: Incubator fund Led by Arts Service Manager	<p>1st Half 2017 Establish a two-year pilot. Develop the fund eligibility and evaluation criteria for funding of capacity and skill building.</p> <p>Promote the new fund with a focus on initiatives by emerging arts professionals (either operating their own not-for-profit arts organization or partnering with not-for-profit organization capable of receiving and disbursing the funds.)</p> <p>Secure at least \$25,000 to begin operating this fund.</p>	<p>2nd Half 2017 Receive and process first set of applications and use experience to refine application process by set deadline.</p> <p>Announce funding.</p>
	<p>1st Half 2018 Revise fund eligibility, application and evaluation criteria based on experience from first pilot year.</p> <p>Promote the new fund with a focus on initiatives by emerging arts professionals (either operating their own not-for-profit arts organization or partnering with not-for-profit organization capable of receiving and disbursing the funds.)</p> <p>Secure a substantial increase in the investment to grow this fund.</p>	<p>2nd Half 2018 Receive and process new set of applications and use experience to refine application process by two set deadlines.</p> <p>Announce funding.</p> <p>Receive report of impact of funded activities in terms of staffing, expertise and impact.</p>
	<p>1st Half 2019 Conclude pilot phase and finalize permanent funding program.</p> <p>Promote the fund broadly in the arts community.</p> <p>Secure a substantial increase in the investment to grow this fund.</p>	<p>2nd Half 2019 Receive and process applications on an ongoing basis.</p> <p>Complete when fund is fully committed.</p> <p>Announce funding as approved.</p> <p>Receive report of impact of funded activities in terms of staffing, expertise and impact.</p>
Evaluation Criteria	<p>Number of new arts initiatives funded.</p> <p>Number of grant recipients graduating to project or operating funding.</p> <p>Increased number of paid staff in start-up arts initiatives.</p> <p>Increase in wages/salaries paid.</p>	

Action 3: Dedicated Indigenous and diversity (equity) funding pool	<p>1st Half 2017 Establish a two-year pilot program. Convene gatherings with Indigenous and diverse arts leaders and artists to discuss intention of the pilot program, examine definition of eligibility, application and evaluation process.</p> <p>Agree on culturally appropriate initial funding process for Indigenous arts with Indigenous arts leaders.</p> <p>Secure at least \$25,000 to begin operating this fund.</p>	<p>2nd Half 2017 During a six months open pilot period receive and process applications. Use this initial experience to refine application process.</p> <p>Announce funding as it is approved.</p> <p>Consider how to ensure funds reach Indigenous organizations where they are needed most; hold talks with qualified third-party organizations to evaluate administration of these dedicated Arts Service funds.</p>
	<p>1st Half 2018 Determine whether to outsource administration of Indigenous arts to a third-party Indigenous funding organization. If positive, create a contract/memorandum of understanding, including administrative fees.</p> <p>Refine, revise fund eligibility, application and evaluation criteria for Indigenous and diverse arts organizations based on experience from first pilot year.</p> <p>Secure a substantial increase in the investment to grow this fund.</p>	<p>2nd Half 2018 During a further six months open pilot, receive and process applications.</p> <p>Announce funding as it is approved.</p>
	<p>1st Half 2019 Conclude pilot phase and finalize permanent funding program.</p> <p>Promote the fund broadly in the Indigenous and diverse communities.</p> <p>Secure a substantial increase in the investment to grow this fund further.</p>	<p>2nd Half 2019 Receive and process applications on an ongoing basis.</p> <p>Complete when fund is fully committed.</p> <p>Announce funding as it is approved.</p>
Evaluation Criteria	<p>Number of new and ongoing relationships and level of support for Indigenous arts</p> <p>Number of new and ongoing relationships with culturally diverse, disability groups using the arts</p> <p>Increased number and dollar amount of fees paid to Indigenous, culturally diverse, disabled artists.</p>	

Action 4: Secure additional funds for Arts Service Led by Arts Committee and Arts Service Manager	1st Half 2017 Establish goal of increasing CRD Arts Development Service funding by \$1 million over 5 years. Develop a clear value proposition for regional participation in the Arts Service based on benefit to citizens, energy and vitality of the local community and quality of life for residents.	2nd Half 2017 Refine the value proposition for joining the Arts Service and disseminate to councils. Pursue alternative revenue sources via gas tax or hotel tax.
	1st Half 2018 Promote and actively socialize arts facts and figures and options for sources of funding.	2nd Half 2018 Reinforce the value proposition for joining the Arts Service and disseminate to councils. Pursue alternative revenue sources via gas tax or hotel tax.

Action 5: Annually publish Arts Impact: Community Value and Benefits Led by new Community Outreach Coordinator	1st Half 2017 Contract out the development, design, production, printing and dissemination of <i>Arts Impact 2016: Community Value and Benefits</i> .	2nd Half 2017 Contractor to collect data and prepare compelling content for the report. Launch the first report in October 2017, at the 2nd annual Arts Champions Summit.
	1st Half 2018 Work with Arts & Culture Roundtable to refine content and sources of <i>Arts Impact 2017: Community Value and Benefits</i> . Identify best time to publish the report annually	2nd Half 2018 Contractor to collect data and prepare compelling content for the report. Launch the second report in September 2018.
	2019 Ongoing production and publication of the report (now lead by permanent new staff person)	
Evaluation Criteria	Number of downloads of report. Traditional and digital/online media coverage obtained including analysis of reach in market and quality and quantity of coverage. Number of arts organizations using the report's facts and figures to advocate for the arts and arts funding, municipally, regionally and provincially.	

Action 6: Share arts information with all municipalities and elected councillors (supports Action 4) Led by new Community Outreach Coordinator and Arts Service Manager	1st Half 2017 Share most recent consolidated data on the arts in the CRD. Share this implementation plan with all municipal councillors. Invite councillors to the 2 nd annual Arts Champions Summit in October 2017.	2nd Half 2017 Launch the first report in October 2017. Undertake direct briefing of municipal councils.
	1st Half 2018 Invite councillors to the 3 rd annual Arts Champions Summit in October 2018.	2nd Half 2018 Upon launch of the report, undertake direct briefings with municipal councils
	1st Half 2019 Public acknowledgement and celebration of municipal members, including new ones, of the Arts Service to reinforce value of participation for all.	2nd Half 2019 Upon launch of the report, undertake direct briefings with municipal councils
Evaluation Criteria	Number of council members who have received a briefing on the report. Change in willingness to join the Arts Service.	

Action 7: Promote organizational capacity and individual skill building Led by new Community Outreach Coordinator	1st Half 2017 Promote via social media and outreach existing professional development activities by authoritative organizations that have a proven track record for providing valuable training suited to various stages of organizational development and individual skill building.	2nd Half 2017 Develop CRD workshop on funding applications and evaluation processes. Promote via social media existing professional development activities
	1st Half 2018 Deliver CRD workshop twice during the winter-spring period. Promote via social media existing professional development activities	2nd Half 2018 Promote via social media existing professional development activities
	1st Half 2019 Deliver CRD workshop twice during the winter-spring period. Promote via social media existing professional development activities	2nd Half 2019 Promote via social media existing professional development activities
Evaluation Criteria	Number of participants in sessions offered and promoted. Scores of changes on a standardized self-assessment of organizational capacity and individual skills.	

Action 8: Hiring process for new Community Outreach Coordinator Led by Arts Service Manager	1st Half 2017 Begin process of getting approval for a new staff position of Community Outreach Coordinator including establishing job description and salary range. Outsource outreach activities, Arts Champions Summit and Arts Impact report creation to a contractor.	2nd Half 2017 Manage the approval process for the new position
	1st Half 2018 Undertake hiring process for Community Outreach Coordinator. Outsource outreach activities, Arts Champions Summit and <i>Arts Impact</i> report creation to a contractor meanwhile.	2nd Half 2018 New hire in place

Action 9: Convene community of practice for municipal staff. Led by new Community Outreach Coordinator and Arts Service Manager	1st Half 2017 no activity	2nd Half 2017 Undertake working meeting on a topic TBD, e.g. CRD Arts Strategy Implementation progress and City of Victoria Arts and Culture Master Plan. Prepare for Arts Champions Summit.
	1st Half 2018 Follow up on conversations and action items	2nd Half 2018 Undertake working meeting on a topic TBD
	1st Half 2019 Follow up on conversations and action items	2nd Half 2019 Undertake working meeting on a topic TBD
Evaluation Criteria	Number of participants in roundtable. Increase in cooperation and collaboration. Decisions made as a result of roundtable conversations.	

Action 10: Convene Arts Champions Summit Led by new Community Outreach Coordinator and Arts Service Manager	1st Half 2017 In the spring organize Arts Champion Summit, format, facilitation, logistics, date, venue, session leaders	2nd Half 2017 October 2017 – 2 nd annual Arts Champions Summit, includes launch of <i>Arts Impact</i> report
	1st Half 2018 Evaluate the Summit and based on learnings design and organize next Arts Champion Summit	2nd Half 2018 October – 3 rd annual Arts Champions Summit
	1st Half 2019 Evaluate the Summit and based on learnings design and organize next Arts Champion Summit	2nd Half 2019 October – 4 th annual Arts Champions Summit
Evaluation Criteria	Number of participants at Summit Increase in cooperation and collaboration between participants Satisfaction survey scores for the Summit.	

Concise Calendar View of Implementation Milestones

Actions	1st half 2017	2 nd half 2017	1 st half 2018	2 nd half 2018	1 st half 2019	2 nd half 2019
1. Multi-year operational	Develop transition process; update methods. 1/3 of clients	Receive first multi-year apps. Evaluate and announce	Transition second cohort. Encourage new orgs	Receive first multi-year apps. Evaluate and announce Receive annual progress reports	Transition third cohort. Encourage new orgs	Receive multi-year apps. Evaluate and announce. Receive annual progress reports
2. Incubator fund	Establish 2-year pilot and secure initial \$25k Focus on emerging artists	Receive first set of applications; one deadline	Revise funding mechanisms as needed and secure substantial increase in funds	Receive /process applications; 2 deadlines. Receive reports from year 1 funded activities	Conclude pilot phase and finalize permanent program and secure increase in funds. Promote broadly	Receive /process applications ongoing Receive reports from prior year's funded activities
3. Indigenous & diversity funding	Establish 2-year pilot and secure initial \$25k Develop culturally appropriate process for Indigenous	6-months open deadline Consider administrative process (third-party Indigenous administrator)	Determine whether to outsource administration for Indigenous; refine process and secure substantial increase in funds	6-months open deadline	Conclude pilot phase and finalize permanent program and secure increase in funds.	Receive /process applications ongoing
4. Secure increased funds	Establish \$1 million goal Develop value proposition	Refine value proposition and disseminate Pursue alternative revenue sources.	Socialize arts facts and figures and options for funding sources	Reinforce value proposition for joining Arts Service & pursue alternative revenue sources.	Completed or added time to achieve objective	

Actions	1st half 2017	2 nd half 2017	1 st half 2018	2 nd half 2018	1 st half 2019	2 nd half 2019
5. <i>Arts Impact</i> report	Contract out development	Collect data, prepare content Launch at 2 nd annual Arts Champions Summit	Work with Arts & Culture Roundtable to refine content	Collect data, prepare content Release in September 2018	Ongoing production of report by new Community Outreach Coordinator	
6. Info to councils	Share consolidated data; this plan and invite to 2 nd annual Arts Champions Summit	Launch report in Oct 2017. Direct briefings of councils	Invite to 2 nd annual Arts Champions Summit	Upon launch report in Sept 2018, undertake direct briefings of councils	Public acknowledgement of municipal Arts Service members	Upon launch report in Sept 2019, undertake direct briefings of councils
7. Promote capacity and skills	Identify and promote existing ProDev offers	Develop CRD workshop on funding applications	Twice CRD workshop. Promote other ProDev offers	Identify and promote existing ProDev offers	Twice CRD workshop. Promote other ProDev offers	Identify and promote existing ProDev offers
8. Community Outreach Coordinator	Begin approval process for FTE Outsource key deliverables	Manage approval process	Hiring process. Outsource key deliverables	New hire (permanent FTE) in place.	Completed or added time to achieve objective	
9. Community of practice		Working meeting on New plans (e.g. CRD, Victoria plans)	Follow up on conversations and action items	Undertake working meeting on a topic TBD	Follow up on conversations and action items	Undertake working meeting on a topic TBD
10. Arts Champions Summit	Design & organize Arts Champions Summit (contract out)	Oct 2017 - 2 nd Annual Arts Champions Summit w launch of <i>Arts Impact</i> report	Evaluate Summit and redesign & organize 3 rd annual Arts Champions Summit	Oct - 3 rd Annual Arts Champions Summit	Evaluate Summit and redesign & organize 4 th annual Arts Champions Summit	Oct - 4 th Annual Arts Champions Summit

PART 3: APPENDIX - TWO FUNDING SCENARIOS

SCENARIO - STATUS QUO No change in participation – cost-of-living increases								
	2016 actual	2017 approved	2018 pro forma	2019 pro forma	2020 pro forma	2021 pro forma	2017 ratio	2021 ratio
Operating grants	\$2,121,240	\$ 2,153,060	\$2,171,121	\$2,205,044	\$2,234,844	\$2,260,541	92.3%	89.3%
Project grants	\$153,485	\$168,780	\$164,496	\$168,286	\$172,152	\$176,095	6.7%	7.0%
Indigenous, diversity grants (*IDEA Grants)	\$ 22,500*	\$25,000	\$25,000	\$35,000	\$50,000	\$65,000	1.0%	2.6%
Incubator fund	n/a	n/a	\$25,000	\$25,000	\$25,000	\$30,000	0.0%	1.2%
Total	\$2,297,225	\$2,346,840	\$2,385,617	\$2,433,330	\$2,481,996	\$2,531,636		
annual increase		2.2%	1.7%	2.0%	2.0%	2.0%		
year over year increase		\$49,615	\$38,777	\$47,713	\$48,666	\$49,640		

SCENARIO - INCREASE \$1 MILLION WITH NEW FUNDING OVER 5 YEARS								
	2016 actual	2017 approved	2018 projected	2019 projected	2020 projected	2021 projected	2017 ratio	2021 ratio
Operating grants	\$2,121,240	\$2,150,000	\$ 2,202,000	\$2,300,000	\$ 2,377,000	\$2,420,000	92.3%	73.4%
Project grants	\$153,485	\$161,840	\$175,000	\$190,000	\$ 210,000	\$ 220,000	6.7%	6.7%
Indigenous, diversity grants (*IDEA Grants)	\$22,500*	\$25,000	\$ 90,000	\$180,000	\$ 310,000	\$ 452,000	1.0%	13.7%
Incubator fund	n/a	n/a	\$ 40,000	\$77,000	\$ 100,000	\$ 150,000	0.0%	4.5%
New projects: Report, Summit		\$10,000	\$ 40,000	\$50,000	\$ 50,000	\$55,000	0.0%	1.7%
Total	\$2,297,225	\$ 2,346,840	\$ 2,547,000	\$2,797,000	\$3,047,000	\$3,297,000		
annual increase		2.2%	8.5%	9.8%	8.9%	8.2%		
year over year increase		\$49,615	\$200,160	\$250,000	\$ 250,000	\$ 250,000		

These two funding scenarios project the annual evolution of funding with the top one showing cost-of-living increases to funding, and the bottom one showing the effect of achieving a \$1 million dollar increase over this period of time.