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REPORT TO ARTS COMMISSION MEETING OF WEDNESDAY, SEPTEMBER 27, 2023

SUBJECT **Strategic Plan 2024-27: Review of Complete Document**

ISSUE SUMMARY

The Arts Commission has approved the core elements of a new strategic plan, including revised mission and vision statements, as well as priorities, goals, and actions. A final design document has been assembled for review by the Arts Commission by adding background information on the service and consultation as well as supplementary information on reporting and evaluation.

BACKGROUND

On February 22, 2023, the Arts Commission approved a process to develop a new strategic plan for 2024-27 (see Appendix A for updated strategic planning timeline). The consultation and engagement phase of strategic planning concluded at the end of May 2023. Feedback from the community consultation was gathered in the [What We Heard Report](#) and provided important information about community needs and aspirations that informed the subsequent stages of the strategic planning process.

On June 28, 2023, Arts Commission reviewed and approved revisions to the mission and vision statements, determining the purpose and ideal outcomes of the service.

On July 26, 2023, the Arts Commission reviewed and approved the core elements of the new strategic plan with some amendments (revisions shown in Appendix B). Ten goals are grouped into five strategic priorities aligned to the purpose and function of the service. Each goal has key actions that indicate implementation pathways.

Staff have assembled the strategic plan document based around the core elements, by adding background on Arts and Culture Support Service and the consultation process, as well as evaluation and reporting methods (Appendix C).

ALTERNATIVES

Alternative 1

That the 2024-27 Strategic Plan for the Arts & Culture Support Service be approved and reported to the Capital Regional District Board for information.

Alternative 2

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

IMPLICATIONS

Service Delivery

Once the strategic plan document is approved, the next steps will be to prepare a timeline of when and how goals and actions will be implemented over the next four years. The current aim

is to produce this timeline for review by the Arts Commission in early 2024.

The new strategic plan will be posted publicly on the CRD website, the dedicated community engagement webpage, and promoted through CRD Arts and Culture communications tools such as the e-newsletter, which has over 800 subscribers.

The 2024-27 Strategic Plan for the Arts & Culture Support Service will guide program delivery, outreach, and policy development over the next four years.

Alignment with Board & Corporate Priorities

In the CRD 2023-26 Corporate Plan, initiative 10a-1 is to “[d]evelop and implement a revised Arts & Culture Support Service Strategic Plan”. The production of a new strategic plan completes the “develop” component of this initiative.

The overall desired outcome for the Arts and Recreation section in the CRD Corporate Plan is that “[r]esidents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life”. The new strategic plan outlines multiple ways that the Arts & Culture Support Service can contribute to that outcome.

CONCLUSION

The strategic planning process for the Arts and Culture Support Service for 2024-27 has reached its final stage. Based on community knowledge as well as Arts Commission discussions, staff have prepared a final strategic plan document for review by the Arts Commission with the previously approved core elements, additional background information, and reporting and evaluation methods.

RECOMMENDATION

That the 2024-27 Strategic Plan for the Arts & Culture Support Service be approved and reported to the Capital Regional District Board for information.

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ATTACHMENTS

- Appendix A: Updated Timeline for Development of a Strategic Plan for 2024-27
- Appendix B: Summary of Core Elements with Revisions from July 2023 meeting
- Appendix C: 2024-27 Strategic Plan for the Arts & Culture Support Service