

### Arts and Culture

#### Strategy

##### Target Outcome

We envision strategic investment to maximize the artistic, social and economic contributions that arts and culture make to the quality of life in the region.

##### Strategic Context

###### Strategies

- [Arts Development Service Strategic Plan](#)

###### Trends, risks and issues

- Municipal investment in the arts recognises the contribution that arts organizations make to the quality of life and the economic benefits that accrue to the region through the activities of funded organizations.
- Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to provide support. In 2019, the CRD Arts and Culture funding programs funded 94 organizations that provided programming that supported a wide range of artistic activity by local and regional artists. We expect to fund 92 organization in 2020.
- Restrictions on public gatherings due to COVID19 has created significant instability in the arts sector and adaptation to programming and operational support to funded organizations.

### Services

Core Services Levels	
Service	Levels
<b>Arts &amp; Culture Support Service</b> Supports, promotes and celebrates arts and cultural activities for the benefit of the community through funding programs and outreach activities.	<ul style="list-style-type: none"> <li>• Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs.</li> <li>• Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets.</li> <li>• Respond to inquiries on funding (CRD and other sources).</li> <li>• Liaise with arts funders at other levels of government.</li> <li>• Collect data for internal use and by outside agencies</li> <li>• Manage web-database of regional public art for the region.</li> </ul>
<b>The McPherson Playhouse Service</b> Contribution agreement for the municipal support of the theatre.	<ul style="list-style-type: none"> <li>• Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre</li> </ul>
<b>The Royal Theatre Service</b> Contribution agreement for the municipal support of the theatre.	<ul style="list-style-type: none"> <li>• Provides capital and operating support for pleasure, recreation and community uses related to the Royal Theatre.</li> </ul>
<b>Support Services</b> The core services listed rely on the support of several corporate and support divisions to effectively operate on a daily basis. These services are reported on in the Accountability Community Need Summary.	<ul style="list-style-type: none"> <li>• Services include Human Resources &amp; Corporate Safety, Corporate Communications, Asset Management, Financial Services, Information Technology &amp; GIS, Information Services, Legislative Services, Facility Management, Fleet Management, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

# Community Need



## 2021 Summary

Initiatives					
Ref	Initiative	Description	Year(s)	Status	2021 impacts
12a-1	Art Facility Needs and Partnerships	Facilitate a discussion of the region's art facility needs & explore partnerships to support 100% participation in the CRD arts function	2020-21	Estimated completion Dec. 2020	Already funded

\*New – Initiatives not in the 2019-2022 Corporate Plan

### Initiatives approved in prior years which are now part of Core Services:

- 12b-1 – Community Engagement in Arts
- 12b-2 – Arts and Culture Strategic Plan
- 12c-1 – Arts Grant Program Review

## Business Model

Funding
<b>Who contributes</b> <ul style="list-style-type: none"><li>• <b>Arts &amp; Culture Support Service:</b> Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Metchosin Highlands, Sooke, Southern Gulf Islands</li><li>• <b>The McPherson Playhouse Service:</b> Victoria</li><li>• <b>The Royal Theatre Service:</b> Saanich, Victoria, Oak Bay</li><li>• <b>Support Services:</b> varies per service</li></ul> <b>Funding Sources</b> <ul style="list-style-type: none"><li>• Requisitions</li></ul>

Reporting Structure
<ul style="list-style-type: none"><li>• Arts &amp; Culture Support Service: <a href="#">Arts Commission</a></li><li>• Theatres: Royal and McPherson Theatres Services Advisory Committee</li></ul>

Community Need Key Performance Indicator (KPI)			
Definition and Source	2019 Actual	2020 Forecast	2021 Target
<b>Metric 1: Social contributions</b> (A) total number of events and workshops hosted by CRD (B) total attendees at CRD-funded arts events (C) total number of IDEA and Equity Grants distributed Data from 2019 Arts & Culture Progress Report	(A) 3,357 (B) 644K+ (C) 18	(A) see note (B) see note (C) 20	(A) see note (B) see note (C) 20
<b>Metric 2: Economic contributions</b> (D) total funding (\$M) invested (via CRD grants) in operating grant recipients (E) total revenue (\$M) generated Data from 2019 Arts & Culture Progress Report	(D) \$2.4M (E) \$27.5M	(D) \$2.4M (E) see note	(D) \$2.4M (E) see note
Discussion			
<b>Link to Target Outcome</b> Funding programs and other activities of the Arts & Culture Service recognise the contribution that arts organizations make to the economy and quality of life, the provincial and national visibility they bring to the region and their role in providing a wide range of activities for citizens and visitors.			
<b>Discussion</b> <u>NOTE:</u> all 2020 and 2021 metrics are expected to be adversely impacted by Covid19			
<ul style="list-style-type: none"> <li> <b>Metric 1:</b> (A) 3,357 of events and workshops provided events and activities accessible to citizens and visitors and provided opportunities for 5,395 volunteers advancing social cohesion; (B &amp; C) Events and attendance are normally measured in in-person attendance. With restrictions on public gatherings resulting in the closing of venues, the reporting and the structure for measuring online video, audio, pop-up, and other alternative programming replacements is in development. IDEA Grants is a flexible, small-awards program designed to respond to one-time opportunities and to encourage innovative or developmental arts projects and events. Equity grants support arts initiatives by applicants from the communities that are at risk of exclusion or have difficulty accessing support for systemic reasons.             </li> <li> <b>Metric 2:</b> Operating grant recipients generated \$27.5M in additional revenues of which 8% (\$2.4 million) was provided by the CRD. For every \$1 invested organizations generated an additional \$11.55 (data from the 2019 Arts &amp; Culture Progress Report). (E) It is expected that self-generated revenues by funded organization will be significantly reduced due to COVID19. However, at this point in the financial years there is insufficient information to provide estimates for the purposes of this report.             </li> </ul>			