

## **B.C. Arts Council: Strategic Plan 2009-2013**



**BRITISH COLUMBIA  
ARTS COUNCIL**  
An agency of the Province of British Columbia

## A MESSAGE FROM COUNCIL CHAIR JANE DANZO



These are demanding times for arts and culture in B.C.

They are demanding because today's uncertain financial climate requires all of us to be creative and to find innovative ways of working. At the same time, the nature of the arts is changing; forms of creation, methods of distribution, the way artists and audiences participate – all are evolving.

Meanwhile, there is a fundamental change underway in how arts and culture are perceived by public policy makers and the public at large. The arts, which in the past have been considered non-essential, are now being seen as a vital contributor to a healthy society, an essential element of the new knowledge-based creative economy .

In B.C., it is becoming widely recognized that:

- Arts and culture are significant contributors to our quality of life, making our communities healthier, more vibrant and enhancing young people's ability to learn.
- The presence of a thriving arts and cultural sector in a community is essential to attracting and retaining the highly trained creative workforce needed to compete in the 21st century global economy.
- Cultural tourism is the fastest growing part of the industry and one that will get more and more attention in the future as the demographic ages.

An exciting, strong arts sector not only encourages community members to participate, but also entices visitors to stay longer.

It's this changing face of arts and culture that led the BC Arts Council to begin a process of review almost nine months ago. Speaking directly to hundreds of artists, arts organization representatives and volunteers in communities across BC, we completed a review of the state of the arts in the province.

With this information in hand, we continued to work with stakeholders, staff and government to develop a plan that will provide the foundation for Council's next four years and beyond.

I believe we've created a strong plan, one that supports Council's mission to engage all British Columbians in a healthy arts and cultural community -- recognized for its excellence -- and one that over the long term, will help B.C. artists, arts organizations and audiences develop, grow and thrive.

## A MESSAGE FROM KEVIN KRUEGER MINISTER OF TOURISM, CULTURE AND THE ARTS



As the Minister responsible for the Arts and Culture, I want to offer my congratulations to the BC Arts Council and thank them for the work they have done in producing the 2009-2013 strategic plan.

I recognize that this has been a tough year for artists and arts organizations across the province, and I truly appreciate the leadership the Council has provided. This strategic plan is an important step as we look beyond the recession and towards building a stronger future for the arts sector.

Like the Council, the Province is committed to the long term health of B.C.'s arts sector and recognizes the key social and economic roles that heritage, arts and culture play in our society.

That is why we have provided the BC Arts Council with more than \$124 million since 2001, to assist artists, and arts and cultural organizations throughout British Columbia.

Toward that end, the provincial government has made strategic investments in the arts sector, maintaining Council funding through this difficult year and supporting other vital funding programs, including:

- The BC150 Cultural Fund, a \$150 million permanent endowment in honour of the 150th anniversary of British Columbia as a crown colony. The revenues earned by this are dedicated to the BC Arts Council to be used to support arts and culture throughout the Province.
- The British Columbia Arts Renaissance Fund, a \$25 million endowment matching program that assisted British Columbia's non-profit arts and culture organizations build permanent endowment funds. Established in the fall of 2005, the fund provided 215 successful endowment matches for a total of \$24.7 million, permanent capital endowments of more than \$55 million and established 61 new funds.
- The Arts Partners in Creative Development program, which supports British Columbia arts and cultural organizations in commissioning and developing artistic works that achieve a high level of excellence.

In closing, I want to thank the Council for its ongoing contribution to British Columbia's thriving and vibrant arts community. The leadership you are providing through your strategic plan, and your important work as an advocate for the arts, is helping to ensure that the arts in B.C. continue to develop and thrive.

# BRITISH COLUMBIA ARTS COUNCIL

## 2009-2013 Strategic Plan

The British Columbia Arts Council is pleased to share its 2009-2013 Strategic Plan. Council believes this plan outlines a strong course of action that allows it to fulfil its mission during what are expected to be four challenging years.



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# INTRODUCTION

The British Columbia Arts Council is pleased to share its 2009-2013 Strategic Plan. Council believes this plan outlines a strong course of action that allows it to fulfil its mission during what are expected to be four challenging years.

Council's strategic plan rests on the strong belief that thriving arts and cultural communities not only create a civil society, but contribute to higher than average economic growth, tourism and job creation. Thriving arts and cultural communities also foster opportunities to explore issues of heritage and cultural identity, issues that play a central role in B.C.'s cultural diversity.

The arts and culture communities are an integral part of the social, environmental and economic development of B.C.'s growing creative sector. The creative sector is changing rapidly and is exemplified by the unique blending of global cultural practices, constant change, fast paced innovation and creative enterprise. The creative workforce and its associated industries are important to B.C.'s social fabric and economy, especially in terms of healthy communities, employment and revenue generation.

The creative sector may be viewed as three closely intertwined areas:

- Not-for-profit artistic or cultural productions created and delivered by professional artists and cultural organizations.
- Commercial cultural industries of printing, publishing, new media, sound recording and film production as well as crafts and design
- Community or homemade culture, which extends from the historic objects and activities of folk art, through to the garage band and the YouTube upload.

For the purposes of the 2009-2013 Strategic Plan, the arts and cultural communities include individual artists and not-for-profit cultural organizations whose primary purpose is the production and delivery of cultural or artistic activities and/or products. This includes artists and practitioners working in specific and inter-related disciplines including dance, media arts, publishing, literary arts, creative writing, theatre, performance art, music, museums, community-engaged arts, visual arts, arts administration, arts training and the sustainability of not-for-profit cultural and artistic enterprises.

The BC Arts Council presents its strategic plan outlining its vision within this complex, broad and dynamic creative environment of British Columbia.



# ROLE OF THE BC ARTS COUNCIL

The BC Arts Council is an independent agency of the Province of British Columbia, established under the Arts Council Act with a mandate to support the province's arts and cultural communities.

The Act states the Council must consult and collaborate with arts and cultural organizations, artists and artists' organizations, ministries of the government, local governments and other communities of interest in carrying out its purposes. As well, must Council allocate the money appropriated annually for the Council by the Legislature. Finally, Council must support arts and culture in British Columbia through:

- Public education, research and advocacy.
- Awarding grants to any person or organization from the money appropriated for the Council.
- Producing and distributing information about the Council and arts and culture in British Columbia.

The mandate is prescriptive, but not limiting. The legislation clearly directs Council to support arts and culture in B.C., but does not regulate or restrict priorities, goals or strategies. Council is considered an independent "arms-length" agency, but one that currently relies upon the Ministry of Tourism, Culture and the Arts and the provincial government for its human and financial resources.

To date, Council has focused resources on the delivery of financial assistance to professional artists and not-for-profit organizations. Other aspects of the mandate such as public education, advocacy, research and communications with stakeholders are addressed more fully in the plan.



# MISSION, CORE VALUES AND GOALS

**The mission of Council is to engage all British Columbians in a healthy arts and cultural community that is recognized for excellence.**

In pursuing its mission, Council is guided by six core values:

- Artistic excellence in all art forms.
- Vibrant arts and cultural communities central to the creation of a healthy society.
- Breadth of artistic activity - from emerging to established, from classical to experimental and from traditional to contemporary.
- Inclusiveness, while respecting B.C.'s Aboriginal arts and culture.
- Clear goals, developed in consultation with the arts and cultural communities, to guide short and long-term operations.
- Fair and transparent administrative and adjudicative processes that adhere to the principles of accountability, independence, recognition of merit, and equality of opportunity.



One of the core values of Council is to establish clear goals that are developed in consultation with the arts and cultural communities. Preparation of the Strategic Plan adhered to this value. Council reached out to over 400 members of the arts and culture communities in B.C. to obtain their input regarding the new challenges and opportunities currently facing arts and cultural communities. More than 135 artists and practitioners, reflecting a diverse range of arts disciplines, cultural practices and regional communities responded.





Ministerial input was collected in a meeting with the Minister and Deputy Minister. As well, branch staff and Council members attended separate sessions to offer inputs to the process.

At the end of this process, Council adopted four over-arching goals that reflect the legislative mandate and support the mission.

**Goal 1: Foster Artistic Excellence.**

**Goal 2: Strengthen Community Engagement.**

**Goal 3: Support the Unique Role of Aboriginal Artists and Communities.**

**Goal 4: Enhance Financial and Other Services.**

The strategic plan is designed to advance these four goals while embracing the core values adopted by Council. The analysis of stakeholder input and the analysis of the landscape (demographic, economic and technological aspects of B.C.) shaped the strategies adopted in the plan. These strategies are linked to Council's four over-arching goals set out above.



# GOAL 1: FOSTER ARTISTIC EXCELLENCE

The advancement of artistic excellence is central to the Council's mission. Council values excellence throughout the breadth of artistic activity, from emerging to established artists, from recognized to experimental forms, and from traditional to contemporary practice.

Council's definition of artistic excellence provides a framework for the assessment of artistic achievements and proposals for funding support. Artistic excellence is achieved when all dimensions of an artistic endeavour fulfil their potential to a high degree, including:

- Idea: the intention or the impetus behind the work.
- Practice: the effectiveness of how the work is put into practice and the impact it has on those experiencing it.
- Development: the leadership the work provides, and the contribution the work makes, to the development of the artist, the art form and the arts communities more widely.

## STRATEGIES

### 1. Enhance awareness of what artistic excellence means, why it is important and how Council assesses excellence.

#### Objectives

- Communicate Council's definition of artistic excellence.
- Develop a means of describing the impact of artistic excellence on those experiencing it.
- Ensure all stakeholders understand the definition of artistic excellence used in the adjudication process.



**2. Provide stimulus and encouragement to artistic excellence by investing resources in exploration and innovation by a broad range of artists and organizations.**

### **Objectives**

- Increase investment in individual artists.
- Develop programs to support research and development of creative ideas that consider art in the context of B.C.'s Aboriginal communities, vast geography, increasing urbanization, wealth of cultural traditions and diversity of languages.
- Ensure that the creation of new work receives an appropriate share of the available funds..
- Lever the advantages arising from hosting the 2010 Olympic and Paralympic Winter Games and the role the arts and cultural communities play leading up to, and during, the games.

**3. Describe, quantify and promote artistic excellence in British Columbia by enhancing and building the understanding of the breadth and depth of artistic production in our province.**

### **Objectives**

- Undertake research about, and share documentation of, B.C.'s varied creative production, to help sector keep pace with the changing dynamics in arts and cultural communities.
- Devise new approaches to describe the impact creative work has on those experiencing it.

**4. Promote increased awareness of the contribution that excellent artistic work makes to the development of artists, art forms and the arts**

### **Objectives**

- Build awareness of artists' collective impact on B.C.'s creative, social, technological and economic development.
- Celebrate successful artists and cultural activities and promote their stories at local, provincial, national and international levels.



## GOAL 2: STRENGTHEN COMMUNITY ENGAGEMENT

Council's mission is "to engage all British Columbians in a healthy arts and cultural community that is recognized for excellence". This underscores the value of and commitment to inclusiveness. Council seeks to build relationships between artists and cultural activities and the widest range of individuals and communities across B.C.

Council endeavours to strengthen the connections within and between communities, to connect artists, organizations, audiences and the general public in communities across the province. The Council will also assist the linking of B.C. artists and cultural organizations with their peers and audiences outside the province. In addition Council will strive to create alliances to lever financial support for the arts in British Columbia.

Community engagement initiatives include activities that build and sustain strong relationships, especially in the context of B.C.'s Aboriginal culture and arts, ethnic and language diversity, changing demographics, increasing urbanization, vast geography and regional diversity.

### STRATEGIES

#### 1. Strengthen community engagement within the arts and cultural communities.

##### Objectives

- Place a priority on work by, and employment of, British Columbians.
- Strengthen relationships within and between the province's artists and cultural communities.
- Create alliances to lever financial support for the arts in British Columbia.

#### 2. Build awareness of the scope, diversity and excellence of B.C.'s arts and culture.

##### Objectives

- Analyze the range of artistic community-based activities across the province and promote an improved understanding of B.C.'s artistic, Aboriginal and cultural diversity.
- Invest resources to gain a clearer understanding of creativity in B.C. communities.



- Identify exceptional success stories illustrating arts and cultural initiatives and promote awareness of the outstanding cultural activities throughout the province.
- Present stories targeting emerging and underserved artists.

### **3. Strengthen Council's profile across B.C.**

#### **Objectives**

- Increase the frequency of Council meetings in, or visits to, communities across B.C.
- Build relationships between Council and B.C.'s artists.
- Increase understanding among the general public of the role of Council.
- Create additional opportunities to speak with, and listen to, Council stakeholders.

### **4. Strengthen relationships between Council and all levels of government.**

#### **Objectives**

- Increase the frequency of opportunities for Council and management to meet with elected officials and staff at all levels of government.
- Develop better communication with, and understanding of, the provincial government.
- Provide government representatives with increased opportunities to meet artists and understand their contributions to society.



## GOAL 3: SUPPORT THE UNIQUE ROLE ABORIGINAL ARTISTS AND COMMUNITIES

Aboriginal people have an extraordinary creative heritage that is central to B.C.'s arts and cultural development. Traditional and contemporary performing and visual arts practices, combined with the work of new generations of Aboriginal artists in all disciplines, are revered. This rich cultural inheritance fosters a diversity of creative work that is testament to the unique perspectives and voices of B.C.'s diverse Aboriginal peoples.

### STRATEGIES

#### 1. Honour Aboriginal artists and culture.

##### Objectives

- Understand, appreciate and adhere to appropriate protocol for all Council meetings and gatherings.
- Build awareness within Council and its clients of the diversity of B.C.'s Aboriginal creative heritage and contemporary practices

#### 2. Increase investment for Aboriginal artists and cultural organizations.

##### Objectives

- Seek additional funding partners and alliances to enhance support for Aboriginal Arts Development Awards (AADA).
- Identify and eliminate barriers in Council's programs.
- Give priority to engagement of Aboriginal practitioner communities.



# GOAL 4: ENHANCE FINANCIAL AND OTHER SERVICES

Council will work to increase the resources available to B.C.'s artists and cultural organizations. These resources include financial assistance and a range of initiatives to increase the capacity, especially of arts organizations.

Council's primary responsibility is to allocate resources to artists and arts organizations. Central to this role is continual enhancement of fair and transparent administrative and adjudicative processes, adhering to the principles of accountability, independence, recognition of merit, and equality of opportunity.

Council, artists and cultural organizations work in a complex network of relationships that lead to innovative solutions to support excellence. Council will work to build upon new initiatives, offer new services and share best practices to fulfil its mission. Toward this end, council will:

- Advocate for increasing resources for arts and culture.
- Facilitate improvements to policies and practices used to allocate Council's resources.
- Initiate and encourage of new partnerships.
- Develop program and policy tools that improve organizational sustainability.

## STRATEGIES

### 1. Investigate and implement approaches to augment resources from current sources.

#### Objectives

- Identify alternative sources of revenue.
- Improve stakeholders understanding of Council's capacity to increase resources.
- Identify leaders throughout the province who champion the arts in their communities.
- Provide leadership in identifying opportunities for artists and cultural communities to lever their Olympic games advantages





2. **Develop a comprehensive planning approach to ensure that Council's annual budgets reflect core values and long term priorities, regardless of economic circumstances.**

### Objectives

- Develop appropriate modeling to illustrate various budget scenarios.
- Improve the revenues forecasting by separating endowment and granting funding streams

3. **Build Council's network of partners and supporters.**

### Objectives

- Improve leadership in developing regional networks, initiatives and partnerships to develop more effective community and business sector engagement.
- Increase public education and advocacy throughout the province.
- Promote and facilitate partnering opportunities.

4. **Implement initiatives and models to assist artists and community organizations in risk management associated with fluctuations in funding from Council.**

### Objectives

- Introduce multi-year funding programs.
- Promote partnerships and networks that offer tools to build capacity in project planning, administration, planning, financial management and organizational development





## 5. Provide increased leadership by actively supporting best practices.

### Objectives

- Increase Council's capacity to guide, coordinate, gather and compare applied research on best practices. Undertake research and analysis of current practices and approaches of other jurisdictions.
- Develop easily adaptable tools and methods that enhance practices in project management, financial management, planning, development, fundraising, networking and promotion.
- Identify leaders in B.C. communities who can assist artists and cultural organizations.



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# WHAT WE HEARD FROM STAKEHOLDERS

In developing this strategic plan, Council reached out to over 400 members of the arts and culture communities in BC to obtain their input regarding the new challenges and opportunities currently facing arts and cultural communities. More than 135 artists and practitioners, reflecting a diverse range of arts disciplines, cultural practices and regional communities responded.

The majority (63%) of the comments related to continuous improvement, meaning that the issues identified are being addressed as part of the existing service and operating plan or will be addressed in the plans currently being developed by Council. Many participants would not necessarily have known of the status of these developing plans. This fact alone suggests a need for improved communication with the arts and cultural communities.

The remaining 37% of the observations relate to new themes or issues that are not currently being addressed by Council.

Combining the assessments of stakeholders, staff and Council provides a good base on which to formulate strategy. Looking at the dynamic and shifting landscape gives a powerful overview and allows a new perspective with regard to areas that are truly strategic and require action.

While many elements identified in the consultation processes have been, or are being, addressed through current strategies, initiatives and actions of Council, Figure 2 illustrates the nature of the issues to be addressed.

Combining key observations from the landscape analysis and with the key gaps identified by the stakeholders allowed Council to identify new strategic initiatives and directions in the context of Council's four goals.



# REVIEWING THE LANDSCAPE

This strategic plan was developed having considered the important economic conditions that are expected to prevail during the next four years and how demographic trends and technology will affect the arts and cultural communities of B.C.

## ECONOMICS

The current economic conditions suggest a difficult few years ahead for artists and cultural organizations. It might reasonably take the entire term of this strategic plan for corporations and households to rebuild their balance sheets. Consequently, private donations may well be lower than in recent years while, at the same time, the public sector will be facing budgetary challenges.

In the face of these difficult economic times, British Columbia's government has stated it will maintain its investment in health, social services, education and infrastructure while continuing to shift emphasis to environmental initiatives and tourism, including cultural tourism, to assist small rural communities facing challenges with their local economic base.

These economic times have also taken a major toll on the capital assets of most endowments. Rates of return in 2008 were negative, with some declining as much as 35 per cent. This seriously eroded the capital base of existing endowments. A combination of a significantly decreased capital base, cut-backs in the policy distribution ratios and expected low rates of earnings suggest much lower overall flow of funds from existing endowments for the foreseeable future.

On a more positive note, British Columbia has a unique opportunity to build upon the Olympic games. Council must strive to lever this major international event, both directly and indirectly, to assist artists and cultural organizations.

## DEMOGRAPHICS

The demographic character of the province tends to change gradually over time but there are important trends that impact the arts and cultural communities and potentially the activities of Council. These were considered when shaping the strategic plan.

- Urbanization: B.C. is one of the most urbanized provinces in Canada: 87.3% of the population lives in urban areas, with 66.4% of the population in the four metropolitan areas.



- Aging population: B.C. has an aging population: 14.6% of the 2006 population was 65 years of age or older and this age cohort grew by more than double the growth rate for the B.C. population as a whole between 2001 and 2006.
- Immigration: In 2006, immigrants accounted for one in five of the Canadian population, one in four of the B.C. population and two in five of the population of metropolitan Vancouver. In 2006, B.C. represented 13.4% of the population of Canada, but 18.1% of immigrants. The more recent immigrants (those arriving between 2001 and 2006) represented 4.4% of the population of B.C. and 7.2% of the population of metropolitan Vancouver.
- Increased ethnic and language diversity: Through to the mid-1980s, Europe and the UK were Canada's primary source of immigrants. Today the most common countries of origin for recent immigrants are Peoples Republic of China and India. In 2006, these two countries represented approximately one quarter of all immigrants to Canada. These changes in country of origin are reflected in the languages spoken by immigrants at home or work and in the percent of visible minorities of Canada.
- The Aboriginal population: in 2006, B.C.'s Aboriginal peoples account for 4.8% of the total population (versus 3.75% for Canada). This is slightly more than the number of recent immigrants to B.C. between 2001 and 2006. Aside from the basic numbers, B.C.'s Aboriginal population has a central role in the history and future of B.C. and the cultures and art forms should be embraced, supported and celebrated.

Council needs to effectively assess the extent of the impact of the changing profile of our communities on individual artists and arts and cultural organizations in B.C.

## TECHNOLOGY

Our world is in the midst of significant technological changes and these changes carry profound implications for arts and cultural organizations in terms of creation, production and distribution. The challenge is to maximize the best aspects of technology for artistic creation and for communication within, and emanating from, the cultural milieu, while managing the negative features such as rapid obsolescence, protecting copyright and information overload.

Technology makes it easier to find helpful contacts and exchange ideas around the globe. It makes it possible to explore other forms of art; helps build partnerships in creation and delivery. It makes it possible to connect in important ways with the general public. Technology increases competition for the time and support of audiences as the public has increasing access to so many alternative forms of education and entertainment. Technology also creates challenging issues of ownership of intellectual and cultural property.



Council has an opportunity – indeed a mandate -- to provide both leadership and research in this area.

## ARTS COMMUNITIES OF B.C.

B.C. has more than 25,600 working artists -- the largest percentage of artists in the labour force (1.08%) of any province, and the only province where artists comprise more than 1% of the labour force. Moreover, in recent years B.C. had the highest growth rate of artists in the work force in Canada, and this rate was higher than the growth rate of the general labour force.

The average earnings of artists continue to lag other sectors of the economy. The 2006 average earnings for artists in B.C. were \$21,069 compared with average earnings of \$36,000 for the entire workforce. Moreover, between 1991 and 2005, artists experienced a 5% decrease in earnings, when adjusted for inflation, slightly greater than that sustained by the labour force as a whole.

Two points appear to require attention. First, there is rather limited information concerning artists in Canada and B.C.. Second, while the number of artists may be increasing, they may well be devoting more time to other employment to augment their low and declining real earnings from artistic production in an attempt to keep pace with the rest of the work force.



# IMPLEMENTATION STEPS

During fall, 2009 and winter 2010, Council will undertake the process of setting priorities for the objectives set out in the plan, with the goal of implementing all objectives by 2013.

This process will necessarily involve a review of available resources (funding, executive and staff time and expertise, time and expertise of the appointed Council members and time and expertise of the panel members) and current initiatives underway, to assist with the priorities and planning for new resources.

To ensure the strategies are addressed in a timely manner, Council will implement a committee structure that will assist management and staff in setting priorities, in refining annual priorities and tactics, establishing appropriate performance benchmarks, and in ensuring the strategic planning objectives and priorities are addressed in the annual Service Plans.



# APPENDIX 1: SUMMARY OF THE 2009 PLANNING PROCESS

## COUNCIL'S PLANNING PROCESS IN RECENT YEARS

Over the years, Council has engaged in a number of planning processes that have provided valuable strategic direction. An internal process initiated in 2005 was supported by consultant Peter Adams and resulted in the identification of the following priorities:

- Respond to the diversity of artistic and cultural practice in British Columbia.
- Support new and emerging forms of cultural expression.
- Support new artists and organizations working in established art forms.
- Recognize the needs of a geographically diverse population.
- Sustain B.C.'s artistic and cultural infrastructure.

These priorities guided Council in the development of a modest number of new initiatives and the distribution of the grants budget from 2005 through 2007.

Most recently, in response to the initial stages of the Pacific Arts Initiative, Council reviewed its mandate, mission, objectives, goals, values, beliefs and priorities. Through this process, Council reaffirmed its primary responsibility to Invest in the artist.

## WHY DID WE DO THIS STRATEGIC PLANNING PROCESS?

Over the last four years, Premier Campbell and senior cabinet ministers have emphasized the importance of the arts and culture in the development of a civil society and in BC's future economic development. During the same period, the province continued to change, undergoing significant demographic, economic and technological shifts. In the creative sector, BC's artists and cultural organizations now work in a complex mix of commercial, not-for-profit and community cultural practices.

Since 2005, the provincial government improved its investment in the creative sector, including increased support for Council and the creation of the BC Arts Council Branch. However, there has also been considerable turnover in the appointed members of Council. All these factors combined to create a pressing need to address Council's strategic direction given the changing environment and the number of newly appointed Council members.





## CURRENT STRATEGIC PLANNING PROCESS

In late 2008, Council engaged ReWerx (a management consulting firm) to assist with the strategic planning process. Meetings were held in the winter of 2008/09 with stakeholders in Kelowna, Nelson, Vancouver, Prince George and Victoria. Invitation lists were developed starting with existing clients supplemented with recommendations from branch staff, Council members, municipal governments, post secondary institutions, and arts service organizations.

Invitations were sent to an existing list of over 400 stakeholders. Invitation lists were constantly updated as others became aware of the regional sessions. The sessions engaged over 135 artists and practitioners who reflected a diverse range of arts disciplines, cultural practice and regional communities. Some stakeholders submitted written submissions. The process involved a web based “call for questions” to poll each participant prior to their session. This allowed each region to express its unique issues or perspectives. The large group sessions generated focused commentary on and commitment to a broad set of issues and recommendations. Each regional session was encouraged to generate a consensus. In addition to the in-depth discussion, participants had an opportunity to attempt to reach consensus on and articulate priorities and recommendations for the BC Arts Council.

During the same period, Branch staff and Council members attended separate sessions to generate inputs to the process. Ministerial input was also collected in a meeting with the Minister and Deputy Minister.

An assessment was undertaken to determine whether the existing operating policies and procedures and currently developing plans are sufficient to properly address the observations that emerged from the stakeholder sessions or if new initiatives are required.

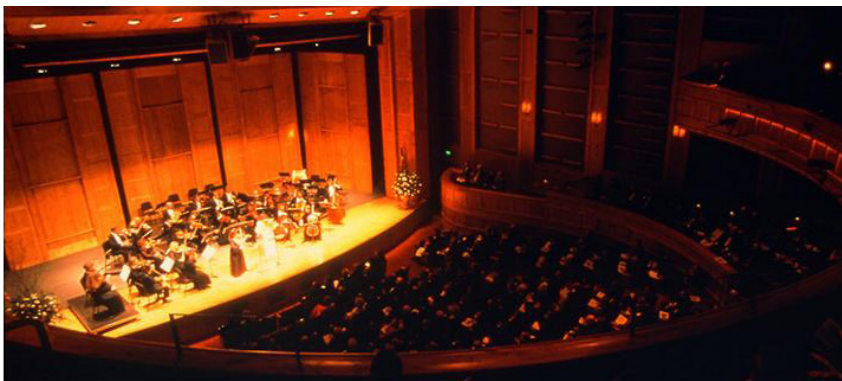
- Do differences exist between the observations raised by stakeholders and the current level of activities of Council? Are the current actions of Council not being implemented quickly enough, too limited in scope or lacking in focus?
- Do the new themes, which reflect obvious gaps between current actions of Council and observations of stakeholders, fit with the mission and the established core values and goals of Council?

Answers to these questions helped to inform the strategic plan, while the combined data from all stakeholders were distilled by Council’s Strategic Project Committee in the development of the 2009-2013 Plan.





## APPENDIX 2 : SUMMARY OF CORE ISSUES AND RECOMMENDATIONS FROM STAKEHOLDER CONSULTATIONS



1. Socio-economic impact – build a compelling case to help government see the benefits of arts and culture as an economic driver and necessary investment. .
2. Make improvements in funding processes to enhance stability, fairness, transparency and efficiency.
3. Communication -- build messaging on a consistent basis internal to the BC Arts Council, the arts and culture community and stakeholders as a whole.
4. Enhance strategies/policy to enrich artistic practice/excellence that is inclusive of diverse practices, regional contexts and B.C.'s ethnic diversity.
5. Collaborate to ensure adequate and stable funding, including support for new/emerging artists and disciplines.
6. Improve viability, vibrancy, sustainability of the sector to meet both traditional and developing needs of artists, arts and culture organizations and their respective audiences.
7. Build managerial capacity within arts and culture organizations.
8. Develop strategies to adapt BC Arts Council policies/procedures to better reflect current trends in the arts and cultural sector.
9. Enhance strategies to ensure artistic and cultural development is reflective of and meets the needs of all residents and communities..



10. Make changes to funding program (with the aim to enrich artistic practice and encourage artistic excellence) in a way that is inclusive of diverse practices, regional contexts and B.C.'s ethnic diversity.
11. Develop strategies to ensure rural cultural development needs are met.
12. Improve support of interdisciplinary practices.
13. Develop internal and external partnerships to ensure adequate and stable funding, including new and emerging artists and artistic disciplines.

These observations were distilled into a series of shortcomings or concerns that are addressed either with activities underway or with new strategies adopted for this plan.



# B.C. ARTS COUNCIL MEMBERS

Chair, Jane Danzo - Victoria

Vice-Chair, Stanley Hamilton - Vancouver

Russell J. Anthony - Vancouver

Marie Clements - Galiano Island

Jackson Davies - Vancouver

Neelamjit Dhillon - Coquitlam

Christos Dikeakos - Vancouver

Stephen Foster - Kelowna

Elizabeth MacRitchie - Prince George

Ron Smith - Nanoose Bay

Marilyn Timms - Courtenay

Michael Tindall - Vernon

Bill Usher - Golden

Connie Watts - Port Alberni

Karen Young - Abbotsford

