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CRD ARTS COMMISSION
Notice of Meeting on **Wednesday, May 24, 2017 at 4:00 p.m.**
Meeting Room 107, 625 Fisgard Street, Victoria, BC

Additional Circulation:
J. Lam
R. Lapham
J. Grelson
N. Chan
A. Donaldson
C. Heiman
P. Sullivan
B. Desjardins

C. Plant (Chair) M. Brame B. Fallot K. Kahakauwila J. Loveday
T. Ney K. Roessingh J. Rogers

AGENDA

1. Approval of Agenda
2. Minutes:
 - 2.1 CRD Arts Commission Minutes of April 26, 2017

Recommendation: That the CRD Arts Commission Minutes of April 26, 2017 be adopted.
 - 2.2 CRD Arts Advisory Council DRAFT Minutes of May 2, 2017
 - 2.3 CRD Arts Advisory Council ABCs May 2, 2017

Recommendation: That the Arts Advisory Council Minutes and ABCs of May 2, 2017 be received for information.
3. Chair's Remarks
4. Arts Advisory Council Chair's Remarks
5. Commission Business:
 - 5.1 New Position of Arts Service Community Outreach Coordinator

Staff Report
Appendix A: Job Description - Community Outreach Coordinator, Arts Development

Recommendation: That the Arts Commission recommend to the Capital Regional District Board: That the Staff Establishment Chart be revised to enable the hiring of a 1.0 FTE Community Outreach Coordinator as a permanent, regular full-time position.
 - 5.2 #BuildingOurArtsFutureTogetherReport – Regional Arts Facilities: A Framework

Staff Report
Appendix A: Regional Arts Facilities: A Framework

Recommendation: That the Arts Commission receive the report for information.
6. Correspondence
April 23, 2017 – M. Handman
7. New Business



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8. Motion to Close the Meeting

Recommendation: That the Committee close the meeting in accordance with the Community Charter, Part 4, Division 3, 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the regional district or another position appointed by the regional district.

9. Adjournment

Next meeting: June 28, 2017 at 4:00 p.m. Meeting Room 107



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Capital Regional District

625 Fisgard Street
Victoria, BC V8W 1R7

Meeting Minutes Arts Commission

Wednesday, April 26, 2017

4:00 PM

Room 107

Present:

Committee Members: C. Plant (Chair), M. Brame, B. Fallot, K. Kahakauwila, T. Ney, K. Roessingh J. Rogers

Staff: J. Lam, Manager, Arts Development; H. Heywood, Arts Development Administrative Assistant (recorder)

Also Present: R. Thompson, Arts Advisory Council (AAC); P. Sullivan, AAC; B. Richmond, Artistic Director, Blue Bridge Repertory Theatre

Absent Members: J. Loveday

Chair Plant called the meeting to order at 4:00 pm and welcomed members and guests.

1. APPROVAL OF THE AGENDA

MOVED by Member Roessingh, SECONDED by Member Kahakauwila, to include under Item 6.3 Arts Service Bylaw Revision, the correspondence from Mayor Price of Sidney.
CARRIED

**MOVED by Member Rogers, SECONDED by Member Brame,
That the agenda be approved as amended.**
CARRIED

2. ADOPTION OF MINUTES

2.1 Minutes of the CRD Arts Commission of March 29, 2017

The Commission discussed whether Item 7 correctly captured the discussion correctly on March 29th. The second sentence was struck from the second paragraph under Item 7.

MOVED by Member Roessingh, SECONDED by Member Rogers that the CRD Arts Commission minutes of March 29, 2017 be adopted as amended.
CARRIED

2.2 Minutes of the CRD Arts Advisory Council of April 4, 2017
2.3 ABCs of the CRD Arts Advisory Council April 4, 2017

MOVED by Member Kahakauwila, SECONDED by Member Brame, that the CRD Arts Advisory Council Minutes and ABCs of April 4, 2017 be received.
CARRIED

3. PRESENTATIONS/DELEGATIONS

3.1 B. Richmond, Blue Bridge Repertory Theatre (BBRT) Appendix A: "Celebration, Stabilization, Invigoration"

Chair Plant welcomed the delegation and introduced Mr. Richmond, Artistic Director of BBRT.

Mr. Richmond provided a brief history of the Blue Bridge Repertory Theatre since 2009. He then spoke to the points of concern raised in a letter from the Arts Development office to BBRT following the Arts Commission's decision to not support a project grant recommendation at the January 2017 grant deadline. Should their May 2017 application be recommended but not approved, he requested that specific details be provided on how the organization could regain funding support from the Commission in the future.

Mr. Richmond introduced members of the BBRT delegation.

4:22pm Blue Bridge Repertory Theatre Delegation left the meeting

4. REPORT OF THE CHAIR

Chair Plant noted his appreciation for staff's efforts to bring forward requested changes to the Establishing Bylaw in a timely way. He thanked AAC Chair R. Thompson for the work and time spent to interview applicants to the AAC.

Chair Plant and the Commission agreed that the second part of the Arts Implementation Plan, Regional Arts Facilities: A Framework would be tabled for discussion at the May meeting.

Chair Plant briefly discussed the issue of acceptance of complimentary tickets from non-funded organizations.

5. REPORT OF THE ARTS ADVISORY COUNCIL CHAIR

AAC Chair Thompson reported that interviews of AAC applicants are complete. Two additional members are required to bring the total to the full membership of twelve.

The AAC are looking forward to supporting the Arts Implementation Plan. It is now a regular AAC agenda item with the intent of being proactive rather than reactive.

6. COMMISSION BUSINESS

6.1 Financial statement requirements for grant applicants Appendix A: Financial Statement Requirements CRD and other Jurisdictions

J. Lam reviewed the staff report and the alternatives.

MOVED by Member Kahakauwila, SECONDED by Member Roessingh, that the Arts Commission request the Arts Advisory Council to examine the issues related to financial statement requirements as outlined in the staff report and provide recommendations.

6.2 Arts Implementation Plan Update

J. Lam reported that following the Commission's adoption of the actions in the Arts Implementation Plan he has drafted a job description with CRD Human Resources.

He noted that the increase in staffing will require budget support as well as a change to the Staff Establishment Chart for the Arts Service which must be approved by the CRD Board. J. Lam will consult with the relevant staff on next steps and provide an update at the next meeting.

6.3 Arts Service Bylaw Revision

Staff Report

Appendix A: Bylaw 4127

Correspondence from the Mayor of Sidney was distributed for review. The correspondence is now on file at CRD Finance & Technology.

It was noted that a two-year trial for new participants was approved and, after two years, the regular withdrawal process is available. As part of the discussion that followed J. Lam advised the Commission on the three levels of Service Review available through legislation.

Member Roessingh left the meeting at 5:09pm

Member Kahakauwila left the meeting at 5:15pm

MOVED by Member Brame, SECONDED by Member Ney, that the Bylaw be amended to provide a time-limited withdrawal provision for designated, existing Group 2 participants similar to that provided for new participants in Section 6 (2)(c)(iii).

CARRIED

Opposed: Member Fallot

MOVED by Member Ney, SECONDED by Member Rogers, that the CRD Arts Commission recommend to the Capital Regional District Board:

That Bylaw No. 4127, "Arts and Culture Support Service Establishment Bylaw No. 1, 2001, Amendment Bylaw No. 4, 2017" be introduced and read a first time, a second time and a third time.

CARRIED

Opposed: Member Fallot

7. CORRESPONDENCE:

- 7.1 April 4, 2017 – C. Zala, Development Coordinator, Victoria Choral Society
7.2 April 4, 2017 – F. Albright, Co-Artistic Producer, Castlereigh Theatre

**MOVED by Member Rogers, SECONDED by Member Brame,
That the correspondence be received for information.
CARRIED**

8. NEW BUSINESS - None

9. ADJOURNMENT

MOVED by Member Brame, SECONDED by Member Rogers, that the meeting be adjourned at 5:25 pm.

CARRIED

CHAIR

RECORDER



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Capital Regional District

625 Fisgard Street
Victoria, BC V8W 1R7

Meeting Minutes Arts Advisory Council

Tuesday, May 2, 2017

5:00pm

Room 107

Present: **Committee Members:** L. Abram, B. Crook, C. Heiman, E. Humber, S. Ives, P. Sullivan, R. Thompson (Chair), D. Thorpe

Regrets: D. Etsten, J. Hemond

Staff: J. Lam, Manager, Arts Development; H. Heywood, ADO Administrative Assistant (recorder)

Chair Thompson called the meeting to order at 4:57 pm

1. Approval of Agenda

Financial Statement Requirements and Project Grant Update were added under New Business.

MOVED by D. Thorpe, **SECONDED** by P. Sullivan, that the agenda be approved as amended.
CARRIED

2. Minutes

2.1 Adoption of April 4, 2017 Minutes of the Arts Advisory Council

MOVED by P. Sullivan, **SECONDED** by S. Ives, that the Arts Advisory Council Minutes of April 4, 2017 be adopted as presented.

CARRIED

2.2 Receipt of March 29, 2017 Minutes of the Arts Committee

MOVED by C. Heiman, **SECONDED** by L. Abram, that the Arts Commission Minutes of March 29, 2017 be received.

3. ABC'S (Activity By Council Summary)

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

4. Chair's Report

Chair Thompson attended the recent AGM of the Royal McPherson Theatres Society, noting C. Heiman, P. Sullivan, J. Lam and H. Heywood also attended. He also took part in a behind-the-scenes tour afterwards.

Telephone interviews of AAC applicants are complete. Two applicants will be recommended at the May Arts Commission meeting.

5. Arts Implementation Update

J. Lam noted the action plan that resulted from the March 5th meeting was approved at the March Arts Commission meeting. Subsequent to that, a job description for the proposed FTE has been developed with CRD Human Resources.

6. Correspondence

6.1 C. Zala, Development Coordinator, Victoria Choral Society

6.2 F. Albright, Co-Artistic Director, Castelreigh Theatre

MOVED by B. Crook, **SECONDED** by C. Heiman, that the correspondence be received for information.

CARRIED

7. New Business**7.1 Financial Statement Requirements**

P. Sullivan, Funding Chair, noted the Arts Commission has requested the AAC review Financial Statement requirements and levels of accountability in particular for the Project Grant program. It was agreed to bring this forward as an agenda item at the June meeting.

7.2 Project Grant Update

C. Heiman, Chair of the upcoming Project grant adjudication committee, noted 20 applications have been received. Packages will be sent to committee members on May 12th followed by an adjudication meeting on Monday, May 29th. Recommendations will go forward to the June AAC meeting

C. Heiman will attend the May Arts Commission meeting.

8. Adjournment

MOVED by P. Sullivan that the meeting adjourn at 5:40 pm

CARRIED

CHAIR

RECORDER

Arts Advisory Council Meeting – Tuesday, May 2, 2017 - ABC'S (Activities by Council Summary)

AAC members recently attended the following events in the region:

Arts Centre at Cedar Hill, Community Arts Council of Greater Victoria: Christine Reimer, Soliloquy on canvas

Art Gallery of Greater Victoria: CLOSE TO HOME Local and Regional Artists in the AGGV Collection; Emily Carr and the Young Generation

Belfry Theatre: *Alice Munro stories*

Bell'Art Music Drama: *Alice's Gift*

Blue Bridge Theatre: *The Caretaker*

Dance Victoria: *Minus One*, Les Grands Ballet Canadiens de Montreal

Impulse Theatre: *The Dream Collectors*

Intrepid Theatre: *Ronnie Burkett*

Madrona Gallery: *Ningeokuluk Teevee*

McPherson Playhouse: *Carlos Nunes*

Pacific Opera: Les Feleuttes/Lillies

Royal McPherson Theatre Society AGM

San Peninsula Arts Council: Photography exhibition

Victoria Voices: Poetry Slam

Winchester Gallery: *Sorel Etrog: Evolution of the Figure; The Canadian Vision*

As well as events outside the region:

Seattle: Radiohead and the Seattle Art Museum's Seeing Nature and John Grade's Middle Fork



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REPORT TO THE ARTS COMMISSION MEETING OF WEDNESDAY, MAY 24, 2017

SUBJECT **New Position of Arts Service Community Outreach Coordinator**

ISSUE

The creation of a new 1.0 FTE in the Arts Development Service requires Board approval of a change to the CRD Staff Establishment Chart (SEC).

BACKGROUND

The Arts Implementation Plan report (the Plan) is the fulfillment of the CRD Board's Strategic Priority to "Work with municipalities, electoral areas and partners to develop a comprehensive arts and culture strategy." On March 29, 2017 the Arts Commission adopted the Plan and its ten recommended actions that, when implemented, will fulfill the Arts Development Service mission "The CRD supports, promotes and celebrates the arts". Full implementation of the Plan will also address the goals set out in the 2015-2018 Arts Strategic Plan.

By adopting the Plan, the Arts Commission adopted four actions related to maintaining its success in delivering on the Service's mission to "support" the arts. The Commission adopted six actions, encompassing a range of new activities, aimed at realizing unfulfilled aspects of its mission to "promote and celebrate" the arts. In order to implement these actions the Commission also adopted the report's recommendation to create a new 1.0 FTE position designated as Community Outreach Coordinator.

The Arts Commission initially envisioned the position as a regular, full-time position of a two-year duration to correlate with proposed pilot programs. Subsequent discussions between staff and the Chair noted that this position is responsible for fulfillment of two aspects of the Arts Service mission and while programs and activities may change over time the need for the position likely will not. With this in mind, the Commission may wish to consider posting the position as a permanent, rather than as a two-year term position.

Posting the new position as a permanent position is likely to attract higher quality candidates and will avoid issues that may arise at the end of a two-year term posting.

Regardless of whether permanent or two-year term, this full-time regular position will increase the Arts Service staffing level from 1.8 FTE to 2.8 FTE and requires a Board approved change to the CRD Staff Establishment Chart to accommodate an additional 1.0 FTE.

ALTERNATIVES

Alternative 1

That the Arts Commission recommend to the Capital Regional District Board:

That the Staff Establishment Chart be revised to enable the hiring of a 1.0 FTE Community Outreach Coordinator as a regular full-time position.

Alternative 2

That the Arts Commission recommend to the Capital Regional District Board:

That the Staff Establishment Chart be revised to enable the hiring of a 1.0 FTE Community Outreach Coordinator as a regular full-time position for a two year term.

Alternative 3

That the Arts Commission refer the report back to staff for further review.

IMPLICATIONS

Social Implications

The activities of the new position are expected to result in greater cohesion and cooperation in the arts community, between sectors and among CRD divisions. Timely dissemination of information and education will build knowledge and understanding of the social and cultural benefits of the arts to a variety of community stakeholders and the general public.

Budget Implications

The incremental position has been evaluated by the Human Resources department and classified to be at the J14 level. The fully loaded annual cost of a J14 position is \$73,893 based on 2017 rates. There is no expected plan amendment needed based on staffing the position in the second half of the year. Funding would come from supplementary labour budgeted in 2017; this was approved to fund a pilot program now cancelled as an outcome of the Plan. The 2018 budget will require a requisition increase to accommodate the additional FTE and maintain service levels. The estimated increase will be approximately 3% per service participant or \$0.75 per average residential household.

CONCLUSION

The conclusions reached in the *Building Our Arts Future: Arts Implementation Plan* report were that the threefold mission of the Arts Service to “support, promote and celebrate the arts” have been primarily successful in its mission to “support” the arts through a variety of funding programs.

A revision to the SEC will enable the hiring of a Community Outreach Coordinator, bringing the staff level of the Arts Service to 2.8 FTE. The new position will have responsibilities to implement the recommended actions in the Plan to develop programs and systems that will enable the Arts Service to fulfill the remainder of its mission to promote and celebrate the arts.

RECOMMENDATION

That the Arts Commission recommend to the Capital Regional District Board:

That the Staff Establishment Chart be revised to enable the hiring of a 1.0 FTE Community Outreach Coordinator as a permanent, regular full-time position.

Submitted by:	James Lam, Manager, Arts Development Service
Concurrence:	Nelson Chan, MBA, CPA, CMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

JL:ngm

Attachment: Job Description: Community Outreach Coordinator, Arts Development



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CUPE Local 1978 Job Description

Classification:	Information Technician 2 (J14)
Working Title:	Community Outreach Coordinator, Arts Development
Department:	Finance and Technology
Division:	Arts Development
PN:	

FUNCTION:

The Community Outreach Coordinator is responsible for the planning, production and maintenance of coordinated outreach and communications initiatives related to the fulfilment of the Arts Service mission to support, promote and celebrate the arts. The activities of the role will assist in delivering on the division's goal of increasing community and stakeholder knowledge and support of the CRD Arts Service.

This position liaises and works in collaboration with CRD Corporate Communications as required in order to ensure corporate standards, policies and procedures are followed.

KEY DUTIES AND RESPONSIBILITIES:

- Develops systems to collect, maintain and communicate annual facts and figures of community impact, value and benefit of arts activities in the region to create a comprehensive understanding of the regional arts ecology and context.
- Creates infographics and other tools for dissemination through the arts and general community that promote and celebrate the arts.
- Produces regular reports including an annual Arts Impact Report that communicates and supports the Arts Service goals and objectives.
- Arranges the launch of new initiatives and facilitates and encourages wide-spread engagement with the arts community, the media and other interested parties.
- Develops and implements communications and outreach strategies via social media and other means to increase awareness of the Arts Service and its mandate and to increase community and stakeholder knowledge of the social and economic impacts of the arts in the region.
- Develops and implements a communication plan to share information with the community and stakeholders related to fulfilment of the Arts Development Service mission.
- Liaises with other organizations, including municipalities, to align shared objectives, encourage effective partnerships and minimize redundancies related to the arts sector.
- Connects arts organizations with existing professional development, mentoring and capacity building training or through the development of direct workshops.
- Works with the Manager of Arts Development in seeking community input to inform the development of appropriate structures and guidelines for new programs including those focussed on diversity funding.
- Develops and convenes a regular Arts Summit to showcase and celebrate the regional arts community and assists in convening regular community of practice meetings for municipal arts and culture staff.
- Follows all policies, procedures and standards of the CRD.
- Performs other related duties as required.

WORKING CONDITIONS/JOB ENVIRONMENT:

Physical Effort:

Nature of work requires light level physical effort and/or dexterity. (Frequent)

Mental Effort:

Nature of work may include long periods of intense concentration or concentrating on meeting considerably demanding work schedules and/or frequent interruptions, deadlines, multiple tasks. (Often)

Visual/Auditory Effort:

Nature of work may include visual and/or auditory concentration or focusing on small areas for short periods. (Often)

Work Environment:

Primarily office

KEY SKILLS AND ABILITIES:

- Excellent communication (verbal and written), interpersonal and customer service skills are required.
- Understanding of community development strategies which engage stakeholders in all levels of participation.
- Demonstrated ability to analyse and synthesize complex information and to convey issues in a clear, concise and constructive manner.
- Demonstrated ability to write in a clear and compelling manner.
- Demonstrated ability to develop information or communications campaigns from inception through to completion and evaluation, including drafting of media releases and key messages.
- Demonstrated events planning knowledge and experience.
- Demonstrated ability to establish and maintain collaborative working relationships with internal and external stakeholders.
- Ability to work independently as well as collegially and to develop and manage projects with multiple priorities to completion.
- Must be professional, demonstrate political acumen and diplomacy.
- Demonstrated ability to take initiative and has the ability to identify trends in the community.
- Proficiency and experience with MS Word, Excel, SharePoint, PowerPoint; working knowledge and familiarity with desktop publishing software (InDesign, PhotoShop) and ability to learn CRD protocols for web publishing.
- Demonstrated proficiency and experience with apps and social media (Facebook, YouTube, Twitter, blogs, etc.) with a track record of active use for communication purposes.
- Ability to occasionally work after hours and on weekends to attend public events.

QUALIFICATIONS:

- Degree in Arts Management, Community Development, Communications, Marketing, or other applicable field and 3 years' experience in an arts and culture environment, or an equivalent combination of education and experience.
- Must possess a valid BC Driver's Licence.

Effective Date: Spring 2017

Approved by: James Lam



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REPORT TO THE ARTS COMMISSION MEETING OF WEDNESDAY, MAY 24, 2017

SUBJECT #BuildingOurArtsFutureTogether Report – Regional Arts Facilities: A Framework

ISSUE

One of the goals of the Arts Strategic Plan was to "understand the role of key arts facilities, including publicly owned regional arts facilities, with a view to identifying future needs." One of the #BuildingOurArtsFutureTogether deliverables for the Arts Commission is the report entitled *Regional Arts Facilities: a Framework*.

BACKGROUND

#BuildingOurArtsFutureTogether resulted in two reports: the *Arts Implementation Plan* and *Regional Arts Facilities: a Framework*.

The *Implementation Plan* is the main report providing actions designed to fulfil the Arts Service mission to support, promote and celebrate the arts and to achieve the goals of the 2015 – 2018 Arts Strategic Plan. The *Implementation Plan* proposes actionable recommendations related to the Arts Service's current mandate and was adopted by the Arts Commission in March 2017.

The second report, *Regional Arts Facilities: a Framework*, proposes a role for the Arts Service as a facilitator and enabler of activities that would ensure that proposed arts facilities were considered in a regional context. This role is suggested in acknowledgement that the Establishing Bylaw for the Arts Service does not give it a mandate to fund capital projects.

This secretariat role would act as the central agency coordinating considerations around needs assessment, feasibility, financial management, access and technology. The report does not suggest a specific structure or estimate the resources required to fulfill this role.

ALTERNATIVES

Alternative 1

That the Arts Commission receive this report for information.

Alternative 2

That the Arts Commission refer the report back to staff for further information.

CONCLUSION

In the absence of a mandate to fund capital projects *Regional Arts Facilities: a Framework* suggests the Arts Service could take the lead coordination and administrative role when regional arts facilities are being considered. Work would be required to establish the Arts Service as the credible "go to" agency among individuals and community organizations as well as with municipal

and other levels of government. Given the regional nature of such an initiative, structure and costs would require careful consideration.

RECOMMENDATION

That the Arts Commission receive this report for information.

Submitted by:	James Lam, Manager, Arts Development Service
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JL:ngm

Attachment: Regional Arts Facilities: a Framework, December 2016

Regional Arts Facilities: A Framework

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, W̱JOŁEȽP (Tsartlip) First Nation, BOḰEĆEN (Pauquachin) First Nation, S̱ÁUTW_ (Tsawout) First Nation, WSÍḴEM (Tseycum) First Nation, MÁLEXEȽ (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 Regional Arts Facilities Framework was commissioned by the CRD Arts Development Service as part of its Arts Strategy and was prepared by:

Strategic Moves
Whitehorse, Yukon & Ottawa, Ontario
www.strategicmoves.ca
ipetri@strategicmoves.ca



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This aspect of the public consultation process, under the banner of Building our #ArtsFuture Together, was designed to understand the role of key arts facilities, including publicly-owned regional arts facilities, with a view of identifying future needs.

It was not intended to provide answers or recommendations for specific arts facility projects.

CURRENT AUTHORITY FOR CAPITAL PROJECTS

The CRD Arts Development Service (Arts Service) **does not** have jurisdictional responsibility or authority over any capital projects at present. Specifically, the Arts Service is **not able to fund capital** projects within its existing bylaws.

Individual municipalities are in charge of zoning decisions as well as the building permit process. The Arts Service and, except in isolated instances, the CRD itself, does not have a role in that regard.

Any theatre, in particular the Royal Theatre, that has been transferred to the CRD as owner, is not run by, funded by or reporting through the Arts Service. For example, the Royal Theatre is managed by a separate not-for-profit society and receives its CRD funding by way of a Service Agreement that is not a part of the Arts Service.

Similarly where funding arrangements have been struck via referendum, such as the tax levies on Salt Spring Island that supports two local arts organizations or in Sooke for the Sooke Regional Museum, the funding mechanisms are part of Service Agreements that are not a part of the Arts Service.

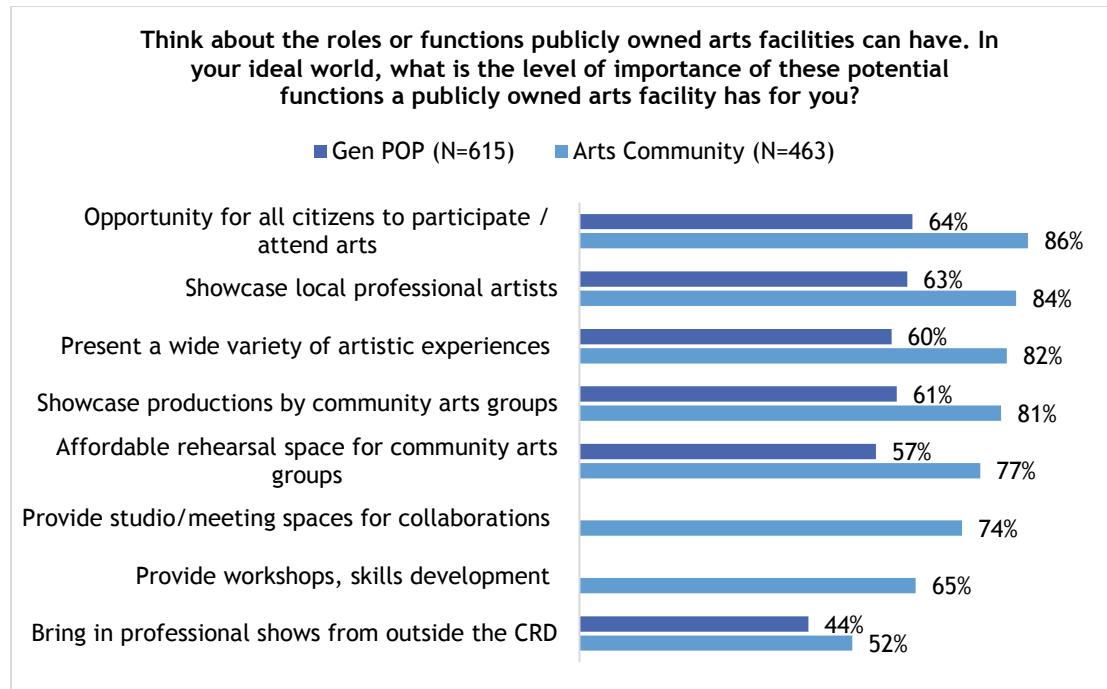
SPHERE OF INFLUENCE

The Arts Service can:

- **Convene regional conversations** that bring stakeholders from the arts sector and municipalities together to develop a common, regional vision and establish needs- and opportunity-based priorities for concerted action.
- **Champion** renovations or new arts centres or arts hubs/arts district to the **CRD Board of Directors** for funding decisions.
- **Advance specific process and approaches** to regionally assess arts facility capital projects.
- **Contemplate** to spend a portion of its funds to undertake **regional needs assessments and feasibility studies** for future arts facility development in close collaboration with stakeholders and communities.

IDENTIFYING NEEDS

Priorities identified by the general public in the CRD and the arts community are broad and should be considered by decision-makers and decision influencers.



The key gaps identified revolved around **affordable spaces** for working and living, rehearsal, performance, exhibits and so on. There was a recognition that there is some unused capacity within existing theatres and other facilities, like those in schools. The obstacles cited by arts organizations were two-fold: 1) not being able to afford the rental fees, and 2) not being able to access and use a facility as necessary to mount their work.

Artists expressed the need for affordable work and living spaces.

There was a strong interest among some stakeholders to build new, iconic arts centres both inside and outside the core for use by residents from across the whole CRD as well as by visitors.

Other participants were focussed on finding or creating spaces to work and present art. They see this as critical for sustainable growth of and improved access to the arts in the CRD.

The development of multi-use, mixed zoning arts hubs (single building) and arts districts (city blocks) appealed to many participants. Creating new creative spaces where artists and arts organizations can locate long-term in affordable living and working spaces (including for young and emerging artists) and that feature various related retail, restaurants and community spaces was an often discussed idea.

FRAMEWORK FOR CONSIDERATION OF PUBLIC INVESTMENT IN REGIONAL ARTS FACILITIES

- **Needs assessment:** Evaluate current asset utilization, i.e. what is the level of unused capacity available for arts organizations across the CRD and whether they can access them to meet their needs. Where gaps exist, identify the specific range of needs from a regional perspective and evaluate whether a multi-purpose arts space can be considered as a solution.
- **Feasibility study:** Evaluate the required user base and/or population to support a particular new facility desired or the need for extensive renovations for existing facilities. In other words, how do new facilities/renovated facilities complement and enhance the existing infrastructure and provide value for money in terms of the multiple bottom lines of artistic output, economic activity, social outcomes, and environmental stewardship, given existing facilities in the CRD.
- **Financial management:** New facilities and major renovations need to develop a detailed capital budget, annual operating budget and a 20-year infrastructure maintenance budget to demonstrate financial feasibility given the proposed user base, projected regional population development and the arts and culture ecosystem in the CRD.
 - Affordability of facilities for rehearsal, presentation, exhibition, as well as affordable places to live is the most critical factor for artists and arts groups.
 - Affordability in terms of user/rental fees has to be addressed pro-actively.
- **Access:** Favour multi-purpose facilities located in areas with easy access via public transit, a sufficiently large local walking distance population, services like restaurants and shops should be favoured over single-purpose facilities.
- **Technology:** Ensure that multi-purpose facilities have the technical capabilities necessary to present professional, multi-disciplinary work effectively.

1. The CRD adopts the attitude that **arts facilities are essential** infrastructure that support cultural, social, economic and environmental aims.
2. The CRD treats arts infrastructure with the same level of **financial support** in terms of capital and operations it provides to other essential public infrastructure such as libraries.
3. The Arts Committee will work with the CRD Board of Directors to secure financial support for detailed **needs assessments and feasibility studies on a regional basis** for new facilities/major renovations, including proposed theatres, multi-purpose arts hubs and complete arts districts.
4. Consider **long-term** feasibility of ownership and operator models.
5. Favour **existing** arts facilities for renovations rather than building new structures as long as cost-effectiveness is proven.

PROVINCIAL AND FEDERAL FUNDING FOR FACILITIES

The federal and provincial governments recognize the importance of arts and cultural infrastructure to realizing important benefits for communities in terms of quality of life, healthy communities as well as their cultural, social and economic benefits.

They are making efforts to reduce the cultural infrastructure deficit by investing significant infrastructure funding in arts and culture spaces:

- The **Canada Cultural Spaces Fund (CCSF)** at Canadian Heritage supports the improvement of physical conditions for artistic creativity and innovation. In the 2016 budget the federal government announced that over the next two years, it will be investing an additional \$168.2 million in cultural infrastructure. Not-for profit organizations, Indigenous organizations as well as municipal governments can apply for funding. <http://canada.pch.gc.ca/eng/1455203896312/1455204007503>.
- The BC government launched a three-year program in February 2016 that targets \$1.5 million over three years towards collaborative spaces, as part of its **Creative Economy Strategy**. Arts and cultural organizations can apply for funding.
<https://news.gov.bc.ca/releases/2016CSCD0003-000146>

From: marcus.handman@gmail.com
Sent: Sunday, April 23, 2017 6:53 PM
To: CRDBoard
Subject: Contact Us - Submission

The following message was received through the form at '<https://www.crd.bc.ca/contact-us?r=crd-board>'. Neither the name nor the e-mail address can be confirmed as accurate.

Your Name:
Marcus Handman

Your Email Address:
marcus.handman@gmail.com

Message:
April 23, 2017

Dear Members of the CRD Arts Commission,

I am writing to you as a member of the local arts community, with deep concerns over a recent decision by the Commission to deny funding to the Blue Bridge Repertory Theatre (BBRT), disregarding the recommendations of the Arts Advisory Council.

I have now spent almost 50 years working as an Arts Manager, for 10 different non-profit organizations, in 6 different cities and three provinces. I have also been a consultant to many others. I specialize in fixing 'broken' performing arts companies and bringing them to financial and organizational stability, and I think my track record is among the best in the country. I am currently under contract to Kaleidoscope Theatre for Young People, but I am speaking only for myself at this time.

I have been an occasional attendee of BBRT over the past number of years, and can truthfully say that two of the best productions I have seen anywhere (including New York, London and both Stratfords) have been presented by BBRT, along with many other fine performances. Their artistic standards are uncompromising, especially given their limited resources.

And in the spirit of full disclosure, I have provided volunteer strategic planning advice to the Board of BBRT on two occasions, including the preparation of their creditor proposal.

I have two main concerns over the Commission's decision: the role of the Arts Commission in the granting process, and the decision itself.

1) Arts groups throughout the country have fought hard to maintain objectivity in the granting process. When I worked for the BC Cultural Services Branch in 1989, it was not unusual to have a Minister personally request substantial grants for favoured constituents. The establishment of the jury system, which had been pioneered by the Canada Council, ensured an objective and informed decision making process.

The CRD has established the Arts Advisory Council as the equivalent of the jury system, an arms-length body that ensures a process free from interference. This is the place where the analysis should be done and questions asked and answered. The idea that the Arts Commission can simply reverse a decision of the Arts Advisory is seriously problematic. In my view, and based on my long history with funding bodies at all levels, this should only happen if there has been a breach of policy, or a consistent application of the rules and regulations has not been applied. The willingness of the Commission to step in and once again reverse a recommendation in respect to BBRT, is worrisome for anyone on either side of the funding system.

2) Through my work with the BBRT Board, I have been privy to confidential information relating to budgets, general management and strategic planning. It is my understanding that the main reason for rejecting the BBRT project application was the creditor plan that has been put into place to avoid bankruptcy. I do not understand this at all.

One could easily say that the very idea of BBRT was foolhardy, given the costs associated with main stage theatre, and the funding limitations at all government levels. This is exactly what they said about Pacific Opera Victoria. During its first decade of operation, POV often lost money, with Jane Heffelfinger bailing them out by raising the necessary funding. It took POV until 1990 before it was on an even keel.

BBRT has had more than its share of financial challenges, including losing half their subscribers when they moved to the Roxy Theatre. However, I would defy anyone to look at their books, and find any evidence of unwise or excess spending. Given the challenges facing the company, it is actually miracle that they are still in production and displaying financial acuity.

I completely understand why the creditor proposal would be controversial and why some of the creditors would be extremely unhappy with the outcome. At the same time, others were more forgiving. The manager of one of the largest creditors (another arts organization), told me last week that he viewed the settlement as one way his organization could help BBRT.

The idea that government funding should not go to BBRT until they have paid off their debts is fundamentally flawed. This is exactly when government money is needed. If you were to do a search for arts organizations across Canada bailed out by government funding, you would not have to look very far to find examples. Both the Vancouver Symphony and Ballet BC were saved by this form of leadership. BBRT is not looking for a hand out. They are simply being good stewards of their organization and behaving responsibly. They need a fair and level playing field to compete for the available project funding. This they did, were successful, and then had that support snatched away by a flawed process.

I realize that there is no appeal process in this case. I do not expect you to reverse your decision – even if I wish you would. I do want to be reassured that in the future the BBRT (or any other local arts organization) will not be disadvantaged as they work themselves out of debt. As you know, BBRT supporters have already provided forgiveness of a substantial amount of their accumulated deficit. Brian Richmond has personally contributed more than half a million dollars in cash and in-kind donations. Now they have a manageable debt load, and the best way to make sure they pay it off is to make sure they keep producing great theatre. A project grant would have helped them do so.

I am available if anyone would like to discuss this further with me, or if the Commission would like me to appear in person.

Respectfully submitted,

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