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Additional Circulation: C. Gilpin R. Lapham N. Chan R. Lachance V. Jeevanandam C. Heiman
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## ARTS COMMISSION

Notice of Meeting on **Wednesday, September 22, 2021, at 4:00 p.m.**  
Room 488, 4th Floor, 625 Fisgard Street, Victoria, BC, and Electronic Participation

J. Loveday (Chair)	S. Epp	W. Gardner	C. Green	L. Hundley
	D. Lajeunesse	G. Lemon	C. Plant	K. Roessingh

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### AGENDA

1. Territorial Acknowledgement
2. Approval of Agenda
3. Adoption of Minutes

Recommendation:

1. That the minutes of June 23, 2021, be adopted as read.
2. That the minutes of July 28, 2021, be adopted as read.

4. Chair's Remarks
5. Presentations/Delegations
6. Commission Business

6.1. Arts Advisory Council Update

- 6.1.1. Arts Advisory Council Chair's Report (Verbal)
- 6.1.2. Arts Advisory Council Minutes for Information – Sept. 14, 2021
- 6.1.3. Arts Advisory Council *Activities by Council Summary* – Sept. 14, 2021

Recommendation: That the Arts Advisory Council Chair's verbal report, and minutes and *Activities by Council Summary* of Sept. 14, 2021, be received for information.

6.2. Outreach Update – Verbal

Recommendation: That the Outreach Update be received for information.

6.3. 2022 Budget for Arts and Culture Support Service

Recommendation:

The Arts Commission recommends to the Capital Regional District Board:  
That the 2022 Arts & Culture Service Budget be approved as presented.

6.4. 2022 Service Planning – Arts & Culture

Recommendation:

The Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:  
That Appendix A, Community Need Summary – Arts & Culture be approved as presented and form the basis of the 2022-2026 Financial Plan.

6.5. Outcomes from Board Meeting (September 8, 2021), for Region-Wide Participation in the Arts and Culture Support Service

Recommendation:

The Arts Commission recommends to the Capital Regional District Board:

1. That staff take no further action to draft amendments, including removal of exit clause, to the establishing bylaw of the Arts and Culture Support Service, Bylaw 2884.
2. That staff work with the Arts Commission to continue to conduct outreach to non-participating jurisdictions and provide information on the benefits of joining the Arts and Culture Support Service through council consent.

7. Correspondence

7.1. Art Gallery of Greater Victoria, 6 Aug. 2021, re: 2021 Operating Grant

7.2. Pacific Opera Victoria, 5 Aug. 2021, re: 2021 Operating Grant

Recommendation: That the correspondence be received for information.

8. New Business

9. Adjournment

Next Meeting: TBA



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**Minutes of a Meeting of the ARTS COMMISSION**  
**Held WEDNESDAY, JUNE 23, 2021, in Room 488, 625 Fisgard St., Victoria, BC**

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EP = Electronic Participation

**Present: Members:** J. Loveday (Chair);  
**EP:** S. Epp, W. Gardner, C. Green, L. Hundleby, D. Lajeunesse, C. Plant, K. Roessingh  
**Staff:** James Lam, Manager, Arts Development Service; V. Jeevanandam, Community Outreach Coordinator; N. More, Senior Administrative Secretary (recorder)  
**Also Present:, Arts Advisory Council:** M. Heinz, Funding Chair (EP)  
**Absent:** G. Lemon

The meeting was called to order at 4:01 pm.

**1 Territorial Acknowledgement**

**2 Approval of Agenda**

**MOVED** by Member Roessingh, **SECONDED** by Member Gardner,  
That the agenda be approved as circulated.

**CARRIED**

**3 Adoption of Minutes**

**MOVED** by Member Roessingh, **SECONDED** by Member Hundleby,  
That the minutes of the May 26, 2021, Arts Commission meeting be adopted as previously circulated.

**CARRIED**

**4 Chair's Remarks**

Chair Loveday remarked on the joy of receiving invitations to events, as the COVID-19 response health orders ease. Even if not attending the events, the invitations seen on social media to activities spark hope for restoration of normal activities. For him and society, arts and culture are a big part of that restoration and starting to see events that can be attended is a good sign.

**5 Presentations/Delegations:** There were none.

**6 Commission Business**

**6.1 Arts Advisory Council Update**

**6.1.1 Arts Advisory Council Chair's Report (Verbal):** None given.

**6.1.2 Arts Advisory Council Minutes for Information**

**6.1.3 Arts Advisory Council *Activities by Council Summary***

On the motion, the Commission sought comment on "funding the 2%" referred to in the Council minutes. Staff clarified that it was based on observations during the past couple of grant adjudications. The ranking based on scoring criteria to assess the projects

according to the guidelines leaves a small percentage of applications that present in unique or idiosyncratic ways and may need similarly idiosyncratic examination. One example might be organizations without years of financial background because of being new. Staff have applied suggestions made by the Arts Advisory Council to the adjudication process.

**MOVED** by Member Green, **SECONDED** by Member Roessingh,  
That the Arts Advisory Council Chair's verbal report, and minutes and *Activities by Council Summary* of June 1, 2021, be received for information.

**CARRIED**

## 6.2 Outreach Update: 2020 Progress Report

V. Jeevanandam provided highlights of the report, including a description of the 2020 Progress Report, which members were shown ahead of its public release to the CRD Board in July and further distribution.

The Commission commented on envisioning a regional support service strategy. On the motion, the Commission commented on the value of the Progress Report and the upcoming presentation of the Progress Report to the Board, especially in light of the Board Strategic Priority related to full support of arts and culture.

The Commission discussed inclusivity, First Nations, and the meaning of equity. Staff clarified that information from CRD First Nations Initiatives will come before the Arts Commission at a future date. The Commission expressed praise for the completeness and value of the Arts & Culture 2020 Progress Report.

**MOVED** by Member Plant, **SECONDED** by Member Green,  
That the Outreach Report: 2020 Progress Report be received for information.

**CARRIED**

## 6.3 April 2021 Project Grant Recommendations

J. Lam provided highlights of the report. M. Heinz reported that the new members of the Council have adjudicated at least one round and are well prepared for future activities. There was cohesion within the adjudication panel and the Arts Advisory Council on the recommendations.

The Commission sought clarification on the Victoria Society of Print Artists project and the William Head On Stage project.

On the motion, the Commission expressed appreciation for the work of the Council and those who participated in the adjudication, for the clarity of the recommendations and summaries, and expressed positivity toward the projects that are to be funded.

**MOVED** by Member Hundleby, **SECONDED** by Member Green,  
That the April 2021 Project Grant Recommendations be approved as presented.

**CARRIED**

## 7 Correspondence

### 7.1 Victoria Women’s Transition House Society, 9 June 2021, re: Thank you, IDEA Grant

**MOVED** by Member Plant, **SECONDED** by Member Roessingh,  
That the following correspondence be received for information:

Victoria Women’s Transition House Society, 9 June 2021, re: Thank you, IDEA Grant

**CARRIED**

## 8 New Business

### 8.1 Retirement of J. Lam

Chair Loveday remarked on the upcoming retirement of J. Lam, and gave acknowledgement on behalf of the Commission for J. Lam’s steady hand on the till and his wealth of knowledge on how the CRD works and on the arts ecosystem in the region. He expressed appreciation for the work that J. Lam does, and remarked that he has been a pillar upon which the Arts & Culture Support Service has grown.

On the motion, the Commission expressed that Mr. Lam has done much for the arts in the region, and requested that staff share any notes or accolades received with councils, to be known beyond this Commission.

**MOVED** by Member Plant, **SECONDED** by Member Green,  
That sincere appreciation by the Arts Commission be extended to James Lam for his leadership and contribution to the arts over the years of his career at the CRD.

**CARRIED**

### 8.2 New Manager, Arts & Culture Support Service

J. Lam announced the hiring of C. Gilpin, who will begin on June 28 as Manager, Arts & Culture Support Service, overlapping with J. Lam until July 30.

**MOVED** by Member Plant, **SECONDED** by Member Green,  
That the announcement on the new Manager, Arts & Culture Support Service, be received for information.

**CARRIED**

### 8.3 Update on the Arts Summit

Staff responded to the Commission request for an update on the Arts Summit. Suggestions on topics from arts organizations and newsletter subscribers was gathered through a survey, which will be utilized in the development of this fall’s event.

On the motion, staff clarified the Arts Summit would likely be in October 2021. The Commission requested that staff provide notification on the plans as they become confirmed.

**MOVED** by Member Plant, **SECONDED** by Member Green,  
That the update on the Arts Summit planned for Fall 2021 be received for information.

**CARRIED**

Chair Loveday indicated he would call a meeting for July 28 if quorum can be reached.

**9 Motion to Close the Meeting**

**MOVED** by Member Gardner, **SECONDED** by Member Plant,  
That the meeting be closed 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.

**MOVED** by Member Plant, **SECONDED** by Member Hundleby,  
That the main motion be amended to add that Michelle Heinz, Finance Chair, Arts Advisory Council, be allowed into the closed portion of the meeting.

**CARRIED**

**MOVED** by Member Gardner, **SECONDED** by Member Plant,  
1. That the meeting be closed 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; and  
2. That Michelle Heinz, Finance Chair, Arts Advisory Council, be allowed into the closed portion of the meeting.

**CARRIED**

**The Commission moved to the closed session at 5:00 p.m.**

**The Commission rose from the closed session at 5:28 p.m. with the following report:**

That Cristina Caravaca, Rachel Ditor, and Christina Haska be appointed to the Arts Advisory Council for an initial one-year term ending June 2022.

**10 Adjournment**

**MOVED** by Member Green, **SECONDED** by Member Plant,  
That the meeting be adjourned at 5:28 p.m.

**CARRIED**

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
RECORDER



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**Minutes of a Special Meeting of the ARTS COMMISSION  
Held WEDNESDAY, JULY 28, 2021, in Room 488, 625 Fisgard St., Victoria, BC**

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EP = Electronic Participation

**Present: Members:** J. Loveday (Chair), (the following by EP) S. Epp, C. Green, L. Hundleby, C. Plant, K. Roessingh  
**Staff:** Chris Gilpin, Co-Manager, James Lam, Co-Manager, Arts & Culture; V. Jeevanandam, Community Outreach Coordinator; N. More, Senior Administrative Secretary (recorder)  
**Also Present:, Arts Advisory Council:** C. Heiman, Chair (EP)  
**Absent:** W. Gardner, D. Lajeunesse, G. Lemon

The meeting was called to order at 4:00 pm.

**1 Territorial Acknowledgement**

**2 Approval of Agenda**

**MOVED** by Member Plant, **SECONDED** by Member Roessingh,  
That the agenda be approved as circulated.

**CARRIED**

**3 Presentations/Delegations**

There were none.

Chair Loveday introduced Chris Gilpin, new Manager, Arts & Culture Support Service.

**4 Special Meeting Matters**

**4.1 Outcomes of Board Initiative 12a-1 to Explore Partnerships to Support 100% Participation in the CRD Arts Function**

J. Lam provided highlights.

Chair Loveday opened the floor for questions. Clarification and Commission discussion included the following points:

- Staff recommendation to receive for information was based on Board request to report back to the Board on the outcome.
- This Commission could take a position of advocacy towards the Board if it chose to do so, then it would be the Board's decision on how to move forward toward the goal of 100% participation.
- Action to move this forward could be done properly in a motion arising.
- Appendix A, the simulation, was a representation of all 16 jurisdictions participating at the Group 1 level, but with the overall budget remaining the same.
- Another simulation, not provided, was run as a follow-up exercise, representing the growth in the overall budget to 4.1 million if all 16 jurisdictions participated at the Group 1 level, and the present participants stayed at the current contribution unit rate.
- Other simulations could be run to show a mix of levels.

- Only having Appendix A, people might assume that scenario was the plan, while the Commission might have a different plan. Additional information could be provided before the matter comes before the Board.
- In essence, the Alternative Approve Process (AAP) provides that if less than 10% of the total electorate respond in writing to say no, then the Board can decide to proceed with the matter, but if 10% or more write in to say no, then the Board can take it to referendum.
- The current bylaw contains a 2-year escape clause where a jurisdiction that chooses to join is able to withdraw; this would not be appropriate for a regional service.
- Staff can accommodate the changes directed by the Commission in a supplementary report to more fully inform the Board of factors to be considered.
- The Commission requested that staff provide alternative appendices with the report going forward to the Board, to suggest growth in the budget, not as in the simple simulation attached as Appendix A.
- The Commission requested that in the revised or additional appendices, the representation showing as “per capita” be clarified so readers can understand the numbers in terms of “per household.”
- If the Board approves going to an AAP for 100% participation, the process must be made clear to the public, and it would be important that the benefits of participation in the service were to be pointed out, so people can understand it as not simply a tax.

**MOVED** by Member Plant, **SECONDED** by Member Hundleby,  
The Arts Commission recommends to the Capital Regional District Board:  
That the Outcomes of Board initiative 12a-1 to Explore Partnerships to Support 100% Participation in the CRD Arts Function report be received for information.

**CARRIED**

The Commission discussed a motion arising. The discussion included the following points:

- This is defensible and equitable and will grow the arts service fairly.
- Members of the Arts Commission can educate and advocate for 100% participation.
- It would be beneficial to inform the arts advocates within the region of what is happening; to inform the artists who live in each non-participating jurisdiction so they can advocate to their local government for participation.
- Next step is a mature regional service with region-wide benefits.
- Arts Commission members could attend the Board meeting in Sept., for added impact.
- Confidence in a positive response to the proposal.

**MOVED** by Member Plant, **SECONDED** by Member Epp,  
The Arts Commission recommends to the Capital Regional District Board:

1. That staff be directed to prepare amendments to the establishing bylaw to gain full regional participation in the Arts and Culture Support Service, with all electoral areas and municipalities added as Group 1 or Group 2 Participating Areas;
2. That the Board proceed by way of a regional alternative approval process; and
3. That staff include a report with the removal of the 2-year exit clause and include additional service requisition scenarios that reflect 30% participation for new members and a general increase to the service budget.



**MOVED** by Member Plant, **SECONDED** by Member Roessingh,  
To amend the main motion by removing the words “Group 1 or”.

**CARRIED**

**MOVED** by Member Roessingh, **SECONDED** by Member Green,  
To amend the main motion by replacing the word “all” with “non-participating”.

**CARRIED**

**MOVED** by Member Plant, **SECONDED** by Member Epp,

The Arts Commission recommends to the Capital Regional District Board:

1. That staff be directed to prepare amendments to the establishing bylaw to gain full regional participation in the Arts and Culture Support Service, with non-participating electoral areas and municipalities added as Group 2 Participating Areas;
2. That the Board proceed by way of a regional alternative approval process; and
3. That staff include a report with the removal of the 2-year exit clause and include additional service requisition scenarios that reflect 30% participation for new members and a general increase to the service budget.

**CARRIED**

#### 4.2 Arts Summit Update (Verbal)

V. Jeevanandam reported that the summit would focus on equity. A consultant with expertise in equity has been hired and will be aiding in programming the Summit. To connect the community with funding, partnerships with provincial and federal arts funders are being explored. The Commission will be informed via calendar invitation once a venue and dates have been confirmed.

#### C. Green left the meeting at 4:53 pm

**MOVED** by Member Hundleby, **SECONDED** by Member Epp,  
That the Arts Summit verbal update be received for information.

**CARRIED**

#### 5 Adjournment

On behalf of the Commission, Chair Loveday expressed appreciation to James Lam, outgoing Manager, Arts & Culture.

**MOVED** by Member Hundleby, **SECONDED** by Member Roessingh,  
That the meeting be adjourned at 4:54: p.m.

**CARRIED**

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CHAIR

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RECORDER



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## ARTS ADVISORY COUNCIL

### Minutes of a meeting of the Arts Advisory Council, Capital Regional District Held Tuesday, September 14, 2021 via video conference

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**Members:** D. Beaton-Smith, C. Caravaca, R. Ditor, W. Greaves, C. Haska, C. Heiman, A. Hershberg, K. Huhtala, J. Verano

**Arts & Culture Staff:** C. Gilpin, Manager, V. Jeevanandam, Community Outreach Coordinator, H. Heywood, Admin Assistant (recorder)

**Regrets:** E. Matheson

C. Heiman called the meeting to order at 5:04 pm and gave a Territorial Acknowledgement.

At the request of the Chair, C. Gilpin, new manager of Arts & Culture, introduced himself and provided a brief background, as well as outlining department priorities for the upcoming year.

C Heiman welcomed new members, C. Caravaca, R. Ditor, and C. Haska, to their first meeting. There will be an opportunity for them to provide introductions at a future meeting.

#### 1. Approval of Agenda

**MOVED** by R. Ditor, **SECONDED** by W. Greaves, to approve the agenda as circulated.

**CARRIED**

#### 2. Minutes

##### 2.1 Arts Advisory Council

**MOVED** by W. Greaves, **SECONDED** by K. Huhtala, that the minutes of the Arts Advisory Council meeting on 2021/06/01 be approved as circulated.

**CARRIED**

##### 2.2 Arts Commission Minutes

**MOVED** by R. Ditor, **SECONDED** by K. Huhtala, that the minutes of the Arts Commission meeting on 2021/06/23 and 2021/07/28 be received for information.

**CARRIED**

5:16 A. Hershberg joined the meeting.

#### 3. Chair's Report

C. Heiman noted the election of a Funding Chair which will take place later in the agenda.

V. Jeevanandam was thanked for sending copies of the 2020 Progress Report to all AAC members.

The Operating grant deadline was September 9<sup>th</sup>. This year includes the multi-year funding applicants. There are 31 applications to review; 10 multi-year and 21 annual with no new applicants.

**MOVED** by C. Haska, **SECONDED** by R. Ditor, that the Chair's Report be received for information.

**CARRIED**

#### 4. **Manager's Report**

C. Gilpin provided an update regarding two current Arts & Culture initiatives, one that seeks expanded region-wide support for the Arts & Culture Service, and the second regarding a new Service for regional performing arts facilities. Staff reports for these proposals have recently been reviewed by the Board and returned to staff for further work.

C. Gilpin has previously provided an orientation to new members and extended an invitation to any other members who may want to hear this presentation. Staff will email an invitation.

#### 5. **Outreach Update**

V. Jeevanandam spoke to the Progress Report which was presented to the Arts Commission in June and was subsequently presented to the CRD Board by the Arts Commission Chair, J. Loveday. This presentation is now available on the CRD website. Copies of the Report were sent to all municipal councils and funded organizations. Any questions or feedback about the Report should be directed to staff.

The Arts Champions Summit will be virtual this year, taking place December 7<sup>th</sup>. The theme of the summit will be Reframing our Arts Future, focusing on equity and Indigenous self-determination. More information will be emailed to members as it becomes available.

V. Jeevanandam and C. Gilpin have started meeting with funded organizations to learn more about their current situations and the challenges they have been facing throughout the past few months.

The Outreach Update was received for information.

#### 6. **Operating Grants**

##### **Application Update**

Already discussed in the Chair's Report.

##### **Election of Funding Chair**

Chair Heiman introduced the position of Funding Chair and called for nominations.

Chair Heiman nominated R. Ditor and R. Ditor accepted.

Chair Heiman called for nominations a second and third time; there being no other nominations, R. Ditor was acclaimed as Funding Chair.

#### 7. **Equity, Diversity, Inclusion Sub-Committee**

##### **Terms of Reference**

C. Gilpin introduced the establishment of the Equity, Diversity, Inclusion sub-committee and the TOR, which came from an Arts Commission motion in October 2020 as follows:

"That the Arts Commission commits to an equity lens to operations and granting and that staff be directed to draft terms of reference for an Equity Advisory Sub-Committee to explore grant adjudication, accessibility of information, data collection and the development of an equitable access policy for all arts funding programs."

C. Gilpin provided details about the membership of the sub-committee and asked for questions from members. After discussion it was,

**MOVED** by C. Caravace, **SECONDED** by D. Beaton-Smith, to include a length of term for EDI sub-committee members, the same as for the Arts Advisory Council.

**CARRIED**

Members further discussed process and approvals for the work to be done by the sub-committee in relation to the Arts Advisory Council and the Arts Commission. It was then,

**MOVED** by C. Heiman, **SECONDED** by A. Hershberg, to add the following amendment to the TOR,

6. c) All policy recommendations require endorsement from the Arts Advisory Council and final approval from the Arts Commission before they can be implemented.

It was then, **MOVED** by C. Caravaca and **SECONDED** by C. Haska, that the TOR be approved as amended.

**CARRIED**

C. Heiman called for volunteers; the following members will form the sub-committee:

R. Ditor, J. Verano, C. Caravaca, C. Haska, W. Greaves, and K. Huhtala

Staff was asked to contact absent members regarding participation on the EDI sub-committee.

**8. New Business** – none

**9. ABC'S (Activity By Council Summary)**

Council activities were discussed.

**10. Correspondence**

**10.1** Pacific Opera – thank you letter

**10.2** Art Gallery of Greater Victoria – thank you letter

Correspondence was received for information.

**11. Adjournment**

**MOVED** by W. Greaves, **SECONDED** by K. Huhtala to adjourn the meeting at 6:19pm.

The next meeting will be Tuesday, October 5, 2021.

**Arts Advisory Council Meeting – Tuesday, September 14, 2021**

**ABC'S (Activities by Council Summary)**

AAC members recently attended the following events in the region:

Art Gallery of Greater Victoria - Howie Tsui

Blue Bridge - Day After Day

Gage Gallery - Orbital, Jo-Anne Silverman Deluge - Why This Word Legacy - On Beaded Ground

Greater Victoria Shakespeare Festival – Cymbeline

Intrepid Theatre – Fringe shows

Kaleidoscope Theatre - The Incredible Adventures of Mary Jane Mosquito

Municipality of Saanich – Punjabi MELA; first annual IYAKT music festival

Theatre SKAM – Skampede

as well as events outside the region.



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**REPORT TO THE ARTS COMMISSION  
MEETING OF WEDNESDAY, SEPTEMBER 22, 2021**

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**SUBJECT**     **2022 Budget for Arts and Culture Support Service**

**ISSUE SUMMARY**

The CRD budget process allows for regional and sub regional service budgets to be reviewed by their respective Commissions in preparation for presentation to the CRD Committee of the Whole and subsequent adoption by the Board.

**BACKGROUND**

The 2022 Financial Planning Guidelines proposed budget limit increases in core operations held to inflationary adjustments. The forecasted CPI rate for budget guidelines is 2%.

The total budgeted costs for the 2022 Arts & Culture Service is \$2,987,542, an increase of \$59,020 or 2% over 2021. Key budget components include:

- Grants budget of \$2,591,230, an increase of \$44,730, or 1.8%; and
- Administrative costs of \$409,926, an increase of \$14,352, or 3.6%.
  - The increase above CPI is primarily related to standard overhead allocation, building occupancy, human resources adjustments, and projected contract increases.

The Five Year Capital Expenditure Plan reflects equipment replacements of \$1,550 in line with corporate standards. The balance of the Operating Reserve is estimated to be \$258,465 by the end of 2021 including interest.

**ALTERNATIVES**

*Alternative 1*

The Arts Commission recommends to the Capital Regional District Board:  
That the 2022 Arts & Culture Service Budget be approved as presented.

*Alternative 2*

The Arts Commission recommends to the Capital Regional District Board:  
That the 2022 Arts & Culture Service Budget be approved as amended.

**CONCLUSION**

The Arts & Culture Service Budget for 2022 notes changes and additions in alignment with direction provided by the Commission and accommodates increases related to contract increases and internal allocations within the CRD approved Financial Planning Guidelines.

**RECOMMENDATION**

The Arts Commission recommends to the Capital Regional District Board:  
That the 2022 Arts & Culture Service Budget be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Division
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENTS**

Appendix A: 2022 Arts & Culture Service Budget

APPENDIX A

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2021 BOARD BUDGET	2021 ESTIMATED ACTUAL	2022 CORE BUDGET	2022 ONGOING	2022 ONE-TIME	2022 TOTAL	2023 TOTAL	2024 TOTAL	2025 TOTAL	2026 TOTAL
<b>ARTS GRANTS</b>										
<u>ARTS GRANTS:</u>										
Operating Grants	2,236,500	2,236,500	2,281,230	-	-	2,281,230	2,326,855	2,373,392	2,420,860	2,469,277
Project Grants	310,000	318,500	310,000	-	-	310,000	316,200	322,524	328,974	335,553
<b>Total Grants Payment</b>	<b>2,546,500</b>	<b>2,555,000</b>	<b>2,591,230</b>	-	-	<b>2,591,230</b>	<b>2,643,055</b>	<b>2,695,916</b>	<b>2,749,834</b>	<b>2,804,830</b>
		0.3%	1.8%			1.8%	2.0%	2.0%	2.0%	2.0%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	296,642	296,642	297,973	-	-	297,973	304,395	310,955	317,656	324,500
Internal Allocations	67,536	67,536	77,473	-	-	77,473	78,825	80,380	81,966	83,584
Insurance Cost	700	700	580	-	-	580	610	640	670	700
Operating Cost - Other	30,696	25,811	31,400	-	2,500	33,900	32,028	32,668	33,322	33,989
<b>Total Administration Costs</b>	<b>395,574</b>	<b>390,689</b>	<b>407,426</b>	-	<b>2,500</b>	<b>409,926</b>	<b>415,858</b>	<b>424,643</b>	<b>433,614</b>	<b>442,773</b>
		-1.2%	3.0%			3.6%	1.4%	2.1%	2.1%	2.1%
<b>TOTAL OPERATING COSTS</b>	<b>2,942,074</b>	<b>2,945,689</b>	<b>2,998,656</b>	-	<b>2,500</b>	<b>3,001,156</b>	<b>3,058,913</b>	<b>3,120,559</b>	<b>3,183,448</b>	<b>3,247,603</b>
<u>CAPITAL / RESERVE TRANSFER</u>		0.1%	1.9%			2.0%	1.9%	2.0%	2.0%	2.0%
Transfer to Operating Reserve Fund	-	-	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL / RESERVES TRANSFER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Internal Recoveries	(13,552)	(13,552)	(13,614)	-	-	(13,614)	(13,908)	(14,208)	(14,514)	(14,828)
<b>TOTAL COSTS</b>	<b>2,928,522</b>	<b>2,932,137</b>	<b>2,985,042</b>	-	<b>2,500</b>	<b>2,987,542</b>	<b>3,045,005</b>	<b>3,106,351</b>	<b>3,168,934</b>	<b>3,232,775</b>
		0.1%	1.9%			2.0%	1.9%	2.0%	2.0%	2.0%
<u>FUNDING SOURCES (REVENUE)</u>										
Revenue - Other	-	(10,000)	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(19,955)	(13,570)	(25,000)	-	-	(25,000)	-	-	-	-
Payments In Lieu of Taxes	(180,710)	(180,710)	(180,710)	-	-	(180,710)	(180,710)	(180,710)	(180,710)	(180,710)
<b>TOTAL REVENUE</b>	<b>(200,665)</b>	<b>(204,280)</b>	<b>(205,710)</b>	-	-	<b>(205,710)</b>	<b>(180,710)</b>	<b>(180,710)</b>	<b>(180,710)</b>	<b>(180,710)</b>
		1.8%	2.5%			2.5%	-12.2%	0.0%	0.0%	0.0%
<b>REQUISITION</b>	<b>(2,727,857)</b>	<b>(2,727,857)</b>	<b>(2,779,332)</b>	-	<b>(2,500)</b>	<b>(2,781,832)</b>	<b>(2,864,295)</b>	<b>(2,925,641)</b>	<b>(2,988,224)</b>	<b>(3,052,065)</b>
			1.9%			2.0%	3.0%	2.1%	2.1%	2.1%
<u>AUTHORIZED POSITIONS:</u>										
	2.8	2.8	2.8		0.0	2.8	2.8	2.8	2.8	2.8





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## REPORT TO ARTS COMMISSION MEETING OF WEDNESDAY, SEPTEMBER 22, 2021

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**SUBJECT** 2022 Service Planning – Arts & Culture

### **ISSUE SUMMARY**

To provide the Arts Commission with an overview of core service levels, new and progressing initiatives and performance metrics related to the Arts & Culture Community Need. These activities are undertaken by the Arts & Culture division and deliver on approved Board Strategic Priorities and the CRD Corporate Plan.

### **BACKGROUND**

The Capital Regional District (CRD) Board identified its strategic priorities in early 2019. Subsequently, staff prepared the 2019-2022 CRD Corporate Plan to align with this direction. The CRD Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's fifteen most important needs (community needs). These initiatives are delivered in conjunction with the mandated core services and regulatory requirements that the CRD is accountable for delivering. The priorities were re-confirmed by the CRD Board at the annual check-ins on May 13, 2020, and May 12, 2021.

At the start of the Board term, staff identified that the ambitious plan for the region would require a significant amount of effort and resources to action and implement Board and Corporate Priorities and to keep pace with the anticipated increase in service demands, primarily driven by population growth and construction activity. The general level of effort deployed by the organization has been increasing to keep pace since the direction was set and in some cases emerging trends and changes in economic activity have had a significant impact on the demand for services driving additional resource requirements.

This is the final year of service plan and budget approvals for this CRD Board as well as the final year of implementation of its strategic priorities. 2022 is a transition year for the CRD Board. Staff anticipate that any service planning requests for 2023 will be focused on operational adjustments while the Board is determining its strategic priorities for the 2023-2026 term.

The Community Need Summary Report (Appendix A) provides an overview of the strategic context for service areas by department, core service levels for services, and a summary of the business model and performance metrics associated with targeted outcomes. A summary of the initiatives progressed over the course of this Board's term (Appendix B) has also been appended to this report.

### **ALTERNATIVES**

#### *Alternative 1*

The Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Culture be approved as presented and form the basis of the 2022-2026 Financial Plan.

*Alternative 2*

The Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Culture be approved as amended and form the basis of the 2022-2026 Financial Plan.

**IMPLICATIONS**

*Financial Implications*

The CRD continues to look for ways to fund its services in a manner that relieves affordability pressure for the taxpayer. This is reflected in the policy for reserve balance measures and gaps/surplus which was approved by the CRD Board on July 14, 2021. The CRD has had other funding successes optimizing capital funding and leveraging grant funding in a more aggressive way than ever before.

A comprehensive overview of the resources required to advance the initiatives and core services listed in all Community Need Summaries will be presented to the Committee of the Whole at the 2022 provisional budget review.

*Service Delivery Implications*

The core budget will enable the Arts and Culture Support Service to continue delivering five key granting programs in 2022: Operating Grants; Project, Series and Extending Programming Grants; IDEA (Innovate, Develop, Experiment, Access) Grants; Equity Grants; and Incubator Grants. Each granting stream supports and activates a distinct aspect of the arts and culture ecosystem in the Capital Regional District. In 2022, the Arts and Culture Support Service will continue to promote and celebrate regional arts through convening events and workshops that champion the value of the arts and connect the region's arts communities to funding, while continuing to expand the reach of the service's robust social media channels and e-newsletter dedicated to CRD Arts.

See Appendix A for more details about core service delivery.

**New initiative proposed for 2022:**

There are no new initiatives proposed for this community need in 2022.

**CONCLUSION**

Staff have been progressing initiatives and actions identified in the CRD Corporate Plan, including Board Strategic Priorities. The CRD Board determines resourcing through its annual review and approval of financial plans. As per previous years, to support the Board's decision-making, staff are providing recommendations on funding, timing and service levels through the service and financial planning processes.

**RECOMMENDATION**

The Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:

That Appendix A, Community Need Summary – Arts & Culture be approved as presented and form the basis of the 2022-2026 Financial Plan.

Submitted by:	Chris Gilpin, MPA, Manager, Arts and Culture Division
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Community Need Summary – Arts & Culture

Appendix B: Initiatives Progress Report

# Community Need

2022 Summary



## Arts & 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 recognizes 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 2021, the CRD Arts and Culture funding programs supported 84 organizations that provided programming that supported a wide range of artistic activity by local and regional artists.
- Restrictions on public gatherings due to COVID19 has created significant instability in the arts sector. Some artistic fields of practice, such as performing arts and festivals, have been especially hard-hit. The pace of reopening has been slow and uneven. There have been many outdoor cultural events and some limited indoor events in the second half 2021, but questions remain about the hesitancy of audiences to return to full capacity indoor gatherings.
- Many arts and cultural organizations have also demonstrated tremendous resilience, adaptability, and innovation throughout the pandemic with 84.3% of surveyed Operating and Project Grant recipients developing alternative programming as of February 2021, relying heavily on digital formats such as live-streaming and virtual gatherings.

# Community Need

## 2022 Summary

### Services

Core Services Levels	
Service	Levels
<p><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.</p>	<ul style="list-style-type: none"> <li>• Deliver 5 granting programs: Operating Grants, Project Grants, IDEA (Innovate, Develop, Experiment, Access) Grants, Equity Grants, and Incubator Grants.</li> <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) within five days.</li> <li>• Collect data about trends and impact of arts and culture for internal use and for dissemination to arts communities.</li> <li>• Manage publically available online database of regional public art.</li> <li>• Connect and facilitate dialogue within the regional arts community and with CRD through biennial summit, social media presence, e-newsletter, and funding application workshops.</li> </ul>
<p><b>The McPherson Playhouse Service</b> Contribution agreement for the municipal support of the theatre.</p>	<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>
<p><b>The Royal Theatre Service</b> Contribution agreement for the municipal support of the theatre.</p>	<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>
<p><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.</p>	<ul style="list-style-type: none"> <li>• Services include Asset Management, Facility Management, Financial Services, Information Technology &amp; GIS, Information Services, Human Resources &amp; Corporate Safety, Corporate Communications, Legislative Services, Legal Services, Risk &amp; Insurance and Real Estate Services.</li> </ul>

# Community Need

## 2022 Summary



### Initiatives

No new initiatives proposed for 2022

## Business Model

### Funding

#### Who contributes

- **Arts & Culture Support Service:** Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Metchosin, Highlands, Sooke, and Southern Gulf Islands.
- **The McPherson Playhouse Service:** Victoria
- **The Royal Theatre Service:** Saanich, Victoria, Oak Bay
- **Support Services:** varies per service

#### Funding Sources

- Requisitions

### Reporting Structure

- [Arts & Culture Support Service: Arts Commission](#)
- Theatres: Royal and McPherson Theatres Services Advisory Committee

### Performance

Definition and Source	2020 Actual	2021 Forecast	2022 Target
<b>Metric 1: Social contributions</b>			
(A) total number of events and workshops funded by CRD	(A) 3,377	(A) 3,400	(A) 3,500
(B) total attendees at CRD-funded arts events	(B) 472K+	(B) 472K+	(B) 644K
(C) total number of grants distributed	(C) 89	(C) 84	(C) 90
Data from 2020 Arts & Culture Progress Report			
<b>Metric 2: Economic contributions</b>			
(D) total funding (\$M) invested (via CRD grants) in grant recipients	(D) \$2.49M	(D) \$2.55M	(D) \$2.6M
(E) total revenue (\$M) generated	(E) \$19.7M	(E) \$22M	(E) \$25M
Data from 2020 Arts & Culture Progress Report			

# Community Need

## 2022 Summary

### Discussion

#### Link to Target Outcome

Funding programs and other activities of the Arts & Culture Service recognises 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.

#### Discussion

All metrics for 2020 have been adversely impacted by COVID-19. Specifically, provincial restrictions on events and gatherings, as well as limited capacity at art galleries, meant that arts programming could not be produced or delivered by organizations in the way that it was originally planned. Arts organizations adapted in many ways, providing digital options, through livestreaming or other online platforms.

#### Metric 1 – Social Contributions

- (A) The number of events and workshops rose, due to the adaptation of arts organizations in moving activities and programming online.
- (B) In-person attendance of arts and culture events was severely restricted during the pandemic; however, online attendance increased substantially as many new digital arts programming options were launched. 2021 is expected to be a transitional year with in-person attendance continuing to recover in 2022.
- (C) In 2021, there were fewer applicants to project-based grant programs, due to increased uncertainty from the COVID-19 pandemic and accompanying health protocols. These conditions made project planning more difficult. We expect a growing demand for these grants in 2022 as the pandemic situation stabilizes.

#### Metric 2 – Economic Contributions

- (D) Total arts grant funding has remained consistent throughout the pandemic, with increases from the federal government in 2020.
- (E) Total revenues of operating grant recipients dropped 22% in 2020 from 2019 levels (\$25.5M), largely due to the restrictions on in-person events resulting in lower earned revenues. Digital programming, while well-attended, proved difficult to monetize. In 2021 and 2022, as event and gathering restrictions are lifted, it is expected that revenues will show recovery.

# Community Need

## Initiative Progress Report



### Arts & Culture

Initiatives approved in 2020 and 2021			
Ref	Initiative	% complete	Progress to date
12a-1	Art Facility Needs & Partnerships	100%	Lead: Arts & Culture Support Service (2020) Completed – Board motion approved (March 3, 2021) "to begin the process of establishing a regional service for the purposes of planning, developing and funding of performing arts facilities that have regional impact". Work ongoing to establish regional service.
12b-1	Community Engagement in Arts	100%	Lead: Arts & Culture Support Service (2020) Part of core services
12b-2	Arts and Culture Strategic Plan	100%	Lead: Arts & Culture Support Service (2020) Completed
12c-1	Arts Grant Program Review	100%	Lead: Arts & Culture Support Service (2020) Part of core services





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**REPORT TO ARTS COMMISSION  
MEETING OF WEDNESDAY, SEPTEMBER 22, 2021**

**SUBJECT Outcomes from Board Meeting (September 8, 2021) on Region-Wide Participation in the Arts and Culture Support Service**

**ISSUE SUMMARY**

On September 8, 2021, the Board of the Capital Regional District (CRD) considered three recommended motions from the Arts Commission to expand the current service to full regional participation through Alternative Approval Process (AAP). Two out of three motions passed, resulting in a mixed outcome that warrants further consideration.

**BACKGROUND**

On July 28, 2021, the Arts Commission reviewed a staff report on the efforts to gain more participation in the Arts and Culture Support Service through consent of municipal councils. As a motion arising, the Arts Commission approved a set of recommendations, namely:

1. That staff be directed to prepare amendments to the establishing bylaw to gain full regional participation in the Arts and Culture Support Service, with all electoral areas and municipalities added as Group 1 or Group 2 Participating Areas;
2. That the Board proceed by way of a regional alternative approval process; and
3. That staff include a report with the removal of the 2-year exit clause and include additional service requisition scenarios that reflect 30% participation for new members and a general increase to the service budget.

On September 8, 2021, the Board considered these recommended motions. The results were that the two motions regarding the amendments to the bylaw passed, but the motion regarding the alternative approval process did not pass (see Table 1).

**Table 1. CRD Board Voting Results on Arts Commission Motions Arising**

<b>Motion</b>	<b>In Favour</b>	<b>Opposed</b>	<b>Threshold</b>	<b>Result</b>
#1 Prepare bylaw amendments	13	11	Majority	Carried
#2 Proceed with AAP	9	15	2/3rds Majority	Defeated
#3 Remove exit clause	13	11	Majority	Carried

Because these motions are connected and dependent on one another, staff are providing a report with an analysis of feasibility and implications of next steps.

**ALTERNATIVES**

*Alternative 1*

The Arts Commission recommends to the Capital Regional District Board:

1. That staff take no further action to draft amendments, including removal of exit clause, to the establishing bylaw of the Arts and Culture Support Service, Bylaw 2884.
2. That staff work with the Arts Commission to continue to conduct outreach to non-participating

jurisdictions and provide information on the benefits of joining the Arts and Culture Support Service through council consent.

*Alternative 2*

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

**IMPLICATIONS**

*Alignment with Board & Corporate Priorities*

Board Initiative 12a-1 in the 2019-2022 Corporate Plan indicates there is a priority to:

“Facilitate a discussion of the region’s art facility needs & explore partnerships to support 100% participation in the CRD arts functions.”

Since the establishment of the Arts Service in 2001, efforts to recruit new participants have been repeated as councils have changed through election cycles. In 2017-18, prior to the most recent corporate plan, council presentations were made in North Saanich, Central Saanich, Sidney, and Sooke. From the establishment of the Arts Service, such presentations and outreach have resulted in participation increasing from four to nine jurisdictions.

Since October 2019, staff have sent correspondence to the non-participating municipalities of Central Saanich, Colwood, Langford, North Saanich, and Sidney as well as the non-participating electoral areas of Salt Spring Island and Juan de Fuca. Following this outreach, presentations were made to Sidney and Colwood councils. While several of the seven non-participating jurisdictions gave due consideration, all have declined to join the service at this time.

Next, the Arts Commission explored the possibility of 100% participation in the Arts and Culture Support Service through recommended motions to the CRD Board that outlined a region-wide AAP process and the necessary amendments to the establishing bylaw, which were approved at the Arts Commission meeting of July 28, 2021, and met mixed results at the September 8, 2021, CRD Board meeting.

Through these two initiatives, the Arts Commission has supported the CRD Board in exploring multiple ways to achieve 100% participation in the Arts and Culture Support Service and has fulfilled the scope of work outlined in this board initiative.

*Legislative Implications*

The Arts and Culture Support Service is currently a sub-regional service of interested participating jurisdictions. If, as indicated, certain jurisdictions are not interested in joining through consent at this time, then there are two electoral approval processes that could lead to a region-wide service: region-wide alternative approval process (which has been rejected by the CRD Board) and region-wide referendum. Motions to pursue either of these processes require a two-thirds majority vote at the CRD Board.

To continue making amendments to the current bylaw, as currently directed by the CRD Board, could have adverse unintended consequences. Any amendment that involves withdrawal

provisions, such as the exit clause, requires unanimous consent of existing participants. Certain participants may also view the removal of this clause as placing an additional restriction on their consent to participate or not participate in the service, and they may withdraw from the service, as a result of this amendment being further pursued.

**CONCLUSION**

The CRD Board considered recommendations from the Arts Commission on how to achieve 100% participation in the Arts and Culture Support Service. The Board passed motions on making amendments to the establishing bylaw, but defeated an accompanying motion on the electoral approval process necessary to implement these amendments. This report reviews the implications of the outcomes of this Board vote and provides a recommended path forward that focuses on expanding the existing service through providing information on the value of the service to non-participating jurisdictions and encouraging them to join.

**RECOMMENDATION**

The Arts Commission recommends to the Capital Regional District Board:

1. That staff take no further action to draft amendments, including removal of exit clause, to the establishing bylaw of the Arts and Culture Support Service, Bylaw 2884.
2. That staff work with the Arts Commission to continue to conduct outreach to non-participating jurisdictions and provide information on the benefits of joining the Arts and Culture Support Service through council consent.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

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August 6, 2021

Chris Gilpin  
Manager, CRD Arts & Culture Support Service  
625 Fisgard Street  
Victoria, BC  
V8W 2S6

Dear Chris,

I acknowledge receipt of your letter dated August 3, 2021 and confirm that we are in receipt of the funds transfer in the amount of \$448,000 representing full payment of our 2021 Operating grant.

On behalf the AGGV Board of Directors, staff, volunteers and members we would like to sincerely thank the Arts & Culture Support Service and the CRD for the support. Operating grants such as that provided by the CRD, as well as emergency grant and wage subsidy programs have allowed us to navigate the loss of revenue from events, facility rentals, admissions, donations and memberships over the last year and a half.

We will acknowledge the support of the CRD Arts & Cultural Support Service in our print and promotional activities. And I will continue to mention this greatly appreciated backing when representing the Gallery.

Do not hesitate to contact me if you have any questions concerning our programming initiatives or operations. Lastly, congratulations on your new position at the CRD. I look forward to an opportunity to meet in person.

Kind regards,



Janyce Ronson  
Acting Director



5 August 2021

Chris Gilpin  
Manager  
Arts & Culture Support Service  
Capital Regional District  
625 Fisgard Street, Victoria, BC V8W 1R7

Email: [CGilpin@crd.bc.ca](mailto:CGilpin@crd.bc.ca)

Dear Chris

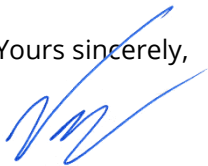
**RE: CRD 2021 Operating Grant Payment**

On behalf of the Board of Directors of Pacific Opera Victoria, thank you for the support of the CRD Arts & Culture Support Service. I am pleased to confirm that the 2021 operating grant of \$225,450 has been received.

This grant represents the CRD's investment in arts and culture in the region, for which we are extremely grateful. Your continued support of our efforts allows us to follow our strategic vision and to add more depth and diversity to our artistic and community work. We look forward to continuing to keep you informed of our activities.

Again, thank you for the crucial support that you and the CRD Arts & Culture Support Service provide to Pacific Opera Victoria and to the arts in our region.

Yours sincerely,



Ian Rye  
Chief Executive Officer