

## ARTS COMMISSION

Notice of Meeting on **Wednesday, September 27, at 4pm-5pm**  
Room 488, 4th Floor, 625 Fisgard Street, Victoria, BC; and Electronic Participation

M. Alto (Chair)	D. Cavens	D. Lajeunesse	C. Plant	C. Smart
P. Brent	S. Epp	G. Lemon	K. Roessingh	

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Delegations will have the option to participate in-person or electronically. Please complete the online application at [www.crd.bc.ca/address](http://www.crd.bc.ca/address) no later than 4:30 pm two days before the meeting.

## AGENDA

1. Territorial Acknowledgement
2. Approval of Agenda
3. Adoption of Minutes of July 26, 2023

**Recommendation:** That the July 26, 2023, minutes of the Arts Commission be adopted.

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 - Sept 12, 2023
    - 6.1.3. Arts Advisory Council ABCs - Sept 12, 2023
  - 6.2. Manager's Report (verbal)
    - 6.2.1 Outreach Report (attached)

### 6.3. 2024 Budget for Arts and Culture Support Service

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

That the 2024 Arts & Culture Service Support Budget be approved as presented.

**Attachments:**

Staff Report: 2024 Budget for Arts and Culture Support Service  
Appendix A: 2024 Arts & Culture Support Service Budget  
Appendix B: Community Need Summary 2024

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*Commissioners: To ensure quorum, please advise Heather Heywood ([hheywood@crd.bc.ca](mailto:hheywood@crd.bc.ca)) if you or your alternate cannot attend.*

#### 6.4 Project Grant Intakes - Allowing Unsuccessful January Applicants to Apply Again

**Recommendation:** The Arts Advisory Council recommends to the Arts Commission that eligibility for Projects Grants be changed so that unsuccessful applicants to the first intake have the option to apply to the second intake with the same project or a new project.

**Attachments:**

Staff Report: Eligibility for Unsuccessful Applicants at the First Intake of Projects Grants to Apply Again at the Second Intake  
Appendix A: Program Guidelines for Project Grants – redline change

#### 6.5 Strategic Plan 2024-27: Review of Complete Document

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

**Attachments:**

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

7 New Business

8 Correspondence - none

9 Adjournment

(Next Meeting: October 25, 2023)



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**Minutes of a Meeting of the ARTS COMMISSION**  
**Held July 26, 2023, in Room 488, 625 Fisgard St., Victoria, BC**

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EP = Electronic Participation

**Members Present:** M. Alto (Chair); D. Cavens, D. Lajeunesse, G. Lemon, C. Smart

**EP:** S. Epp, K. Roessingh,

**Staff:** C. Gilpin, Manager, Arts & Culture Service; A. Gibbs, Administrative Assistant (recorder)

**Also present:** J. Verano, Arts Advisory Council Chair

**Regrets:** P. Brent; C. Plant

The meeting was called to order at 4:05 pm.

**1 Territorial Acknowledgement**

Chair Alto provided a Territorial Acknowledgement.

**2 Approval of Agenda**

**MOVED by Member Cavens, SECONDED by Member Smart**  
**That the agenda be approved as published.**

**CARRIED**

*Member Epp joined the meeting at 4:08 pm.*

**3 Adoption of Minutes**

**MOVED by Member Cavens, SECONDED by Member Lajeunesse,**  
**That the minutes of the June 28, 2023, Arts Commission meeting be adopted as circulated.**  
**CARRIED**

**4 Chair's Remarks**

Chair Alto provided a summary of going to Langford City Council last week with C. Gilpin to pitch joining the Arts Service:

- She gave the introduction and closing remarks while C. Gilpin gave an excellent presentation, and that they were asked some interesting questions.
- They did not make a decision that night but asked for a staff report on the impact of joining and how that would reflect and coordinate with their strategic plan.
- Chair Alto concluded saying that this was positive and noted that they have a date set to present the Arts Service to Colwood in October as well.

On the Impact Report & Strategic Plan:

- Noted that these are two very important documents that set out a significant path forward, and that she was very pleased with them in general.

## **Arts Commission Minutes – July 26, 2023**

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- Reminded Commission Members that at the beginning of their work together in this term, one of the things they spoke about was the sense of being able to use the Commission to imagine paths forward toward a more proactive regional collaboration. She is very pleased with the two reports and does not feel the reports are preventing the continuation of those larger discussions.

### **5 Presentations/Delegations – None**

### **6. Commission Business**

#### **6.1 Arts Advisory Council Update**

##### **6.1.1 Arts Advisory Council (AAC) Chair's Report (verbal)**

Welcomed A. Gibbs as Community Outreach Coordinator.

Noted that this report was supposed to happen in June, as a recap:

- Heard from Funding Chair of AAC Sue Donaldson, she presented results of project grant adjudication
- 22 applications, 20 were recommended for funding
- Grateful for the work that panel did in reviewing these applications
- Key discussions held to review possibility of allowing unsuccessful January project grant applicants to reapply in April

Gave kudos to Chair Alto and C. Gilpin on Langford meeting which she attended, noted it was a very well prepared and well received presentation.

##### **6.1.2 Arts Advisory Council Minutes - June 13, 2023**

Chair Alto noted the June 13, 2023 Arts Advisory Council minutes were received.

##### **6.1.3 Arts Advisory Council ABCs - June 13, 2023**

Chair Alto noted the June 13, 2023 Arts Advisory Council ABC's were received.

#### **6.2 Manager's Report (verbal)**

Announced annual Operating Grant intake is now open, and staff is currently speaking to new applicants and doing pre-eligibility checks. Guidelines are up on the website and the deadline for applications is September 14th.

Attended a meeting of arts groups who are interested in investigating the possibility of turning First Met United Church into a venue. A number of community arts groups that the Arts Service funds already use the Church as a venue or a rehearsal space. The congregation is leaving, and in the next few months the First Met Church will go to the Regional Council of the United Church, who would continue to manage and operate it. At the meeting they said that for at least the next year everything would continue to be 'status quo' which was a relief to all the organizations. The Victoria Symphony expressed that it would be interested in taking on the operation of the venue, and the Church expressed a lot of interest in that, as they would not like to operate it long term. They are exploring models similar to the Baumann Center, which is St. John the Divine operated by Pacific Opera. This is still in the early stage, and they have a lot of conversations to go.

## **Arts Commission Minutes – July 26, 2023**

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Introduced new Community Outreach Coordinator A. Gibbs and noted that as Heather Heywood is away on vacation, A. Gibbs would act as recording secretary.

### **6.3 CRD Arts and Culture: 2022 Impact Report**

C. Gilpin provided an introduction and background on the Impact Report and noted that it used to be called the 'Progress Report' but was renamed to better reflects its purpose. Two main themes in the 2022 report were identified:

- Alignment of arts and culture funding to the goals of the current strategic plan
- The implementation of the EDI (equity, diversity & inclusion) lens across the granting and operations

**MOVED by Member Cavens, SECONDED by Member Lajeunesse that staff distribute the CRD Arts & Culture: 2022 Impact report virtually through the CRD website & as physical copies to all councils and electoral directors in the capital region.**

The Commission discussed the report, the scope of distribution, and the option to forward the report to the CRD Board at their next meeting.

**MOVED by Member Smart, SECONDED by Member Lemon that the motion be amended to add to the motion, "and to the next regular meeting of the CRD Board."**

**CARRIED**

The question was called on the main motion.

**MOVED by Member Cavens, SECONDED by Member Lajeunesse that staff distribute the CRD Arts & Culture: 2022 Impact report virtually through the CRD website & as physical copies to all councils and electoral directors in the capital region, and to the next regular meeting of the CRD Board.**

**CARRIED**

### **6.4. Priorities for 2024-27 Strategic Plan**

C. Gilpin provided an overview of the presentation:

- Update on Strategic Planning Process
- What We Heard Report Key Takeaways
- Review of Strategic Priorities
- 5 Priority Areas
- 10 Goals with Supporting Actions
- Next Steps

Chair Alto thanked C. Gilpin for the presentation, echoed the thanks he expressed to all those involved in the strategic planning and engagement processes, and suggested that a thanks to those involved should be included in report document itself.

Chair Alto requested the motion reflect the changes that were made to the goals and actions by including "as presented and amended."

Chair Alto inquired as to whether it would be possible to project an estimate of what the budget requirements for the proposed 2024-27 strategic plan would be. C. Gilpin responded that staff will

## Arts Commission Minutes – July 26, 2023

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bring forward a budget and the service plan for 2024, and that there was an estimate of costs in the goals matrix. C. Gilpin outlined that the sequencing of implementing actions would allow the Commission to avoid frontloading the 2024 budget with expenses that are still being determined.

Member Smart noted that the arts sector may not be as well represented with youth, which may be a specific gap to address with these goals. Member Lajeunesse suggested that it might fit best in goal 1b. Chair Alto agreed and added that a focus on the promotion of arts careers could be added as a third bullet. Chair Alto concluded that there is agreement to reference to career opportunities in goal 1b, and that it will be left with staff to determine the language.

Member Cavens asked whether staff have done an assessment of their capacity to achieve these goals with the resources available. C. Gilpin responded that Appendix C does include a matrix looking at potential staff capacity and costs, and that staff feel it is feasible.

Member Lemon expressed thanks to staff for their work and being open to changes. Member Lajeunesse echoed thanks to staff and remarked that the goals outlined were of high quality.

**MOVED by Member Lemon, SECONDED by Member Lajeunesse that the strategic priorities, goals, and actions be approved as presented and amended to be included in the 2024-27 Strategic Plan for the Arts & Culture Support Service.**

**CARRIED**

### **7. New Business**

### **8. Correspondence - none**

### **9. Adjournment**

**MOVED by Member Lajeunesse, SECONDED by Member Smart,  
That the meeting be adjourned at 4:45 pm.**

**CARRIED**

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CHAIR

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RECORDER



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## ARTS ADVISORY COUNCIL

### Minutes of a Meeting of the CRD Arts Advisory Council

Tuesday, September 12, 2023 at 5:00 – 6:00 pm

Via Video Conference

**AAC Members:** C. Caravaca, R. Ditor, S. Donaldson, R. Gale, W. Greaves, C. Haska, A. Hershberg, J. Verano (Chair)

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

**Regrets:** S. Reid

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#### 1. Territorial Acknowledgement

J. Verano provided a territorial acknowledgement.

#### 2. Approval of Agenda

**MOVED** by C. Haska, **SECONDED** by S. Donaldson, to approve the agenda as circulated.

**CARRIED**

#### 3. Minutes:

##### 3.1 Adoption: 2023/06/13 Arts Advisory Council (AAC)

**MOVED** by R. Ditor, **SECONDED** by C. Haska, that the June 13, 2023 minutes of the Arts Advisory Council be approved as presented.

**CARRIED**

##### 3.2 Arts Commission (AC) Minutes of 2023/5/19 and 2023/06/28 - received for information

#### 4. Chair's Report

Chair Verano welcomed everyone back after the summer. She commented on items upcoming on the agenda and also noted:

- As a resident of Langford, she attended a recent Langford Council meeting at which the Arts Commission Chair, M. Alto, and C. Gilpin made an excellent presentation to the Mayor and Council about the benefits of joining the CRD Arts Service. Langford Council will be finalizing their strategic plan this fall.
- Members were advised that D. Clark has had to step down from the Arts Advisory Council.
- The Arts Commission met in July to discuss the strategic plan for the Arts & Culture Service; more will be shared later in the agenda.

Chair Verano welcomed the new Community Outreach Coordinator, A. Gibbs, who joined the staff during the summer.

#### 5. Manager's Report

C. Gilpin welcomed Community Outreach Coordinator, A. Gibbs, who provided a brief introduction.

The Arts & Culture presentation to Langford Mayor and Council was well received. It will be discussed by that Council at a future meeting.

The Operating Grant deadline for annual applications and interim reports is Thursday, September 14<sup>th</sup>. There will be three new applicant organizations bringing the total annual applications to 25.

Staff are planning to send the adjudication packages to the AAC on October 12<sup>th</sup>. The Plenary is scheduled for November 18<sup>th</sup>.

There are currently three vacancies on the AAC. Members are encouraged to share the applicant information with their networks. The deadline for applications is September 29<sup>th</sup>.

AC Chair M. Alto and C. Gilpin will make an Arts & Culture presentation to Colwood Mayor and Council on October 10<sup>th</sup>.

**6. Project Grant Intakes**

At the request of the Arts Commission, the AAC reviewed the current project grant application intake policy, at their June meeting. C. Gilpin summarized the discussion from that meeting which resulted in the proposed recommendation. Members discussed the implications of the recommendation.

**MOVED by S. Donaldson, SECONDED by C. Haska,**

The Arts Advisory Council recommends to the Arts Commission, that eligibility for Projects Grants be changed so that unsuccessful applicants to the first intake have the option to apply to the second intake with the same project or a new project.

**CARRIED**

**7. Strategic Plan 2024-27: Update on Core Elements**

Referring to Appendix A, Summary of Core Elements, C. Gilpin highlighted the revised Mission Statement and expanded Vision Statement, and provided an overview of the proposed Goals and Actions in the draft Strategic Plan. Members were asked for input regarding year one priorities in the implementation plan.

**8. ABCs (Activity By Council Summary)**  
Received for information.

**9. Correspondence - none**

**10. New Business - none**

**11. Adjournment**

**MOVED by A. Hershberg, SECONDED by C. Haska,**  
that the meeting be adjourned at 6:02 pm.

**CARRIED**



## **Arts Advisory Council Meeting – Tuesday, September 12, 2023 ABC'S**

### **(Activities by Council Summary)**

AAC members recently attended the following events in the region:

**Art Gallery of Greater Victoria** - The Street, and Symbiosis

**Bema Productions** (Congregation Emanuel) - *Absinthe, Bourbon, Vodka, Sake*

**Blue Bridge** - *The Guardsman, The Last Five Years*

**Deluge Contemporary Art Gallery** - *Barry Doupé solo exhibition*

**Dragon Boat Festival**

**Fortune Gallery** - *Jeremy Herndl new paintings solo exhibition*

**Intrepid Theatre** - *Fringe 2023: Carpet; Sadec 1965: A Love Story; Renfiel or, Dining at the Bughouse; Cechov Parker Chekhov - Catador Theatre Collective; One-man Moby Dick - Roderick Glanville; Chiaro:Scuro; No One Special; Infinity Gardens; The Big Wail; Aliya Kanani: Where You From, From?; Love, Sharks & Frenching; Dave and Jon's Mixtape; Hot Dogs at the Eiffel Tower; Bad Dog; June Bug; New Earth Bandits*

**Japanese Cultural Fair**

**Sooke Art Show**

**TD Jazz Fest** - *Molly Johnson, Phil Dwyer Trio, West Coast Soul Collective, Pacific Blue Big Band*

**UVIC Legacy Art Gallery** - *Walking Thru My Fires - Francis Dick solo exhibition*

**Victoria Arts Council** - *Requiem: Poetry after the Atomic Bomb book launch, Yumi Kono & Ariel O'Sullivan; Auricals solo exhibition, Alison Biggs; Don't Look Now group exhibition, Todd Lambeth, Brendan Satish Tang, Wendy Welch, Monster Boy*

**Victoria Blues and Roots Festival** - *Fantastic Negrito*

**Victoria Shakespeare Festival** - *All's Well that Ends Well*

**VISA SlideRoom Gallery** - *Barrie Szekeley solo exhibition*

**Vox in the Stars**

### **Outside the CRD:**

- Loose Moose (Calgary) - secret improv show
- Nanaimo Blues Festival - Thornetta Davis, Anthony Geraci, Miss Emily, Garnetta Cromwell
- Nanaimo Fringe: The Snoezelen Sessions
- Oregon Shakespeare Festival - Twelfth Night, Romeo and Juliet, Rent, The Three Musketeers
- Kaslo Jazz Etc. Music Festival
- Salt Spring Arts Community Arts Council - Elemental: Wood and Metal group exhibition (Salt Spring Island Woodworkers Guild + Salt Spring Island Metalworkers) ArtCraft juried group exhibition

### **OUTREACH REPORT**

**Arts Commission Meeting: September 27, 2023**

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The following is a short summary of the outreach initiatives undertaken since the end of June:

#### **2022 Impact Report**

After its presentation to the Arts Commission at the July 26<sup>th</sup> meeting, the 2022 Impact Report was included in the August 9<sup>th</sup> CRD Board meeting consent agenda. Physical copies were also made available at the meeting. The report was both mailed and emailed directly to all councils in the capital region with a letter highlighting the value of regional arts funding. It was subsequently made available as a PDF on the CRD Arts & Culture webpage and distributed virtually through the CRD Arts & Culture e-newsletter and social media channels.

#### **2023 What We Heard Report**

The What We Heard Report gathered the feedback from the community engagement related to the upcoming strategic plan. It was published to the CRD's public engagement platform, "GetInvolved" where updates on the development of the strategic plan are being shared with stakeholders. It was also published to the CRD Arts & Culture webpage and featured in the August e-newsletter.

#### **Grant Recipients List**

The Grant Recipients List was published to the CRD Arts & Culture website, and a media release is scheduled for the second half of October. Unlike in previous years, all the granting programs will be all combined into one release this year.

#### **Call for New Arts Advisory Council Members**

The call for new AAC members has been published on the CRD Arts & Culture webpage and posted on all our social media platforms and are regularly being reshared and/or reposted. A paid ad was also placed on Facebook which to date has reached over 9,200 users and generated over 290 link clicks. Print ads have been placed in seven publications across the CRD. So far, we have received four eligible applications.

#### **August 2023 E-Newsletter**

The August e-newsletter was sent out to our 827 subscribers on August 23<sup>rd</sup>, and featured the What We Heard Report, Impact Report & call for AAC members. 475 emails were opened (~58 % open rate), generating 104 link clicks (~13% click rate).

#### **2024-2027 Strategic Plan**

The public-facing Strategic Plan document is now complete and awaiting final reviews. Going forward, it will be included in our next newsletter and posted to our webpage.

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

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**SUBJECT     2024 Budget for Arts and Culture Support Service**

**ISSUE SUMMARY**

The 2024 service plan and budget for the Arts and Culture Support Service has been prepared by staff and is ready for review by the Arts Commission in preparation for presentation to the CRD Committee of the Whole and subsequent adoption by the Board.

**BACKGROUND**

On May 10, 2023, the CRD Board approved the 2024 Service Financial Planning Guidelines, which proposed to limit increases in core operations kept to 3.5% in the planning process.

In the budget recommendation for 2024, the requisition increase for the Arts and Culture Service for participating areas is \$99,962 or 3.5%, which is within the planning guideline limits (Appendix A). The total budgeted costs are \$3,208,277, an increase of \$76,240 or 2.4% over 2023. Key budget components include:

- Grants budget of \$2,738,363, an increase of \$53,693, or 2%; and
- Administrative costs of \$468,914, an increase of \$21,547, or 4.8%.
- The increase is primarily related to the new collective agreement with unionized staff pay increases, standard overhead allocation, building occupancy, human resources adjustments, and projected contract increases.

The Community Need summary sets out the service parameters for the Arts and Culture Support Service for 2024 (Appendix B). This summary includes performance targets for social and economic contributions for all the arts and recreation services. The information relevant to this service and budget is in the sections referred to, or titled as, "Arts and Culture Support Service".

The budget recommendation from the Arts Commission will be reviewed by the CRD Committee of the Whole on October 25th, 2023 as part of the provisional budget review process.

**ALTERNATIVES**

*Alternative 1*

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

That the 2024 Arts & Culture Service Support Budget be approved as presented.

*Alternative 2*

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

That the 2024 Arts & Culture Service Support Budget be approved as amended.

## **IMPLICATIONS**

### *Financial Implications*

On May 25, 2022, the Arts Commission approved the utilization of the Operating Reserve funds to support expenses related to the EDI Implementation Framework, including a doubling of the budget for Equity Grants and additional funds to support reducing barriers to access in the application and adjudication processes. As presented in this financial plan, the Operating Reserve would be drawn down by \$49,500 in 2024 to support these expenses and meet financial planning constraints.

The balance of the Operating Reserve is estimated to be \$258,472 by the end of 2024 including interest. Currently, \$40,000 of EDI initiatives are funded on a pilot basis from the Operating Reserve on an annual basis. Due to limited Operating Reserve funds, these initiatives will need to be evaluated and, depending on the results of that evaluation, incorporated into the core budget in a future year.

### *Service Delivery Implications*

The core budget will enable the Arts and Culture Support Service to continue delivering five key granting programs in 2024: Operating Grants; Project, Series and Extending Programming Grants; IDEA (Innovate, Develop, Experiment, Access) Grants; Equity Grants; and Incubator Grants. In 2023, the Arts and Culture Support Service will continue to develop and champion 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.

## **CONCLUSION**

The Arts & Culture Support Service Budget for 2024 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 the Committee of the Whole recommend to the Capital Regional District Board:

That the 2024 Arts & Culture Service Support Budget be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

## **ATTACHMENT(S)**

Appendix A: 2024 Arts & Culture Support Service Budget

Appendix B: Community Need Summary 2024 – Arts & Recreation

# **CAPITAL REGIONAL DISTRICT**

## **2024 BUDGET**

### **Arts Grants and Development**

#### **Arts Commission Review**

**Service:** 1.297 Arts Grants and Development

**Committee:** Finance

**DEFINITION:**

To establish a service for the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community. Bylaw No. 2884, July 3, 2001.

**SERVICE DESCRIPTION:**

CRD municipalities invest in the arts for the economic impact and employment they provide, for their contribution to the quality of life, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Committee. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support three types of smaller organizations: those that work on a Project-to-Project basis, new and emerging arts organizations, those undertaking special, one-time initiatives or development projects. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

**PARTICIPATION:**

Municipalities of Victoria, Saanich, Oak Bay, Esquimalt, and View Royal (Group 1 participating area) and Highlands, Metchosin, Southern Gulf Islands and Sooke (Group 2 participating area).

**MAXIMUM LEVY:**

Greater of \$1,980,000 or \$0.102 / \$1,000 for hospital assessed values of Group 1 participating area.

**MAXIMUM CAPITAL DEBT:**

N/A

**COMMISSION:**

Arts

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2023 BOARD BUDGET	2023 ESTIMATED ACTUAL	2024 CORE BUDGET	2024 ONGOING	2024 ONE-TIME	2024 TOTAL	2025 TOTAL	2026 TOTAL	2027 TOTAL	2028 TOTAL
ARTS GRANTS										
<u>ARTS GRANTS:</u>										
Operating Grants	2,349,670	2,306,270	2,360,363	-	-	2,360,363	2,407,570	2,455,721	2,504,835	2,554,932
Project Grants	335,000	390,400	378,000	-	-	378,000	385,560	393,271	401,136	409,159
<b>Total Grants Payment</b>	2,684,670	2,696,670 0.45%	2,738,363 2.00%	-	-	2,738,363 2.00%	2,793,130 2.00%	2,848,992 2.00%	2,905,971 2.00%	2,964,091 2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	319,108	276,780	341,668	-	-	341,668	349,863	358,249	366,830	375,611
Internal Allocations	79,551	79,551	85,627	-	-	85,627	88,417	90,715	92,696	94,975
Insurance Cost	660	660	770	-	-	770	810	850	890	930
Opearting Cost - Other	48,048	46,653	40,849	-	-	40,849	41,666	42,499	43,348	44,214
<b>Total Administration Costs</b>	447,367	403,644 -9.77%	468,914 4.82%	-	-	468,914 5%	480,756 2.53%	492,313 2.40%	503,764 2.33%	515,730 2.38%
<b>TOTAL OPERATING COSTS</b>	3,132,037	3,100,314 -1.0%	3,207,277 2.4%	-	-	3,207,277 2.4%	3,273,886 2.08%	3,341,305 2.06%	3,409,735 2.05%	3,479,821 2.06%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	31,723	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	-	-	1,000	-	-	1,000	1,020	1,040	1,061	1,082
<b>TOTAL CAPITAL / RESERVES TRANSFER</b>	-	31,723	1,000	-	-	1,000	1,020	1,040	1,061	1,082
<b>TOTAL COSTS</b>	3,132,037	3,132,037 0.00%	3,208,277 2.43%	-	-	3,208,277 2.43%	3,274,906 2.08%	3,342,345 2.06%	3,410,796 2.05%	3,480,903 2.06%
Internal Recoveries	(13,893)	(13,893)	(15,130)	-	-	(15,130)	(15,490)	(15,860)	(16,240)	(16,630)
<b>OPERATING LESS RECOVERIES</b>	3,118,144	3,118,144 0.00%	3,193,147 2.41%	-	-	3,193,147 2.41%	3,259,416 2.08%	3,326,485 2.06%	3,394,556 2.05%	3,464,273 2.05%
<u>FUNDING SOURCES (REVENUE)</u>										
Estimated balance C/F from current to Next year	-	-	-	-	-	-	-	-	-	-
Balance C/F from Prior to Current year	-	-	-	-	-	-	-	-	-	-
Revenue - Other	-	-	-	-	-	-	-	-	-	-
Transfer from Operating Reserve Fund	(74,459)	(74,459)	(49,500)	-	-	(49,500)	(40,000)	(40,000)	(40,000)	(40,000)
Payments In Lieu of Taxes	(178,754)	(178,754)	(178,754)	-	-	(178,754)	(178,754)	(178,754)	(178,754)	(178,754)
					-	-				
<b>TOTAL REVENUE</b>	(253,213)	(253,213) 0.00%	(228,254) -9.86%	-	-	(228,254) -9.86%	(218,754) -4.16%	(218,754) 0.00%	(218,754) 0.00%	(218,754) 0.00%
<b>REQUISITION</b>	(2,864,931)	(2,864,931)	(2,964,893) 3.49%	-	-	(2,964,893) 3.49%	(3,040,662) 2.56%	(3,107,731) 2.21%	(3,175,802) 2.19%	(3,245,519) 2.20%
AUTHORIZED POSITIONS:	3.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00

Change in Budget 2023 to 2024			
Service:	1.297 Arts Grants and Development	Total Expenditure	Comments
2023 Budget		3,132,037	
Change in Salaries:			
	Base salary and benefit change	22,560	Inclusive of estimated collective agreement changes
	Step increase/paygrade change	-	
	Other (explain as necessary)	-	
	Total Change in Salaries	22,560	
Other Changes:			
	External Grants	53,693	
	Human Resources Allocation	2,591	Contribution towards 2024 Human Resources & Corporate Safety initiatives
	Standard Overhead Allocation	2,513	Increase in 2023 operating costs
	Building Occupancy	969	
	Other Costs	(6,086)	
	Total Other Changes	53,680	
2024 Budget		3,208,277	
Summary of % Expense Increase			
	2024 Base salary and benefit change	0.7%	
	External Grants	1.7%	
	Balance of increase	0.0%	
	% expense increase from 2023:	2.4%	
	% Requisition increase from 2023 (if applicable):	3.5%	Requisition funding is 93% of service revenue

**Overall 2023 Budget Performance**  
(expected variance to budget and surplus treatment)

*There is an estimated one-time favourable variance of \$31,723 to saving in salaries. This variance will be returned to Operating Reserve,*



**CAPITAL REGIONAL DISTRICT**  
**FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2024 to 2028**

<b>Service No.</b>	<b>1.297</b>	<b>Carry Forward from 2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>TOTAL</b>
	<b>Arts Grants and Development</b>							

**EXPENDITURE**

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$0</b>	<b>\$2,100</b>	<b>\$0</b>	<b>\$3,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,900</b>

**SOURCE OF FUNDS**

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$2,100	\$0	\$3,800	\$0	\$0	\$0	\$5,900
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	<b>\$0</b>	<b>\$2,100</b>	<b>\$0</b>	<b>\$3,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,900</b>

## 5 YEAR CAPITAL PLAN

Service #:

**1.297**

Service Name:

### Arts Grants and Development

				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward	2024	2025	2026	2027	2028	5 - Year Total
24-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 2,100	E	ERF		\$ 2,100					\$ 2,100
26-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 3,800	E	ERF				\$ 3,800			\$ 3,800
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Service:

1.297

Arts Grants and Development

Project Number	24-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

Project Number	26-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

1.297 Arts grants and Development  
Asset and Reserve Summary  
2024 - 2028 Financial Plan

Asset Profile

Arts grants and Development

Assets held by the Arts grants and Development service consist of computers and office equipment.

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	5,857	5,907	4,857	5,857	3,057	4,057
Planned Purchase (Based on Capital Plan)	-	(2,100)	-	(3,800)	-	-
Transfer from Ops Budget	-	1,000	1,000	1,000	1,000	1,000
Interest Income*	50	50	-	-	-	-
Ending Balance \$	5,907	4,857	5,857	3,057	4,057	5,057

\* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

1.297 Arts and Cultural Grants  
Operating Reserve Summary  
2024 - 2028 Financial Plan

Profile

Arts and Cultural Grants

Established by Bylaw No. 4145 to enable CRD services to set aside operating funds to cover cyclical expenditures, unforeseen operating expenses, special one-time operating projects, as well as to mitigate fluctuations in revenue.

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2023	2024	2025	2026	2027	2028
Beginning Balance	322,108	295,972	258,472	218,472	178,472	138,472
Planned Purchase	(74,459)	(49,500)	(40,000)	(40,000)	(40,000)	(40,000)
Transfer from Ops Budget	31,723					
Interest Income*	16,600	12,000				
Total projected year end balance	295,972	258,472	218,472	178,472	138,472	98,472

Assumptions/Background:

\* Interest should be included in determining the estimated ending balance for the current year. Interest in planning years nets against inflation which is not included.

10

## Arts & Recreation



Residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life

### 01 Strategy

#### STRATEGIES & PLANS

- › [Panorama Recreation Strategic Plan](#)
- › [SEAPARC Strategic Plan](#)
- › [CRD Arts & Culture Support Service Strategic Plan](#)

#### CORPORATE PLAN GOALS

- 10a Support, promote & celebrate the arts
- 10b Sustain & enhance arts throughout the region
- 10c Affordable recreation opportunities that improve livability

### 02 Contacts

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Melanie Alsdorf, SEAPARC	@ <a href="#">email</a>	T. 250.642.8009

### 03 Operating Context

#### ACHIEVEMENTS IN 2023

1. CRD Arts and Culture hosted the Arts Champions Summit on May 17, 2023 at the Baumann Centre, which gathered over 100 arts leaders and supporters to celebrate sector innovations, spark new collaborations, and collect sector feedback on community needs and opportunities.
2. After an extensive public engagement process, the CRD Arts Commission approved a new strategic plan for the Arts & Culture Support Service with a refreshed Mission and Vision for 2024-27.
3. Panorama Recreation received the BC Recreation and Parks Association's Facility Excellence Award for facilities under \$3 million, for the Jumpstart Multi Sport Court.
4. SEAPARC completed a 20-year capital plan to support asset management.

#### FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2024 AND BEYOND

##### Arts

- 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.
- 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, relying heavily on digital formats such as live-streaming and virtual gatherings.
- Statistics Canada reports that, on a provincial level, arts and culture work is a fast-growing economic sector. From 2010-21, the number of culture jobs in British Columbia increased by 28% and the culture sector GDP per capita increased by 7%, both are the fastest increases in Canada in those respective measures (adjusted for population growth and inflation).

##### Panorama Recreation

- COVID-19 impact on services has diminished. Registered programs have returned to pre-pandemic levels, and drop-in programs are at 91% of pre-pandemic levels as of June 2023.
- A competitive job market throughout the region continues to challenge operations and may impact service delivery.
- The Panorama Strategic Plan 2022-2026 sets the direction for the future of our services by prioritizing several infrastructure investments that will result in increased capacity and require staffing adjustments.
- Planning is underway for the construction of a covered multi-sport box in Central Saanich. This new facility will provide year-round space for lacrosse, pickleball, roller hockey, and recreation programming. Construction is expected to be complete in Winter 2025.
- Management and operations planning has begun for Panorama Recreation to assume the operation of recreation facilities for partnering areas. This may include tennis courts, pickleball courts, sports fields and programming spaces for North Saanich, Central Saanich and Sidney.
- Design work and cost analysis has begun for enhancements to arena dressing rooms and adjacent support spaces to modernize them, with a focus on equity and functionality.

### Sooke and Electoral Area Parks and Recreation (SEAPARC)

- The SEAPARC aquatic and arena facilities are aging. Financial impacts of new infrastructure to support a growing community and plans for renewal/replacement need to be balanced in the capital plan to ensure service continuity. A long-term asset management plan has been completed to inform financial planning. Climate goal considerations for recreational facilities will also have financial implications on the capital plan.
- A competitive job market throughout the region continues to challenge operations.
- Projected population growth within the District of Sooke and Juan de Fuca (JdF) Electoral Area will increase demand for recreational programs and services.
- SEAPARC will undertake a new strategic plan in 2024 to provide direction for 2025-2035.
- SEAPARC is participating in a regional initiative, under the umbrella of The Village Initiative, to improve access to local programs and opportunities for youth to assist in the prevention of crime and vandalism, while strengthening regional service coordination.

### OPERATIONAL STATISTICS

#### Arts

1. In 2022, the CRD Arts and Culture delivered **six granting intakes for five different granting programs**: Operating Grants, Projects Grants (two intakes), IDEA Grants, Equity Grants, and Incubator Grants.
2. In 2022, the six granting intakes received a combined total of **119 applications**, which are reviewed by staff and adjudicated through assessment teams of the Arts Advisory Council.
3. In 2022, a record-high **95 of these applicants received funding** through these grant programs.
4. In terms of outreach capacity, in 2022, the CRD Arts and Culture e-newsletter grew to over **800 subscribers** who receive information about launches of grant programs, information sessions, and other notifications about opportunities in the arts sector in the capital region.
5. Performance, in terms of outcomes, is measured against social and economic indicators as outlined in Section 6.



## 04 Services

*The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.*

### Arts

#### SERVICE BUDGET REFERENCES<sup>1</sup>

- › 1.297 Arts Grants and Development
- › 1.290 Royal Theatre
- › 1.295 McPherson Theatre

#### 1. ARTS & CULTURE SUPPORT SERVICE

##### Description

Supports, champions and develops arts and cultural activities for the benefit of the community through funding programs and outreach activities.

##### What you can expect from us

- ▶ Deliver five granting programs: Operating Grants, Project Grants, IDEA (Innovate, Develop, Experiment, Access) Grants, Equity Grants, and Incubator Grants.
- ▶ Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs.
- ▶ Provide support to Arts Commission by maintaining accountable processes for allocation of program budgets.
- ▶ Respond to inquiries on funding (CRD and other sources) within three business days.
- ▶ Collect data about trends and impact of arts and culture for internal use and for dissemination to arts communities.
- ▶ Manage publically available online database of regional public art.
- ▶ Connect and facilitate dialogue within the regional arts community and with CRD through biennial summit, social media presence, e-newsletter, and funding application workshops.

##### Staffing Complement

Arts & Culture Support Service: **2.8 FTE (includes 0.8 FTE Manager and 1 FTE Administrative Support)**

<sup>1</sup> Service budget(s) listed may fund other services

### 2. THE MCPHERSON PLAYHOUSE SERVICE

#### Description

Contribution agreement for the municipal support of the theatre.

#### What you can expect from us

- ▶ Provides capital and operational support for pleasure, recreation and community uses related to the McPherson Playhouse Theatre

#### Staffing Complement

Arts & Culture Support Service: **0.1 FTE (Manager only)**

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### 3. THE ROYAL THEATRE SERVICE

#### Description

Contribution agreement for the municipal support of the theatre.

#### What you can expect from us

- ▶ Provides capital and operational support for pleasure, recreation and community uses related to the Royal Theatre.

#### Staffing Complement

Arts & Culture Support Service: **0.1 FTE (Manager only)**

## Panorama Recreation

### SERVICE BUDGET REFERENCES<sup>2</sup>

- › 1.44X Panorama Recreation Centre

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### 3. PENINSULA RECREATION

#### Description

Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates satellite locations, including Greenglade Community Centre, Central Saanich Cultural Centre and North Saanich Middle School. Greenglade Community Centre has become a valuable asset for the delivery of recreation programs and services.

#### What you can expect from us

For Panorama Recreation Centre, administration of the delivery of programs and services for:

- ▶ Two arenas
- ▶ An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible waterslide in the region
- ▶ Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts
- ▶ Weight room and fitness studio
- ▶ Three small multi-purpose rooms
- ▶ A 13,200 square foot outdoor Jumpstart Multi Sport Court

For Greenglade Community Centre, amenities include:

- ▶ Gymnasium
- ▶ Activity rooms for program use
- ▶ Pottery studio
- ▶ Weight and fitness room, mind and body studio and dance studio
- ▶ Teen lounge and sports fields
- ▶ Licensed childcare
- ▶ Community Garden

For North Saanich Middle School, operating agreement with Saanich School District 63 for the use of facility spaces outside of school hours to deliver programs and services:

- ▶ Gymnasium
- ▶ Multipurpose room
- ▶ Multipurpose dance/fitness studio
- ▶ Foods and textiles room

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<sup>2</sup> Service budget(s) listed may fund other services

For Central Saanich Cultural Centre, operating agreement with Central Saanich for the use of:

- ▶ Two activity rooms for program use

### Staffing Complement

Panorama Recreation: **36.85 FTE (includes Manager and Administrative Support)**

## SEAPARC

### SERVICE BUDGET REFERENCES<sup>3</sup>

- › 1.40X SEAPARC – Facilities & Recreation

### 4. SEAPARC

#### Description

Provides recreational programming and maintains recreational facilities with a focus on the citizens of the District of Sooke and the JdF Electoral Area.

#### What you can expect from us

Administration of:

- ▶ Ice arena/dry floor
- ▶ Aquatic center
- ▶ Community recreation programs
- ▶ Facility and grounds maintenance
- ▶ Program, multi-purpose and boardroom spaces
- ▶ Slo-pitch field and baseball diamond
- ▶ Bike park
- ▶ Skateboard park
- ▶ Joint Use Agreement with School District 62
- ▶ Community Events
- ▶ Multi-use trail
- ▶ DeMamiel Creek golf course
- ▶ Fitness studio and programs
- ▶ Weight Room
- ▶ Outdoor sport box

### Staffing Complement

SEAPARC: **19.1 FTE (includes Manager and Administrative Support)**

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<sup>3</sup> Service budget(s) listed may fund other services

## 05 Initiatives

Below are the initiatives listed in the [Capital Regional District 2023-2026 Corporate Plan](#) and the related initiative business cases (IBCs), including financial and staffing impacts, proposed for 2024. The financial impacts reflect full program costs, including cost of staffing.

Initiative	Implementation year(s)	Impacts in 2024	
10a-1 Develop and implement a revised Arts & Culture Support Service Strategic Plan	2023-2026	-	-
10b-1 Scale up regional participation in the CRD Arts & Culture Support Service	2026	-	-
10b-2 Scale up regional support for performing art facilities within the region	2026	-	-
10c-1 Consider service expansions to address gaps and opportunities, as they emerge	Ongoing	-	-
▶ <b>NEW IBC 10c-1.1</b> Peninsula Recreation – Management and Operations Planning	2024-ongoing	\$27K requisition	Auxiliary
▶ <b>NEW IBC 10c-1.2</b> Peninsula Recreation – Facility Maintenance Supervisor	2024-ongoing	\$30K fee-for-service	0.9 New Ongoing
10c-2 Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	Ongoing		
▶ <b>FUTURE IBC 10c-2.1</b> SEAPARC – Maintain Reception Staffing	Planned for 2025	\$ - cost offset	0.5 Auxiliary Converted
▶ <b>NEW IBC 10c-2.2</b> SEAPARC – Manager of Operations	2024-ongoing	\$157K fee-for-service	1 New Ongoing
10c-3 Develop and implement a long-term strategic plan for SEAPARC	2024	\$50K Fee-for-service	-
10c-4 Undertake a review of youth-focused programming at SEAPARC	2023-2025	-	-

## 06 Performance

### GOAL 10A: SUPPORT, CHAMPION & DEVELOP THE ARTS

#### Targets & Benchmarks

Through funding programs and other activities, the Arts & Culture Support Service amplifies the contribution that arts organizations make to economic sustainability, community vitality and quality of life across the region and their role in providing a wide range of activities for citizens and visitors.

#### Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
<b>Social Contributions</b>						
1	Total number of CRD-funded events <sup>1</sup>	Quantity	11,000	12,000	12,500	↗
2	Total attendees at CRD-funded arts events <sup>2</sup>	Quantity	3,000,000	3,300,000	3,500,000	↗
3	Total number of grants distributed <sup>3</sup>	Quantity	95	93	100	↗
4	First-time grant recipients <sup>4</sup>	Quantity	15	13	16	↗

<sup>1-4</sup> Data from 2021 Arts & Culture Progress Report

#### Economic Contributions

5	Total funding invested (via CRD grants) in grant recipients <sup>5</sup>	Quantity	\$2,601,270	\$2,684,670	\$2,778,000	↗
6	Total culture GDP (\$M) generated in CRD <sup>6</sup>	Quantity	\$800.0	\$820.0	\$840.0	↗
7	Total culture jobs generated in CRD <sup>7</sup>	Quantity	10,000	10,500	11,000	↗

<sup>5</sup> Data from 2021 Arts & Culture Progress Report

<sup>6-7</sup> Data from Statistics Canada based on forecasts from Cultural Satellite Account

#### Discussion

##### Social Contributions

1. The number of events and workshops rose sharply in 2022, due to the restarting of in-person events in 2022 after COVID-19 restrictions were lifted in late 2021.
2. 2022 saw pent-up demand for in-person attendance increasing as soon as event and gathering restrictions were loosened.

3. In 2022, the number of grants distributed was similar to the previous year, which was an all-time high.
4. CRD Arts and Culture conducts promotion of its programs and targeted outreach to eligible organizations, all in an effort to enlarge the pool of grant applicants. Funding more first-time applicants is an effective method of diversifying the variety of arts projects activated and audiences engaged.

### Economic Contributions

5. Total arts grant funding has remained consistent throughout the pandemic and continues to have modest increases in 2023.
6. The most recent GDP data from Statistics Canada is from 2020, which shows the pandemic pullback in activity. With the restart of arts activities in 2021 and 2022, it is expected that GDP will rebound to prior levels at minimum.
7. The most recent jobs data from Statistics Canada is from 2020, which shows the impact of the COVID-19 pullback in economic activity. The long-term trend, however, has been a continued increase in culture jobs.

## GOAL 10B: SUSTAIN & ENHANCE ARTS THROUGHOUT THE REGION

### Targets & Benchmarks

1. To scale up participation in the Arts and Culture Support Service will require new jurisdictions to join this service.
2. To scale up support for performing arts facilities would require more funding, which could be pursued through multiple methods, including through existing services.

### Measuring Progress

Ref	Performance Measure(s)	Type	2022 Actual	2023 Forecast	2024 Target	Desired trend
1	Increase the number of participants in the Arts and Culture Support Service <sup>1</sup>	Quantity	9	9	10	↗
2	Increase the support available for performing arts facilities (\$M)	Quantity	\$1.33	\$1.33	\$1.38	↗

<sup>1</sup> Currently there are nine participating jurisdictions in this service.

### Discussion

1. The ability to add participants to this service is dependent on external factors, namely the interest level of willingness of non-participating jurisdictions to join the service through the council consent process.
2. The ability to increase support to the Royal Theatre and McPherson Playhouse is also dependent on external factors, namely that current participants support amending bylaws to remove the current fixed maximum contribution amount.



## **GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – PANORAMA RECREATION**

### Targets & Benchmarks

The metrics reflect attendance and overall success of programs and services, which show that what is offered to the community meets its needs and is affordable.

### Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
<b>1 Offer programs that meet community need</b>	Program success rate <sup>1</sup>	Quality	85%	88%	85%
	Program participation rate <sup>2</sup>	Quantity	83%	86%	85%
<b>2 Maximize participation levels in drop-in recreation programs and services <sup>3</sup></b>	Aquatics	Quantity	121,474	170,487	194,869
	Arena during ice season	Quantity	8,577	11,931	13,392
	Fitness classes	Quantity	21,039	29,574	33,147
	Weights	Quantity	98,762	148,557	187,206
	Sports	Quantity	2,084	6,252	8,025
	Community Recreation	Quantity	4,239	4,271	4,280
<b>3 Increase new program offerings and maximize revenue <sup>4</sup></b>	New program offerings <sup>5</sup>	Quality	45	30	35
	Registered programs revenue <sup>6</sup>	Quantity	\$1,833,424	\$1,988,967	\$1,910,850
	Admissions – single admission <sup>7</sup>	Quantity	\$352,050	\$417,288	\$346,812
	Admissions – punch pass <sup>8</sup>	Quantity	\$724,918	\$943,318	\$1,172,045

<sup>1</sup> Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from recreation software Activity Registration Summary.

<sup>2</sup> Average participation rate of courses, as a percentage of maximum course capacity reached, on average across all programs. Calculated by number of participants registered divided by the maximum capacity of the program. Data from recreation software Activity Registration Summary.

<sup>3</sup> Total annual visitors to drop-in reservable programs given capacity and staffing limitations; data from recreation software Daily Attendance Report – Date Range.

<sup>4</sup> Data from recreation software General Ledger, Activity Registration report and program coordinators.

<sup>5</sup> New program is defined as a program not offered in the prior year.

<sup>6</sup> Revenue generated by registration in programs.

<sup>7</sup> Revenue generated by single admission purchase.

<sup>8</sup> Revenue generated by punch pass and timed pass purchases.

### Discussion

**Metric 1:** Course participation has been added as an additional benchmark for Metric 1. Course participation reflects how full courses are on average, based on the number of participants registered relative to the total spaces available.

A target participation rate of 85% represents service delivery, which balances diversity of programming, alignment with community need, and financial sustainability.

**Metric 2:** Attendance continues to recover to pre-pandemic levels. June 2023 attendance is at 91% of June 2019, up from 77% in 2022.

**Metric 3:** The Lifesaving Society Swim for Life program was adopted in 2022 to replace the Canadian Red Cross program, which was phased out across Canada in 2022. The implementation of this program in 2022 led to a higher number of new programs than anticipated.

Licensed childcare program revenue is reduced from 2022 and 2023 as a result of increased funding from Child Care Operating Fund (CCOF) for Fee Reduction Initiative which directly reduces the fees paid by the public. The decrease in program revenue is reflected in a comparable increase in grant funding revenue. Projected CCOF funding for 2024 is \$229,270.

## GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – SEAPARC

### Targets & Benchmarks

The metrics reflect attendance and overall success of programs and services, which show that what is offered to the community meets its needs and is affordable.

### Measuring Progress

Performance Measure(s)	Service	Type	2022 Actual	2023 Forecast	2024 Target
<b>1 Deliver fitness programs and service that meet community need and recover operation investment <sup>1</sup></b>	Fitness/Weights admissions	Quantity	\$22,838	\$57,000	-
	Membership sales	Quantity	\$289,258	\$431,000	-
<b>2 Manage user funding at approximately 30% <sup>2</sup></b>	-	Quality	30.6%	32%	35%
<b>3 Increase Community Recreation program revenue by each year <sup>3</sup></b>	-	Quantity	\$180,378	\$216,000	-
<b>4 Offer programs that meet community need</b>	Program offering success rate <sup>4</sup>	Quality	73%	75%	78%
<b>5 Maximize participation levels in drop-in recreation programs and services <sup>5</sup></b>	Aquatics	Quantity	74,170	78,000	82,000
	Arena	Quantity	10,401	12,000	12,250
	Fitness classes	Quantity	4,449	6,500	6,800
	Weights	Quantity	26,421	45,000	47,250
	Golf	Quantity	18,800	22,000	22,500
	Community Recreation	Quantity	1,024	1,900	2,000
<b>6 Increase new program offerings and maximize revenue</b>	New program offerings <sup>6</sup>	Quality	24	17	15
	Registered programs revenue <sup>7</sup>	Quantity	\$346,524	\$472,000	\$522,000
	Admissions – single admission <sup>8</sup>	Quantity	\$226,600	\$364,000	\$400,500
	Membership revenue - general <sup>9</sup>	Quantity	\$219,796	\$350,000	\$399,250
	Membership revenue – golf <sup>10</sup>	Quantity	\$69,462	\$81,000	\$85,000

<sup>1</sup> Fitness & weight room admission revenue and revenue from all membership sales.

<sup>2</sup> User funding or tax investment (without debt).

<sup>3</sup> Total registered programs revenue (gross revenue) generated by registration in community recreation programs; data from recreation software General Ledger

<sup>4</sup> Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from recreation software Activity Registration Summary.

<sup>5</sup> Total annual visits to drop-in programs by program area. Data from Membership Pass Scan report, Drop-in Sales report and Activity Registration Summary report.

<sup>6</sup> Data from recreation software General Ledger, Activity Registration report and program coordinators. New program is defined as a program not offered in the prior year.

<sup>7</sup> Total revenue generated by registration in programs. Data from General Ledger.

<sup>8</sup> Revenue generated by single admission purchase, including golf. Data from General Ledger.

<sup>9</sup> Revenue recognized from SEAPARC membership pass sales (excludes golf). Data from General Ledger.

<sup>10</sup> Revenue recognized from golf membership pass sales. Data from General Ledger.

### Discussion

**Metric 1:** The weight room and fitness classes have returned to drop-in operations post-COVID and fitness class offerings have increased. This has resulted in a trend of increased admissions and membership pass sales. Membership sales increase may also be supported by population growth. These metrics will be discontinued in 2024 and replaced with Metrics 5 & 6.

**Metric 2:** The projected increase in membership sales will contribute to an increase in proportion of user funding as there is generally only a small increase in expense associated with drop-in services.

**Metric 3:** A return of the licensed preschool program in 2022 and continuing through 2023 is the main factor in the increase in community recreation revenue.

**Metric 4:** The goal is to be responsive to community needs by offering desired programs, contributing to a high success rate. Each season program coordinators evaluate the success of programs and discontinue or adjust those that have a pattern of being cancelled and try out new programs based on feedback>

**Metric 5 & 6:** This metric reflects current trends with increased admission, membership and registered program revenue, as well as increased fees as approved in the fees & charges bylaw. The trend is particularly strong with the weight room and fitness, with quickly increasing demand for these services.

## 07 Business Model

### Arts

#### PARTICIPANTS

**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

#### FUNDING SOURCES

Requisitions

#### GOVERNANCE

**Arts & Culture Support Service:** [Arts Commission](#)

**Theatres:** [Royal and McPherson Theatres Services Advisory Committee](#)

### Panorama Recreation

#### PARTICIPANTS

Sidney, Central Saanich and North Saanich

#### FUNDING SOURCES

Requisitions, grants, sponsorships, donations and non-tax revenue

#### GOVERNANCE

[Peninsula Recreation Commission](#)

### SEAPARC

#### PARTICIPANTS

Sooke and JdF EA

#### FUNDING SOURCES

Requisition (75% Sooke, Juan de Fuca Electoral Area 25%), grants, sponsorships, donations, non-tax revenue

#### GOVERNANCE

[Sooke and Electoral Area Parks and Recreation Commission](#)

**REPORT TO ARTS ADVISORY COUNCIL  
MEETING OF TUESDAY, SEPTEMBER 12, 2023**

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**SUBJECT**     **Eligibility for Unsuccessful Applicants at the First Intake of Projects Grants to Apply Again at the Second Intake**

**ISSUE SUMMARY**

The Arts Commission directed the Arts Advisory Committee to provide policy advice on whether applicants who were not successful in the first intake of Project, Short Series and Extended Programming Grants ("Projects Grants") should be allowed to apply to the second intake with a different proposed project.

**BACKGROUND**

In 2022, there was a marked increase in the number of applicants who applied to the second Projects Grants intake ("April Projects Grants") after being unsuccessful in the first Projects Grants intake ("January Projects Grants").

In 2023, in consultation with the Arts Advisory Council, staff added a proviso to the April Projects Grants program guidelines that clarified that applicants could only apply to one Projects Grants intake each year. This meant that unsuccessful applicants to January Projects Grants could not apply to April Projects Grants.

On March 29, 2023, the Arts Commission passed a motion:

That the Arts Commission ask the AAC to reconsider the Projects Grants application process as it relates to an organization's eligibility to apply only once per year, and to consider the option for an unsuccessful applicant to apply for a new project at the second intake, in the same year.

This policy advice was to be received by the Arts Commission before the launch of the 2024 Projects Grants intakes, so that it could be implemented for those intakes.

On June 13, 2023, the Arts Advisory Council considered the matter. Discussion included a review of past policy, pre-Covid application statistics, and the objective of the program. General consensus was to allow non-successful January applicants to apply again in April, with either the same project or a new project. This would return the policy to its previous state (pre-2023).

**ALTERNATIVES**

*Alternative 1*

The Arts Advisory Council recommends to the Arts Commission that eligibility for Projects Grants be changed so that unsuccessful applicants to the first intake have the option to apply to the second intake with the same project or a new project.

*Alternative 2*

That this report be referred to staff for additional information.

## **IMPLICATIONS**

### *Service Delivery*

Staff estimate that this policy change will result in three to six more applicants in April Projects Grants. This can be processed without any significant impact on staff capacity.

The reason for having two Projects Grants intakes is to accommodate the different timing of arts activities. January Projects Grants funds activities occurring in the subsequent 12 months of April through May of the following year. April Projects Grants funds activities occurring in the subsequent 12 months from July through June of the following year.

Some applicants, who cannot apply to January Projects Grants due to the timing of their activities, will only have one chance to receive a grant. Other applicants with more flexibility in their timeline will have two chances to receive a grant.

### *Alignment to Core Elements of Incoming Strategic Plan 2024-27*

This is aligned Goal 3b of the incoming strategic plan to “[a]lign funding programs to respond to community needs”.

## **CONCLUSION**

At the direction of the Arts Commission, the Arts Advisory Council has reviewed the eligibility for Projects Grants concerning unsuccessful applicants in the first intake being eligible to apply again at the second intake. The Arts Advisory Council has recommended that these applicants be allowed to apply again with either a new project or the same project.

## **RECOMMENDATION**

The Arts Advisory Council recommends to the Arts Commission that eligibility for Projects Grants be changed so that unsuccessful applicants to the first intake have the option to apply to the second intake with the same project or a new project.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Support Service
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## **ATTACHMENT**

Appendix A: Program Guidelines for Projects Grants – redline change



Making a difference...together

Capital Regional District Arts & Culture Support Service

## PROJECTS, SERIES & EXTENDED PROGRAMMING GRANT

Guidelines **January/April 2024**

### Statement of Purpose

**Projects, Series & Extended Programming Grants** (Project Grants) provide support for emerging or established arts organizations to produce or present one-time projects, a short series of events, or extended programming, taking place over a period of time leading up to the next year's project grant deadlines. Project Grants are not available to organizations receiving assistance through the CRD Operating Grant program.

Project Grant assistance acknowledges that, in order for the arts to remain accessible to the region's audiences and participants, they require an investment of public sector funds. Through an investment in our arts organizations and institutions, the CRD is contributing to the development of a healthy, diverse and vibrant community.

Project Grants provide support to arts organizations of regional significance whose primary mandate is public programming in the arts. The CRD Arts & Culture Support Service is funded by the following jurisdictions: Saanich, Victoria, Oak Bay, Esquimalt, View Royal, Highlands, Metchosin, Sooke, Southern Gulf Islands.

### Eligibility

Applicants that have not previously received a Project Grant should contact the Arts & Culture Support Service office prior to application to confirm eligibility and discuss their proposal.

Applicant organizations must:

1. be a not-for-profit society registered in British Columbia.
2. have programming in the arts as their primary mandate and purpose.
3. have been active for at least six months prior to the application deadline.
4. have an active Board of Directors; voting members of the Board must not receive remuneration of any kind from the applicant organization.
5. be based in one of the jurisdictions that contributes to the Arts & Culture Support Service, as indicated by the organization's registered physical office address on its BC NFP Society registration document.<sup>1</sup>
6. have a project that takes place within the contributing jurisdictions.

Organizations having outstanding or incomplete CRD Project Grants may be eligible to apply at the discretion of the Manager of the Arts & Culture Support Service. Payment of any additional Project Grant awards will be conditional upon receipt of a satisfactory Final Report on the outstanding project.

### Ineligible Organizations

Some organizations or activities are beyond the scope of this grant program, regardless of their merit. Project Grants are not available for individual artists, for programs of civic departments or branches (e.g. libraries or community centres) nor are they intended for the activities of clubs or for organizations whose primary mandate involves social service, religious, sports or educational activities.

Organizations in arrears with any local authority, are bankrupt, seeking creditor protection, are insolvent, or under court supervision of any kind are also ineligible.

~~Organizations are allowed to apply to CRD Project Grants program no more than once each year. Organizations that applied to CRD Project Grants at the January deadline may not apply at the April deadline in the same year.~~

<sup>1</sup> Organizations and arts activities located in non-participating jurisdictions (Central Saanich, Colwood, Juan de Fuca Electoral Area, Langford, North Saanich, Salt Spring Island Electoral Area, and Sidney) are not eligible for support through this program.



Organizations may only receive one CRD grant each year. Organizations that apply to CRD Projects Grants at the January deadline and are not successful may apply again at the April deadline.

### Ineligible Activities

- Contests and competitions
- Conferences, workshops and other forms of training
- Scholarships
- Capital expenditures
- Food, beverages and other hospitality costs
- Touring, travel expenses, or tourism promotion
- Elimination or reduction of accumulated deficits
- Expenses for events or activities that have already taken place

### General

- Guidelines and samples of the application are available online. Contact the Arts & Culture Support Service to confirm eligibility and to request a full application package.
- Organizations may only receive one grant in a calendar year for their own purposes (organizations may also apply as a Sponsor Society in Equity Grants).
- Start your application process early. To assist in the success of your application please feel free to contact us at any time during the application process.
- Be brief, concise and use plain language. Write as if you are describing your organization and project to someone who doesn't know anything about you. Do not use additional attachments.
- Ensure your project starts no earlier than April/July 2024 and ends no later than April/July 2025.
- Ensure the cash budget and the in-kind budget\* each balance to zero, resulting in an overall balanced budget where "Surplus or Deficit" is zero.

**\*Note:** In-kind contributions are goods and services that would otherwise be purchased with cash but have been donated to the project. Record the values of such donations under in-kind revenue. These donation values must also be recorded under in-kind expenses. The value of your in-kind revenues should equal your in-kind expenses.

### Financial Statements required from the not-for-profit society making the application:

Annual Budget	Submit one of the following type of Financial Statements for the most recently completed financial year:
>\$750,000	<b>Audited</b>
\$300,000 - \$750,000	<b>Review Engagement</b>
\$150,000 - \$300,000	<p><b>Compilation Statements with a Notice to Reader</b>            Compilation Financial Statements may be prepared by any qualified person either internal or external to the organization, such as an accountant, a bookkeeper, Board Treasurer, etc. The Statements must include a balance sheet, statement of revenues and expenses, notes relating to the financial statements, and show comparative columns for the most recently completed year and previous year, on the same page.</p> <p>The NTR that accompanies the financial statements states the nature of the assignment, the scope and limitations, a caution to readers, who prepared the report, and the date of preparation.</p>

<\$150,000	<b>Self-generated Financial Statements</b> – must include a balance sheet, and a statement of revenues and expenses, presenting comparative years side by side, in two columns.
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The applicant is responsible for ensuring the appropriate financial statements are submitted. Applications without appropriate financial statements are considered incomplete. Contact Arts & Culture staff if you have questions.

### Evaluation

Consideration will be given to:

- a demonstrated ability to carry out the project.
- the capacity of participants to achieve the artistic goals of the project.
- the appropriateness of the project budget. Applicants are encouraged to develop diverse sources of revenue such as ticket sales, donations, support from foundations, other levels of government, etc.
- the impact on the development of the arts in the capital region.
- the contribution to the artistic development of artists, the art form and to the organization itself.
- the needs of other applications received at the same deadline.

### Assessment

- Applications are assessed by the CRD Arts Advisory Council whose recommendations are subject to ratification by the CRD Arts Commission.
- The CRD Arts and Culture Support Service is committed to ensuring that the choice of assessors reflects both the diversity of the region and grant applicants and will compensate external assessors who are not part of the Arts Advisory Council, at established assessor compensation rates, to ensure a diversity of viewpoints on each assessment panel.
- Applicants are notified of the results of their applications by email following approval by the CRD Arts Commission.
- Notification can take up to ten weeks following the deadline. **Projects cannot be funded retroactively.**
- Eligibility and acceptance of your application or receipt of previous grants does not guarantee future or ongoing funding.

### Commitment to Equity

The CRD Arts and Culture Support Service is committed to supporting the development of equity in the region's arts sector. We are taking action to embed values of equity, diversity, inclusion, access, and cultural self-determination into our processes and policies, understanding that these concepts are not a static set of goals, but rather an evolving journey.

The aim of our commitment and these actions is to support the full diversity of artistic and cultural expression in the region. Recognizing that persistent and systemic discrimination has prevented equity-seeking groups from accessing resources, we are making changes to expand access and remove barriers to our funding. Equity-seeking groups include, but are not limited to, First Nations, Inuit and Métis people, those who are racialized, Deaf people, LGBTQ2+ people, and those with disabilities.

### Process Support

Applicants who are Deaf, hard of hearing or have a disability and need support to complete their grant applications can apply for funds to cover the costs of assistance from Service Providers. Up to \$500 is available for each eligible applicant in a calendar year.

Grant recipients who need to develop their Final Report verbally or in Sign language or need other supports can request this through CRD Arts & Culture. The requirement for this support must be directly related to being Deaf or having a disability. This support is a contribution towards the costs of transcription services or Sign language interpretation to enable the recipients to submit their report in written English.

Requests for process support, for either grant applications or final reports, require approval from CRD Arts

and Culture. Please contact CRD Arts and Culture at least three weeks before the deadline to determine eligibility, request support funding, and to review the process for payment to be made to your Service Provider.

### Conditions of Funding

- Acknowledge support of the CRD Arts & Culture Support Service by including the CRD logo on print and digital promotional material related to the activity, tag @crdartsculture on Facebook, Twitter and Instagram, and, whenever possible, acknowledge CRD Arts & Culture verbally. Further guidance for how to acknowledge funding is on our website at [www.crd.bc.ca/service/arts-funding/acknowledge-crd-funding](http://www.crd.bc.ca/service/arts-funding/acknowledge-crd-funding) or contact our office 250.360.3007.
- Project Grants must be used for the project for which they were requested.
- Projects must be completed within 12 months of receipt of funding.
- A Project Grant Final Report must be submitted using the provided form within two months of completion of the project, and prior to submitting a new application.
- Grant recipients may submit one or more high-quality digital photos of the event to [artsdevelopment@crd.bc.ca](mailto:artsdevelopment@crd.bc.ca). Images **may** be included in the CRD website, social media, presentations, and other promotional materials to represent arts activity in the CRD; provide photo credit if required.

Organizations should notify Arts & Culture Support Service staff if there are significant changes to the timing or nature of a funded project. In the event the project is not completed and/or a final report not submitted, the CRD may request the return of the grant and/or consider future applications to be ineligible.

### Deadlines

There are two application intakes each year. Please check the website for current information.

### Submitting an Application

A digital copy of the completed application must be received by 4:30pm on the published deadline. You will receive confirmation of receipt of your application within two business days. Applications received after the deadline will not be considered.

### Application Checklist

#### What to submit:

- ☐ a scan of page one, Part A, signed
- ☐ completed Part A (applicant info & answers to questions) and Part B (budget pages)
- ☐ a list of current Board of Directors with full names, residential addresses, Board positions
- ☐ a copy of annual Financial Statements per the Project Grant Guidelines (see p.2)
- ☐ a copy of the organization's BC non-profit Society registration certificate (if not previously submitted)

#### How to submit:

1. **Complete** all materials listed in 'What to Submit'
2. **Save** a copy of Parts A & B to your computer
3. **Email** 'What to Submit' documents to: [Applytoarts@crd.bc.ca](mailto:Applytoarts@crd.bc.ca)

If you have questions about the application or eligibility of your project, contact CRD Arts & Culture staff:

Telephone  
250.360.3215

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

Website  
[www.crd.bc.ca/service/arts-funding](http://www.crd.bc.ca/service/arts-funding)

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

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

**ISSUE SUMMARY**

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

**BACKGROUND**

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

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

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

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

**ALTERNATIVES**

*Alternative 1*

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

*Alternative 2*

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

**IMPLICATIONS**

*Service Delivery*

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

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

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

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

#### *Alignment with Board & Corporate Priorities*

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

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

### **CONCLUSION**

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

### **RECOMMENDATION**

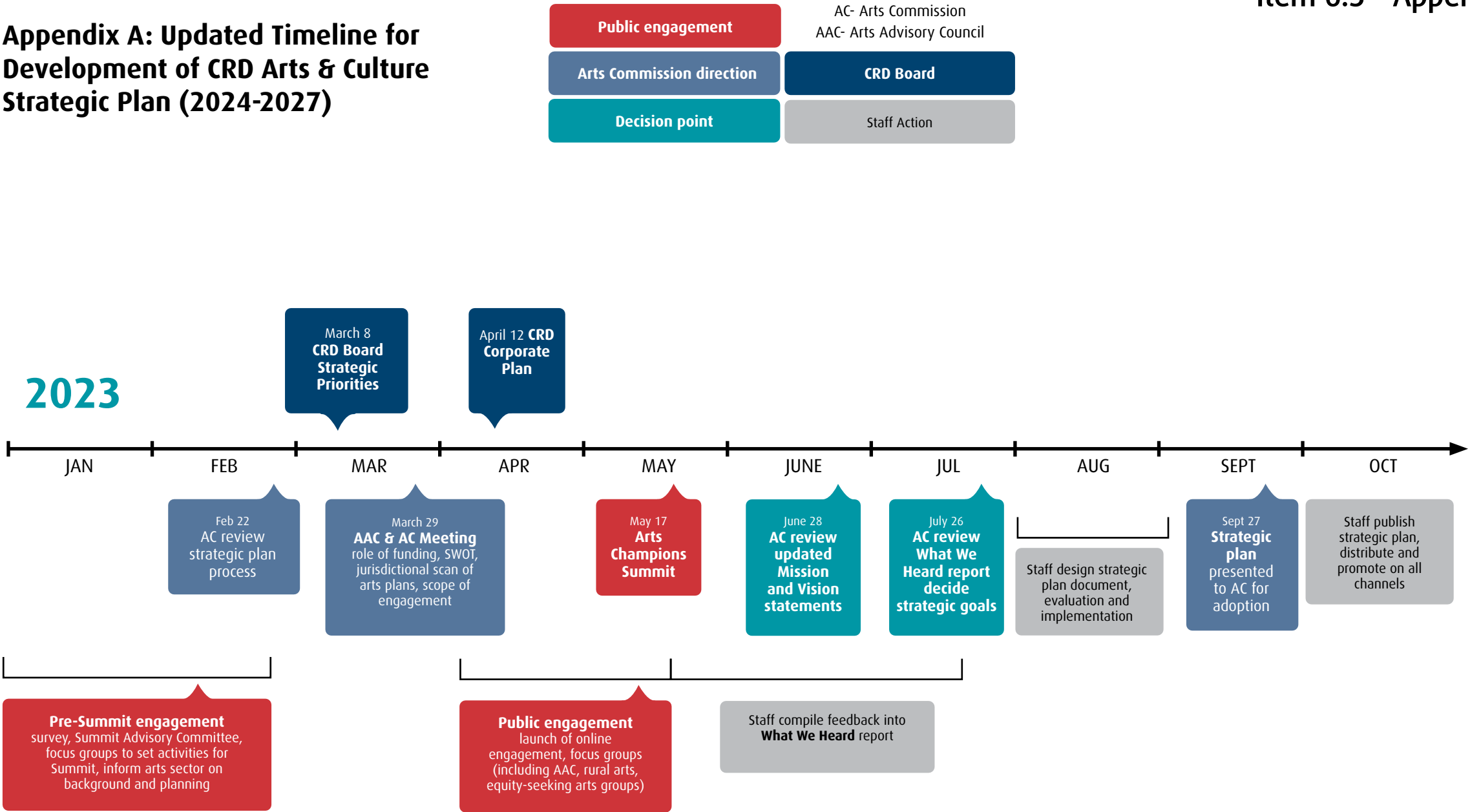
That the 2024-27 Strategic Plan for the Arts & Culture Support Service be approved and reported to the Capital Regional District Board for information.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

### **ATTACHMENTS**

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

Appendix A: Updated Timeline for Development of CRD Arts & Culture Strategic Plan (2024-2027)



# Summary of Core Elements



## 2024-27 Arts & Culture Strategic Plan

Capital Regional District | updated August 31, 2023

### Background

The current strategic plan for the Arts & Culture Support Service expires at the end of 2023. A new strategic plan is required to guide the service over the new four-year term of the CRD Arts Commission.

On February 22, 2023, the Arts Commission approved a process to generate a new strategic plan for 2024-27. This process involved community consultation with the arts sector and arts audiences was necessary to ensure that the strategic planning process is informed by community knowledge.

The Mission tells us *What We Do*; the Vision tells us *Where We Are Going*, and the Guiding Principles tell us *How We Will Get There*.

### Mission Statement

Support, champion, and develop the arts.

### Vision Statement

The arts are key drivers of community vitality, economic sustainability, and quality of life across the region, and artists and arts organizations are thriving, resilient, and well-supported.

### Commitment to Equity

The CRD Arts and Culture Support Service is committed to supporting the development of equity in the region's arts sector. We are taking action to embed values of equity, diversity, inclusion, access, and cultural self-determination into our processes and policies, understanding that these concepts are not a static set of goals, but rather an evolving journey.

The aim of our commitment and these actions is to support the full diversity of artistic and cultural expression in the region. Recognizing that persistent and systemic discrimination has prevented equity-seeking groups from accessing resources, we continue to expand access and remove barriers to our funding. Equity-seeking groups include, but are not limited to, First Nations, Inuit and Métis people, those who are racialized, Deaf people, LGBTQ2+ people, and those with disabilities.

## Strategic Priorities

### Strategic Priority #1: Champion

- a) Goal: Scale up regional participation in the service to expand its scope and impact.
  - Action: Advocate for a regional approach to arts funding.
  - Action: Recruit non-participating jurisdictions to join the service.
- b) Goal: Raise awareness of the value of the arts to demonstrate how it contributes to economic sustainability, community vitality, and quality of life.
  - Action: Collaborate with arts organizations in celebrating the impact of the arts sector, and raising awareness about career pathways in the arts.
  - Action: Promote the importance of the arts in building liveable communities by sharing research and case studies.

### Strategic Priority #2: Connect

- a) Goal: Foster collaboration and knowledge-sharing to boost organizational development.
  - Action: Support mentorship opportunities with a focus on small, emerging, and rural organizations.
  - Action: Enhance networking and convening opportunities for arts professionals.
- b) Goal: Work collaboratively with all levels of government to connect arts organizations with support for arts spaces and other funding.
  - Action: Provide resources to assist the arts sector in navigating provincial and federal grant opportunities with a focus on infrastructure funding.

### Strategic Priority #3: Cultivate

- a) Goal: Support the region's arts ecosystem to grow sustainably.
  - Action: Expand funding for planning and capacity-building.
  - Action: Conduct full program evaluation of Incubator Grants.
  - Action: Expand scope of funding with an emphasis on regional distribution.
- b) Goal: Align funding programs to respond to community needs.
  - Action: Review parameters of project-based grants (Project, IDEA, and Equity Grants).

### Strategic Priority #4: Extend

- a) Goal: Invest in underserved and marginalized communities to support the full artistic and cultural potential of the region.



- Action: Build on the momentum of applying equity, diversity, inclusion, and accessibility lenses across granting and operations.
- ~~Action: Expand scope of funding with an emphasis on regional distribution.~~ [moved up to Strategic Priority #3]

b) Goal: Reduce barriers to increase access to funding.

- Action: Enhance support for arts programming by and for youth.
- Action: Review eligibility to annual and multi-year Operating Grants.

#### Strategic Priority #5: Engage

a) Goal: Diversify educational resources for grant applicants to enhance knowledge base.

- Action: Design and implement Communications and Community Engagement Plan.
- Action: Make information and grant-writing workshops accessible to applicants throughout the region.

b) Goal: Enhance the branding of the service to clarify its focus.

- Action: Conduct full review of the service name and brand and implement findings.

# CRD Arts & Culture Support Service Strategic Plan

2024-2027

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## TERRITORIAL ACKNOWLEDGEMENT

The CRD conducts its business within the traditional territories of many First Nations, including but not limited to BOKÉĆEN (Pauquachin), MÁLEXEŁ (Malahat), P'a:chi:da?aht (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SṪÁUTW (Tsawout), T'Sou-ke, WJOŁEŁP (Tsartlip), WSIKEM (Tseycum), and xʷsepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



# Organizational Overview

The **Capital Regional District** (CRD) delivers regional, sub-regional and local services to 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands. Governed by a 24-member Board of Directors, the CRD works collaboratively with First Nations and all levels of government to enable sustainable growth, foster community well-being, and develop cost-effective infrastructure, while continuing to provide core services to residents throughout the region.

The **CRD Arts & Culture Support Service** (“the Arts Service”) is a sub-regional service supported by 9 jurisdictions providing grants to non-profit organizations for the development of local arts programming, creating artistic, social and economic benefits for the region.

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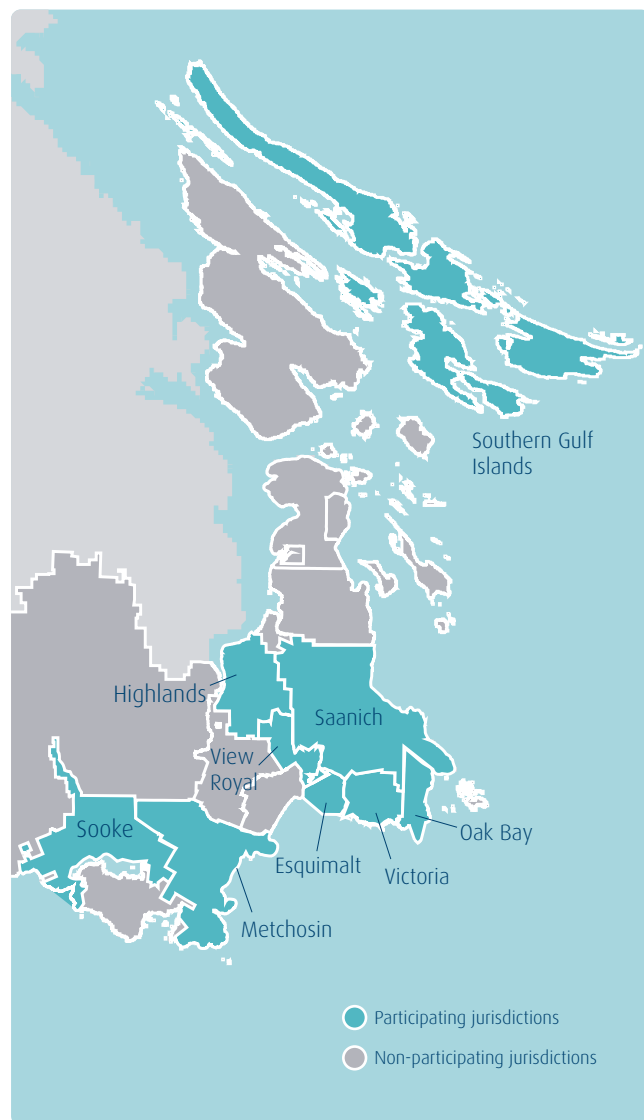
## Background

### About the CRD Arts & Culture Support Service

The CRD Arts & Culture Support Service (“the Arts Service”) distributes over \$2.5 million to non-profit organizations each year through granting programs. In 2023, at the outset of this strategic plan, the Arts Service is funded by the following participating CRD jurisdictions: Esquimalt, Highlands, Metchosin, Oak Bay, Saanich, Sooke, Southern Gulf Islands, Victoria, and View Royal.

The Arts Service was established in 2001 through Bylaw 2884 for “the provision of assistance in relation to the arts and culture for the purpose of benefiting the community or an aspect of the community.” Bylaw 2884 also gives authority to the Arts Service’s political oversight body, the Arts Commission.

The Arts Commission consists of one elected official from each jurisdiction that is a participating member of the Arts Service. The Arts Commission directs strategy and policy development, makes an annual budget recommendation to the CRD Board, and has delegated financial authority for the Arts Service.



CRD Bylaw 2973 established the Arts Advisory Council as “an independent community-based body to provide advice to the CRD” on matters relating to the Arts Service. The Arts Advisory Council’s mandate is to act as an arm’s length adjudication body for Arts Service funding programs and to advise the Arts Commission on policies that foster and promote:

- Support of the arts in the community;
- Public awareness of and involvement in the arts;
- The creation, exhibition and performance of artistic works;
- The development of artistic and other requisite skills and shall advise the CRD Arts Commission of measures which the Council considers to be conducive to these ends; and
- Other appropriate duties as assigned by the Arts Commission from time to time.

The Arts Service delivers five granting programs:

- 1. Operating Grants** provide annual and multi-year support to organizations for ongoing arts programming and operations.
- 2. Project Grants** support one-time events, short series or extended project-based programming.
- 3. Equity Grants** support arts initiatives by applicants from communities that are at-risk of exclusion or have difficulty accessing support for systemic reasons.
- 4. Incubator Grants** support development or capacity building for emerging or developing organizations.
- 5. IDEA (Innovate, Develop, Experiment, Access) Grants** support arts-based programming by non-arts mandated organizations.

In broad terms, the Operating Grant program provides stable funding to enable long-term operational planning, and the project-based grant programs support time-limited arts events and other activities.

The Arts Service also manages [landmarkpublicart.ca](http://landmarkpublicart.ca), a searchable website dedicated to the presentation of public art in the region for jurisdictions participating; provides outreach and communications activities; produces an annual Impact Report; and hosts convening events of arts leaders and champions.

The staff of the Arts Service is comprised of three positions: a manager, a community outreach coordinator and an administrative assistant. They are responsible for the reporting, analysis, and administration of the funding programs and outreach activities. They also provide support to the Arts Commission and Arts Advisory Council, and liaise with other levels of government, non-profit organizations, and the public in providing information and representing the Arts Service.



# Growing Over 22 Years

Since forming in 2001, the CRD Arts & Culture Support Service has grown from six participating municipalities to nine, expanded who receives funding and how it funds the arts sector.

## 1950s - 1990s

### Emergence of a collaborative, intermunicipal approach to arts

The Greater Victoria Intermunicipal Committee (IMC) formed by four core members: Victoria, Esquimalt, Oak Bay and Saanich, in order to consider cost sharing for a variety of services. The Art Gallery of Greater Victoria seems to be the first arts grant recipient in the mid-1950s. Shared funding was ad-hoc, but over the next 40 years, the need for arts funding grew, as did community support for the arts. Community engagements and reports signalled that the arts sector needed consolidated local funding and sustained support to thrive and fully support the region. This led to a recommendation that CRD take over arts programming and policy development.

## 2001

### CRD Arts & Culture Support Service established

The CRD Arts & Culture Support Service is established on behalf of Victoria, Oak Bay, Saanich, Esquimalt, Highlands and Metchosin, through Bylaw 2884. Supported by the arts sector, the transfer to CRD, alongside increased membership and funding signalled commitment to a more regional approach to arts policy and funding. Reliable and consistent funding through Operating Grants and Project Grants allowed arts organizations to access funding from a centralized local funder, rather than needing to make individual requests to each municipality.

## 2005

### Funding boost

After a series of five yearly 250K increases, Arts Service grants to arts organizations reached \$1.78 million annually.

## 2007

### Launch of Landmarks Public Art

This publicly accessible website provides a mappable database of public art.

## 2009



Laszlo Gati, conductor of Victoria Symphony Orchestra, 1967-78



2000 First Victoria Ska Festival - now the longest running festival of its kind in North America

## 6 participating municipalities

**Metchosin & Highlands** join the four core IMC members in forming the Arts Service



2006 SNAFU begins developing innovative dynamic theatre

## 7 participating municipalities

**View Royal** joins the Arts service

## 8 participating municipalities

**Sidney** joins the Arts Service



## 2011

### IDEA Grant pilot

Expanding arts funding to non-arts organizations to develop programming, IDEA grants were piloted for six years then reintroduced in 2019.

## 2012

### Defining the mission & vision

The Arts Service's mission "to support, promote and celebrate the arts," and vision "The arts are essential to the fabric of life in our communities," (later amended to "art is central to life in the region,") is supported by goals that included increased access, awareness and funding, sustained growth, and responsive granting.

## 2016

### First Arts Champions Summit

The region's arts sector came together to celebrate achievements and provide input for Arts Service planning, resulting in recommendations through the 'Building our #ArtsFuture Implementation Plan.' This ushered in a new era for the region's arts funding, expanding who could access funding and bolstering outreach.

## 2018

### Incubator & Equity Grants introduced

Two new funding streams, tailored to meet the needs of emerging organizations and applicants experiencing systemic barriers, expands the scope and reach of arts funding.

## 2021

### Developing an 'equity lens'

Informed through the 2021 Arts Champions Summit, the Arts Service applies an 'equity lens' to its operations and granting to ensure funding goes to underserved communities.

## 2023

### Looking forward

The Arts Commission embarks on developing a new strategic plan to guide the next priorities for the Arts Service.



2013 Victoria Flamenco Festival brings Spain to Centennial Square



2015 Launch of Intrepid Theatre's Outstages, the first dedicated queer theatre festival in BC



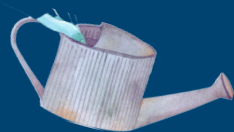
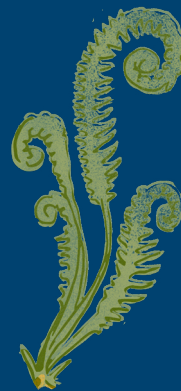
2015 Pacific Opera Victoria's Baumann Centre opens

## 9 participating municipalities

**Sooke and Southern Gulf Islands** join, while **Sidney** leaves the Arts Service



2020 Experimental & ambient music comes to Galiano with the first Active/Passive





# Community Engagement Process

## How We Got Here

On February 22, 2023, the Arts Commission approved a process to generate a new strategic plan for 2024-27. This process involved community consultation with the arts sector and arts audiences to ensure that the strategic planning process would be informed by community knowledge.

From February to May 2023, CRD staff gathered feedback and facilitated discussions about community needs and aspirations with artists, arts organizations, the Arts Advisory Council, rural arts leaders, staff from other arts funding agencies, and arts audiences, all of whom brought forward valuable perspectives contributing to a more holistic understanding of the arts sector and its impact on the capital region.

The multipronged consultation approach included focus groups, events, and online surveys. This allowed staff to employ the methods most suitable to engaging the interest holder group in question. A dedicated project webpage was created at [getinvolved.crd.bc.ca](http://getinvolved.crd.bc.ca) to ensure the process was open, transparent, and the public could follow its progress. Responses were received through multiple outreach methods designed to engage with the broadest variety of people who are interested in or impacted by arts activities in the capital region.

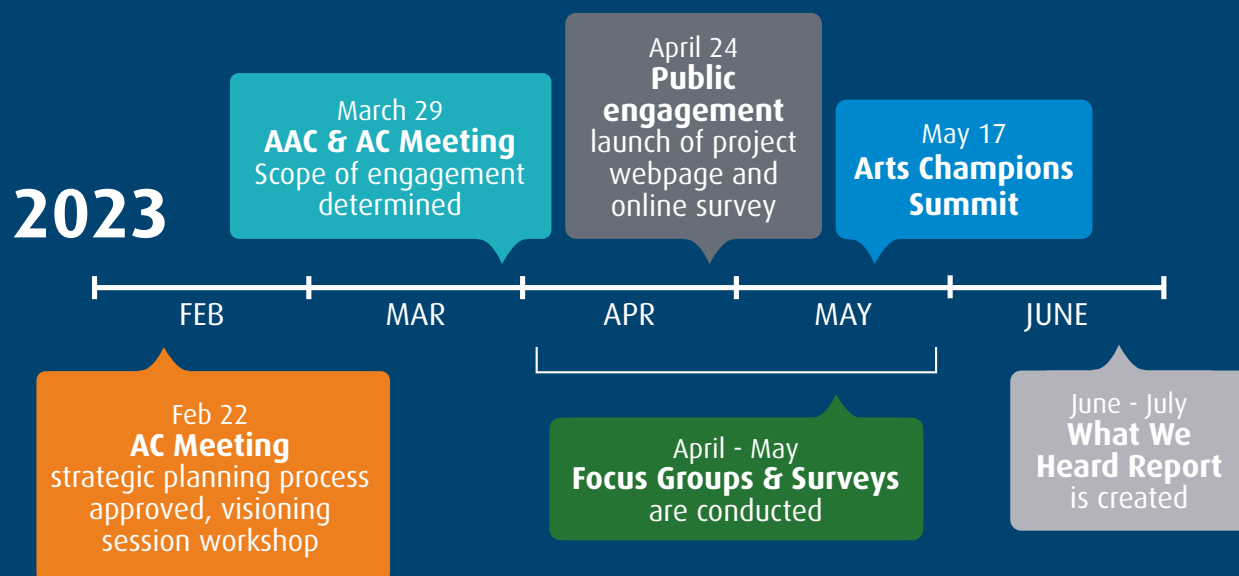


## THANK YOU

The CRD Arts & Culture Support Service staff, along with the Arts Commission and Arts Advisory Council would like to extend our sincere thanks to the members of the arts community who contributed their knowledge and perspectives throughout the engagement period that shaped this strategic plan. Thank you also to the volunteers and event organizers who made the Arts Champions Summit possible.



## ENGAGEMENT TIMELINE



## ENGAGEMENT OVERVIEW



**1,100+**

Unique visits to project webpage



**318**

Completed surveys



**6,808**

Reached on Social Media



**13**

CRD jurisdictions represented in engagement



**100+**

Arts Summit attendees (online & in-person)



**74**

Empathy & appreciative inquiry maps generated

Two of the main consultation methods were the online survey and the Arts Champions Summit. 303 responses were received through the online survey, which asked 30 questions about the arts sector in the capital region and CRD arts funding. The keystone event of the consultation was the Arts Champions Summit held at the Baumann Centre on May 17, 2023, which was attended by over 100 artists, arts administrators, elected officials, and other supporters of the arts. Summit attendees received presentations on innovative arts projects in the region and background on the CRD Arts & Culture Support Service. They participated in two collaborative engagement exercises where they worked together with other attendees to facilitate discussions on key issues and provided feedback on how to build a better arts sector over the next four years.

The feedback from the engagement process was gathered in the What We Heard Report, which was posted to the engagement webpage and distributed back to the community through the e-newsletter and dedicated social media channels. The community feedback drew attention to many key issues in the arts sector, including increasing challenges around affordability and infrastructure. It also indicated that the Arts & Culture Support Service is making a strongly positive impact on the region and benefits from widespread support. Continuity with the previous strategic plan was clearly appropriate in some priority areas. The granting programs are relied upon as key supports by the arts sector and the level of design in the program structure is consistent with a mature and effective service.

Engagement exercises in action. Photo: Dan Russek







Arts Champions  
Summit promotional  
artwork by Leya Tess



## Mission, Vision & Commitment to Equity

In June 2023, the Arts Commission reviewed and approved revised mission and vision statements based on feedback from many sources, including the engagement process.

The mission summarizes what we do. The vision indicates where we are going. The commitment to equity supports how we will get there.

### MISSION

Support, champion & develop the arts.

### VISION

The arts are key drivers of community vitality, economic sustainability, and quality of life across the region, and artists and arts organizations are thriving, resilient, and well-supported.

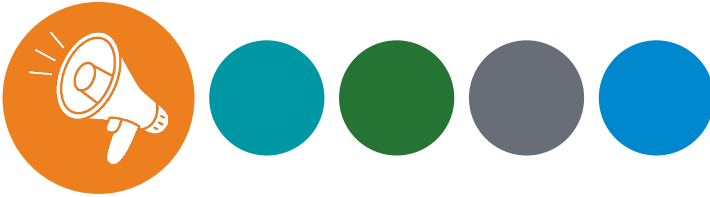
### Commitment to Equity

The CRD Arts & Culture Support Service is committed to supporting the development of equity in the region's arts sector. We are taking action to embed values of equity, diversity, inclusion, access, and cultural self-determination into our processes and policies, understanding that these concepts are not a static set of goals, but rather an evolving journey.

The aim of our commitment and these actions is to support the full diversity of artistic and cultural expression in the region. Recognizing that persistent and systemic discrimination has prevented equity-seeking groups from accessing resources, we continue to expand access and remove barriers to our funding. Equity-seeking groups include, but are not limited to, First Nations, Inuit and Métis people, those who are racialized, Deaf people, LGBTQ2+ people, and those with disabilities.

# Our 2024–2027 Strategic Priority Areas:

-  **Champion** | Advocating for the arts
-  **Connect** | Enhancing collaboration
-  **Cultivate** | Developing the arts ecosystem
-  **Extend** | Broadening the scope of impact
-  **Engage** | Sharing our story and learning



## Champion | Advocating for the arts

### Goal 1:

Scale up regional participation in the Arts Service to expand its scope and impact.

#### Actions:

Advocate for a regional approach to arts funding.

Recruit non-participating jurisdictions to join the Arts Service.

### Goal 2:

Raise awareness of the value of the arts to demonstrate how it contributes to economic sustainability, community vitality, and quality of life.

#### Actions:

Collaborate with arts organizations in celebrating the impact of the arts sector and raising awareness about career pathways in the arts.

Promote the importance of the arts in building livable communities by sharing research and case studies.



## Connect | Enhancing collaboration

### Goal 3:

Foster collaboration and knowledge-sharing to boost organizational development.

#### Actions:

Support mentorship opportunities with a focus on small, emerging, and rural organizations.

Enhance networking and convening opportunities for arts professionals.

### Goal 4:

Work collaboratively with all levels of government to connect arts organizations with support for arts spaces and other funding.

#### Actions:

Provide resources to assist the arts sector in navigating provincial and federal grant opportunities with a focus on infrastructure funding.



## Cultivate | Developing the arts ecosystem

### Goal 5:

Support the region's arts ecosystem to grow sustainably.

#### Actions:

Expand funding for planning and capacity-building.

Conduct full program evaluation of Incubator Grants.

Expand scope of funding with an emphasis on regional distribution.

### Goal 6:

Align funding programs to respond to community needs.

#### Actions:

Review parameters of project-based grants (Project, IDEA, and Equity Grants).





## Extend | Broadening the scope of impact

### Goal 7:

Invest in underserved and marginalized communities to support the full artistic and cultural potential of the region.

#### Actions:

Build on the momentum of applying equity, diversity, inclusion, and accessibility lenses across granting and operations.

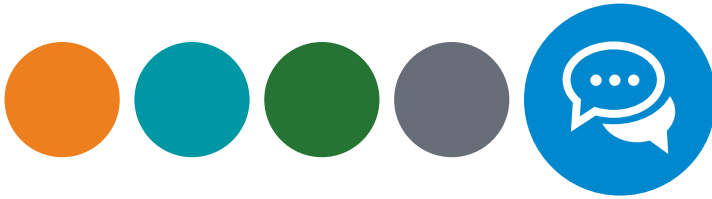
### Goal 8:

Reduce barriers to increase access to funding.

#### Actions:

Enhance support for arts programming by and for youth.

Review eligibility to annual and multi-year Operating Grants.



## Engage | Sharing our story and learning

### Goal 9:

Diversify educational resources for grant applicants to enhance knowledge base.

#### Actions:

Design and implement a Communications and Community Engagement Plan.

Make information and grant-writing workshops accessible to applicants throughout the region.

### Goal 10:

Enhance the branding of the Arts Service to clarify its focus.

#### Actions:

Conduct full review of the service name and brand and implement findings.



## Evaluation & Reporting

### Implementing the Strategic Plan

The Arts Service will be guided by the twin principles of accountability and transparency in its implementation of this strategic plan. Progress on these priorities, goals, and actions will be reported to the Arts Commission, Arts Advisory Council, and arts community in both public meetings and using communications tools, such as media releases, the CRD Arts & Culture e-newsletter, and the dedicated social media channels. Not all goals will be advanced simultaneously. Rather, there will be a phased approach to implementation over the full four years covered by the strategic plan, which starts in 2024 and goes until the end of 2027.

This strategic plan will be supported by evaluation and reporting initiatives:

- As they develop into policy and outreach initiatives, the strategic priorities, goals, and actions will inform the annual Community Needs Summary for CRD Arts & Culture, which is updated each year as part of the budget planning process.
- At each meeting, the Arts Advisory Council and the Arts Commission will receive updates on implementation activities supporting the strategic goals and actions as part of a standing agenda item tasked to the Arts Manager.
- The Arts Advisory Council and the Arts Commission will provide feedback to staff on the timeline of implementation and the sequencing of policy development to support the goals and actions in this plan.
- A Status Tracker document will be created by staff, updated on an on-going basis, and presented on a regular basis to the Arts Advisory Council and Arts Commission to ensure that the implementation of the plan remains on schedule. The document will include key performance indicators and implementation metrics, where appropriate, to measure progress on goals and actions.
- This plan and its priorities, goals, and actions will be reviewed annually, evaluating implementation, and identifying next steps, including any adjustments to capacity that might be necessary to advance the plan to completion.

The Arts Service will continue to be dynamic and accountable in both its vision and implementation actions, recognizing that some steps will be determined by new learnings that are gained through the implementation process. The Arts Service will provide updates to the wider community on our progress and goals regularly through our robust communications tools, inviting feedback on the process throughout. Staff will report out on what has been achieved, what has been learned through the results of previous actions, and which priorities areas require further attention and development.

## Conclusion

The Arts Service, as one of many arts funders, plays a crucial role in supporting the arts ecosystem in the capital region and, at the same time, recognizes that it is the artists, administrators, audiences, and volunteers who are the true creators, producers, presenters, and facilitators. They deserve the full credit for activating and advancing the arts. The Arts Service is a supporter of many leaders in many fields of arts practice and wishes to acknowledge their extraordinary work in making the arts flourish in communities across the capital region.



Victoria Flamenco Festival, "For the Love of Flamenco," dancer: Lia Crowe, photo: Amity Skala



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