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Additional Circulation: J. Lam D. Lokken R. Lapham N. Chan R. Sharma M. Sing P. Sullivan A. Boyd
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### ARTS COMMITTEE

Notice of Meeting on **Wednesday, October 26, 2016 at 4:00 p.m.**  
Meeting Room 107, 625 Fisgard Street, Victoria, BC

C. Plant (Chair)    M. Brame    B. Fallot    K. Kahakauwila    J. Loveday  
T. Ney            K. Roessingh    D. Screech    B. Desjardins (Board Chair, ex-officio)

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### AGENDA

1. Approval of Agenda

2. Minutes:

Adoption of the Arts Committee Minutes of the September 21, 2016

**Recommendation: That the Arts Committee minutes of September 21, 2016 be adopted.**

3. Chair's Remarks

4. Arts Advisory Council Chair's Remarks

5. Presentations / Delegations

6. Committee Business:

6.1 Approval of the 2017 Service Plan Update

**Recommendation: That the Arts Committee 2017 Service Plan Update be approved.**

6.2 Regional Public Art Policy

6.3 Arts Plan Update

7. Correspondence:

September 17, 2016, Sidney Concert Society

**Recommendation: That the correspondence be received for information.**

8. New Business

9. Adjournment

**Next meeting: November 23, 2016 at 4:00 p.m. Meeting Room 107 \*at the call of the Chair**

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To ensure quorum, please advise Allison Boyd 250.360.3009 or [aboyd@crd.bc.ca](mailto:aboyd@crd.bc.ca) if you cannot attend.



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## Meeting Minutes Arts Committee

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Wednesday, September 21, 2016

4:00 PM

Room 107

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Present:

Committee Members: C. Plant (Chair), M. Brame, B. Fallot, J. Loveday, T. Ney, D. Screech

Staff: J. Lam, Manager, Arts Development; A. Boyd, Senior Administrative Secretary (recorder)

Also Present: M. Sing, Chair and P. Sullivan, Funding Chair, Arts Advisory Council (AAC); I. Petri and P. Huntsman, Strategic Moves

Absent: Members K. Kahakauwila and K. Roessingh

Chair Plant called the meeting to order at 4:00 p.m.

### 1. APPROVAL OF THE AGENDA

**MOVED by Member Brame, SECONDED by Member Loveday,  
That the agenda be approved.  
CARRIED**

### 2. ADOPTION OF MINUTES

Minutes of the Arts Committee of June 22, 2016

**MOVED by Member Screech, SECONDED by Member Fallot,  
That the Arts Committee minutes of June 22, 2016 be adopted.  
CARRIED**

### 3. REPORT OF THE CHAIR

Chair Plant noted that once a revised structure for non-group 1 contributions is in place, he anticipates meeting with the ProArt Alliance to align strategies related to presentations to municipal councils that are not current members. He noted that it would be helpful for Member Kahakauwila and J. Lam to be in attendance.

### 4. REPORT OF THE ARTS ADVISORY COUNCIL CHAIR

Chair Sing noted that the Advisory Council did not hold a September meeting.

### 5. PRESENTATIONS/DELEGATIONS - None

### 6. COMMITTEE BUSINESS:

6.1 Arts Plan Update: Arts Strategies Consultation  
Presentation Inga Petri & Patricia Huntsman, Strategic Moves

I. Petri provided a summary on what has been completed to date and what the next steps are. Strategic Moves branded the plan title as "*Building Our Arts Future Together*", with a webpage launched.

A summary and discussion ensued regarding:

- Selected data points from the completed open survey
- Attendance and outcomes from Community Workshops and interviews
- Communications initiatives, including social media, web, print, and email
- General population survey scheduled for October
- Arts Champions Summit on November 3, 2016

**MOVED by Member Ney, SECONDED by Member Loveday,  
That the Arts Committee receive the presentation update for information.  
CARRIED**

6.2 Update on CRD Arts Service Bylaw No. 2884, proposed amendment to Group 2 contribution

J. Lam reviewed the report and recommendation noting that finance staff required more direction regarding the structure of how group 2 would be expected to reach the required contribution level.

Staff anticipated that the amendment would come back to the Committee at the October meeting.

**MOVED by Member Brame, SECONDED by Member Screech,  
That the Arts Committee recommend staff draft an amendment to bylaw 2884 that defines Group 2 membership to begin with an initial contribution equal to 10% of the Group 1 level increasing in equal annual increments over five years to reach a contribution equal to 30% of the Group 1, with the option to increase to the 30% level in any given year.**

**CARRIED  
OPPOSED: Fallot**

6.3 Verbal Update on Royal McPherson Theatre Society & Capital Regional District governance

J. Lam provided an update noting that a process for integrating the RMTS service into the CRD budget discussion process had not been finalized. This item will be brought back for discussion.

6.4 Creating an Arts presentation for CRD municipalities that are not a part of the service – discussion

Discussion took place around the preparation of a presentation for municipal council to present to those not participating with points on what is offered, what is received, and how to join. It was recommended that the presentation should identify the difference between the support of local arts and regional arts. Data points from the current Arts Plan initiative showing patterns of volunteerism across municipal boundaries and well as cross-municipal attendance patterns as reflected in box office data could also be important to include.

J. Lam noted that the Arts Service has a presentation that has been used in the past which is suitable for updating.

6.5 A Regional Public Art Policy – discussion

Chair Plant commented that he noticed the public art during a recent visit to Winnipeg and asked if there was an interest in a regional public arts policy. A suggestion was made that funds from the IDEA grant program could be reallocated towards a public art program.

Chair Plant noted he will bring back a report next month to the Arts Committee for discussion and consideration.

**7. CORRESPONDENCE:**

- July 19, 2016 William Head on Stage Theatre Society
- August 8, 2016 Belfry Theater
- August 8, 2016 BC Accordion Society
- August 15, 2016 Art Gallery of Greater Victoria
- August 16, 2016 Story Theatre

**MOVED by Member Loveday, SECONDED by Member Screech,  
That the correspondence be received for information.  
CARRIED**

**8. NEW BUSINESS - None**

**9. ADJOURNMENT**

**MOVED by Member Ney, SECONDED by Member Brame,  
That the meeting be adjourned at 5:35 p.m.  
CARRIED**

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**CHAIR**

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**RECORDER**



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**REPORT TO ARTS COMMITTEE  
MEETING OF WEDNESDAY, OCTOBER 26, 2016**

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**SUBJECT**     Arts Development Service Plan Update

**ISSUE**

Adoption of 2016-2019 Service Plan Update

**BACKGROUND**

CRD divisional service plans describe the activities of a service area for a four-year period. The 2016-2019 Arts Development Service Plan was adopted in October 2015. Each year an annual update is provided that summarizes any changes in the plan. The process calls for the update to be adopted by the committee overseeing the service.

The original Service Plan is presented showing “track changes”. Section 2.1 has been adjusted to show actuals and revised estimates.

As noted in the service plan update summary, there are no significant changes anticipated to the plan. New initiatives as a result of the arts plan implementation are TBC. A favourable variance of \$8000 in administrative expenses is anticipated on an ongoing basis due to changes and resulting efficiencies in the operating grant adjudication process. Savings will be carried forward to the 2017 project grant program.

**ALTERNATIVES**

That the Arts Committee:

1. Approve the Arts Development Service Plan Update for 2017.
2. That the report be referred back to staff for further review.

**FINANCIAL IMPLICATIONS**

As previously noted, a favourable variance of \$8000 is currently projected that if realized will be added to the 2017 Project Grant program.

**CONCLUSION**

Approval of the Arts Development Service Plan Update for 2017 will advance the budget process.

**RECOMMENDATION(S)**

That the Arts Committee approve the Arts Development Service Plan Update for 2017.

Submitted by:	James Lam, Manager, CRD Arts Development Service
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JL:ab

Attachments: Appendix A: Arts Development Service Plan Update 2017  
Appendix B: Arts Development Service Plan

<b>SERVICE NAME:</b> Arts Development
<b><i>Changes in assumptions, trends, and other issues since 2016:</i></b>
<ul style="list-style-type: none"> <li>No significant changes in trends, issues or risks.</li> <li>2016 is, operationally and programmatically, a status quo year pending outcomes of community engagement and development of implementation strategies for the Arts Strategic Plan initiative (see below Board Priority).</li> <li>Recommendations from the engagement report have a 2017-19 implementation timeline.</li> </ul>
<b><i>Overall 2016 budget performance:</i></b>
<ul style="list-style-type: none"> <li>There is an ongoing favorable variance of \$8,000 in administrative expenses through efficiency gains in improved business processes for grant adjudications. These process improvements will result in ongoing savings; budgets have been adjusted accordingly.</li> <li>Savings to be carried forward to the 2017 Project Grant program.</li> </ul>
<b><i>Update to Division Initiatives:</i></b>
<p><b>Core Services:</b></p> <ul style="list-style-type: none"> <li>Grant programs, support to committees, maintenance of metrics and information services are ongoing with adjustments to meet service delivery needs as required.</li> </ul> <p><b>Board Priorities:</b></p> <ul style="list-style-type: none"> <li>Arts Strategic Plan related to Recreation, Arts &amp; Culture and Economic Development, is on schedule with expected completion by the end of December 2016.</li> </ul>
<b><i>Service Adjustments &amp; Staffing Levels:</i></b>
<ul style="list-style-type: none"> <li>No adjustments planned for 2017.</li> </ul>

**KEY PERFORMANCE INDICATORS**

Indicator Name	2016 Planned	2016 Actual	2017	2018	2019
Prepare Regional Arts Strategic Plan for adoption by end of 2016	RFP for consultant to develop implementation strategies for ASP	On schedule for completion December 2016			
Conduct a funding program review every four years	Consultation with Arts Advisory Committee, Arts Committee, grantees, public	Initiated as part of Arts Plan public engagement process	Revised and/or additional programs TBD	Revised and/or additional programs TBD	Revised and/or additional programs TBD
Maintain or increased funding for arts from current and new municipal partners	\$2,297,225 total grant program support	\$2,297,225	\$2,346,840	\$2,385,620	\$2,433,330

# Service Plan for Arts Development

2016-2019

Capital Regional District

*Date prepared:*

*Date submitted:*

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# 1 Overview

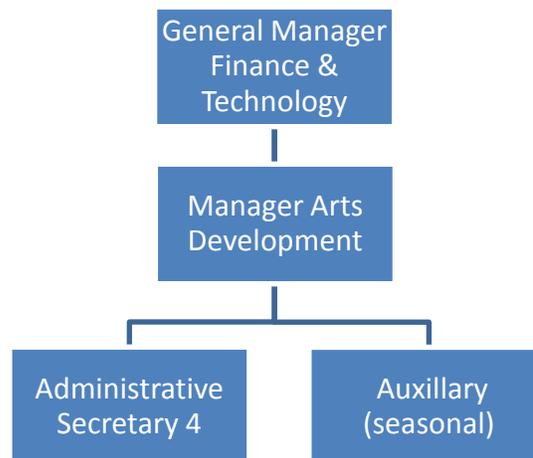
## 1.1 Division & Service Summary

a) The Arts Development Service manages a range of funding programs that support the operational and programming activities of organizations in the not-for-profit arts sector that meet established eligibility criteria and goals for public investment in the sector. It also manages a searchable database of public art on behalf of its member municipalities and oversees the Golden Jubilee Youth Arts Fund vested with the Victoria Foundation that benefits youth arts. The Arts Development Service is a resource for the arts in the capital region, serving the general public and arts funders in other jurisdictions and levels of government.

b) **Service overview and descriptions.**

Service Purpose , Role or Overview	Participants (for example: all municipalities, electoral areas, First Nations)	Funding Sources (for example: requisition, internal recoveries, grants)	CRD Board Committee and/or Commission Reporting Structure
Grant and organizational capacity-building programs for the not-for-profit arts sector	Victoria, Saanich, Oak Bay, Esquimalt, View Royal, Metchosin, Highlands, Sidney	requisition	Arts Committee

## 1.2 Organization Chart



## 1.3 Key Trends, Issues & Risks – Service Specific

Municipal investment in the arts recognizes the contribution that arts organizations make to the quality of life, the provincial and national visibility such organizations provide to the region, their role in providing a wide range of event and activities for citizens and visitors, and for the economic benefits that accrue to the region as a result. Sustaining and increasing investment in the arts is strongly tied to local and global economic trends that affect municipalities' ability and desire to support such investment.

## 1.4 Link to Board Strategic Priorities

Arts Development Service programs provide strategic investment through granting to maximize the social and economic contribution arts organizations make to the quality of life in the Capital Regional District (CRD Strategic Priority 11b), the provincial and national visibility these organizations provide to the region, and their role in providing employment and a wide range of arts activities for citizens and visitors.

## 2 Services

### 2.1 Service Levels

Service Level Adjustments in Role/Scope					
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Operating grant program (1 intake per year)</b>	Provide support to Arts Advisory Council and sub-committees to enable fulfillment of their adjudicative mandate per Bylaw 2973:				
	<ul style="list-style-type: none"> <li>screen organizations for eligibility (45-50)</li> <li>provide assessment and reporting on eligible organizations (32)</li> <li>monitor funded organizations for fulfillment of grant obligations</li> </ul>	No change <del>313 (est.)</del>	No change <del>33 (est.)</del> <u>31 (est.)</u>	No change <del>34</del> <u>32 (est.)</u>	No change No change
		No change	No change	No change	No change
<b>Project grant program, 2 intakes per year</b>	Advise and support prospective applicants on project development, grant eligibility, application processes, and issues related to capacity development.	No change	No change	No change	No change
	<ul style="list-style-type: none"> <li>screen organizations for eligibility (40-50)</li> <li>provide assessment and reporting on eligible organizations (32)</li> </ul>	No change <del>37</del> <u>3</u>	No change <del>37</del> <u>3</u>	No change <del>33-35</del> <u>35-40 (est.)</u>	No change <del>33-35</del> <u>35-40 (est.)</u>
	monitor funded groups for fulfillment of grant objectives	No change	No change	No change	No change
	maintain data on funding outcomes events produced: 181; attendance: 42,716; employment: 392; volunteer engagement: 1210 (all numbers 2010).	No change	No change	No change	No change
	Provide support to Arts Committee by maintaining accountable processes for disbursement of program allocations.	No change	No change	No change	No change

<b>IDEA grant program, 2 intakes per year (program review in 2017)</b>	<p>Advise and support prospective applicants on project development, grant eligibility, application processes, and issues related to capacity development.</p> <ul style="list-style-type: none"> <li>• screen organizations for eligibility (20-25)</li> <li>• provide assessment and reporting on eligible organizations (22)</li> </ul> <p>monitor funded organizations for fulfillment of grant obligations</p> <p>Provide support to Arts Committee by maintaining accountable processes for disbursement of program allocations.</p>	<p>No change</p> <p>22</p> <p>179</p> <p>No change</p> <p>No change</p>	<p>Program assessment year</p> <p>Program target levels tbc</p>	<p>Program tbc</p>	<p>Program tbc</p>
<b>Maintain indicators</b>	<p>Baseline data as of 2013</p> <ul style="list-style-type: none"> <li>• events produced: 2285</li> <li>• event attendance:603,847</li> <li>• admin and tech employment: FT 152; PT 599</li> <li>• artists employed: 2653</li> </ul>	<p>Data pending.</p>			
	<p>sector-generated economic activity: \$177.3 million GDP (2012)</p>			<p>Commission updated economic impact report</p>	
	<p>Provide support to individuals and organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs.</p> <p>Respond to inquiries on funding (CRD and other sources).</p> <p>Liaise with arts funders at other levels of government.</p> <p>Collect data for internal use and by outside agencies.</p>	<p>No change</p>	<p>No change</p>	<p>No change</p>	<p>No change</p>

<b>Committee support</b>	Provide support to Arts Committee by maintaining accountable processes for allocation of program budgets.	No change	No change	No change	No change
<b>Information resource and data collection</b>	<p>Provide support to individuals and organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs.</p> <p>Respond to inquiries on funding (CRD and other sources).</p> <p>Liaise with arts funders at other levels of government.</p> <p>Collect data for internal use and by outside agencies.</p> <p>Manage web-database of regional public art for 5 municipalities.</p>	No change	No change	No change	No change

## 2.2 Workforce Considerations

	Workforce (FTEs)				
Service	Base year 2015	Year 1 (2016)	Year 2 (2017)	Year 3 (2018)	Year 4 (2019)
<b>Total</b>	1.8	1.8	1.8	1.8	1.8

# 3 Divisional Initiatives & Budget Implications

This section highlights important divisional initiatives over the next four years, including those initiatives related to delivery of 2015 – 2018 Board Strategic Priorities.

Title & Estimated Completion Date	Description	Board Strategic Priority Reference (if applicable)	Budget Implications (core budget; single supplemental or; continuous supplemental request)
<b>2016</b>			
<b>Regional Arts and Culture Strategic Plan</b>  <b>Completion: Dec. 2016</b>	Development of a Regional Arts Strategy that includes communication and community engagement activities to accomplish the following goals: <ul style="list-style-type: none"> <li>• increase community and stakeholder knowledge and support of the arts;</li> <li>• encourage municipalities to fully participate in funding the CRD Arts Service;</li> <li>• identify and reduce barriers to participation in the arts;</li> <li>• enable sustainable growth of the arts and arts organizations in the region;</li> <li>• ensure Arts Service grant programs are responsive to community needs and use effective and accountable processes.</li> </ul>	11b	Single supplemental (see continuous supplemental as a result of planning process to follow in subsequent year)
<b>Arts Service Strategic Goals</b>  <b>Completion: 2019</b>	The Arts Committee have adopted 5 strategic goals for the current mandate, as described above.		core budget

Title & Estimated Completion Date	Description	Board Strategic Priority Reference (if applicable)	Budget Implications (core budget; single supplemental or; continuous supplemental request)
<b>2017</b>			
<b>New program initiatives driven by outcomes of Regional Arts and Culture Strategic Plan</b> Completion: 2019	Program(s) and/or initiatives resulting from gap analysis from the Regional Arts Plan TBD	11b	Continuous supplemental
<b>2018</b>			
<b>New program initiatives continued</b> Completion: 2019	Program(s) and/or initiatives resulting from gap analysis from the Regional Arts Plan	11b	Core budget
<b>2019</b>			
<b>Economic Activity Study of Arts and Culture in the Capital Region</b> Completion: 2019	Update (previous studies commissioned in 2010 and 2012) to gauge impact of arts and culture in the Capital Region.	11b	Arts reserve

## 4 Goals & Performance Indicators

Please identify service goals and performance indicators for the next four years. Consider goals related to: customer service, business processes, financial performance, community outreach & engagement, or operational processes. Goals may be quantitative or qualitative. Performance indicators should evaluate the success in achieving the goals.

	Service Goals	Performance Indicators
<b>2016</b>	Development of a regional arts strategic plan	Community engagement, data gathering and plan complete and adopted by Dec. 2016.
<b>2017</b>	Gaps in current programs identified	Recommendations for revised or additional programs developed
	Funding programs evaluated and changes implemented; new programs initiated.	Increased confidence by Arts Advisory, Arts Committee and grant recipients in accountability of granting decisions and appropriate distribution of funds.
<b>2018</b>	Enhanced community and political knowledge of the social and economic	Increased funding support from new and current municipal partners

	impacts of the arts.	
<b>2019</b>	Economic activity of the arts re-assessed.	GDP impact of the arts sector in comparison to past studies (2010 & 2012)

**Contact**

Name: James Lam

Title: Manager, Arts Development Service - Contact information: 250-360-3205

# Sidney Concert Society



September 17, 2016

Mr. James Lam, Manager  
CRD Arts Development Service  
625 Fisgard Street, PO Box 1000  
Victoria, BC V8W 2S6

Dear Mr. Lam:

I am writing on behalf of Mr. Stephen Brown, President, and the Directors of our Society to thank the CRD for its continuing financial support. Your Grant of \$4,000 for our upcoming concert series is vital to our funding efforts for this season, as in past years. We start our new season, the 24th, with a Beethoven concert and an augmented orchestra; this has some risk but we hope that a larger audience will attend.

We shall be sure to acknowledge the funding support of the CRD in programs, posters web site and other promotional material. We are pleased to extend invitations to our concerts to members of the Arts Advisory Council and Arts Committee and would appreciate a contact list for these members. The list should be e-mailed to Heidi Rust, Secretary of the Society ([hrust@telus.net](mailto:hrust@telus.net)).

Thank you for your continued support.

On behalf of the Sidney Concert Society

Yours sincerely,

A handwritten signature in blue ink that reads "Alan Eastwood". The signature is written in a cursive style and is underlined with a single horizontal stroke.

Alan Eastwood, Treasurer