

## ARTS COMMISSION

Notice of Meeting on **Wednesday, September 25, 2024, at 4:00 p.m.**  
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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The public are welcome to attend Arts Commission meetings in-person. Delegations will have the option to participate 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 and staff will respond with details.

### AGENDA

1. Territorial Acknowledgement

2. Approval of Agenda

**Recommendation:** That the agenda for the September 25, 2024 Arts Commission meeting be approved.

3. Adoption of Minutes of June 26, 2024

**Recommendation:** That the minutes of the Arts Commission meeting of June 26, 2024, 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)

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

6.2.1 Outreach Report (written)

**6.3** Grow Forward Capacity-Building Program

**Recommendations:**

1. That the Incubator grant program is replaced with a new expanded capacity-building program called *Grow Forward* to be launched as a pilot program in spring 2025.
2. That, starting in 2025, the Projects, Short Series and Extended Programming grant program allow applications from arts non-profit organizations that are incorporated at any time before the grant deadline.
3. That staff actively recruit external funding partners for the full version of *Grow Forward*, which has a tentative launch date of spring 2026.
4. That staff bring a program evaluation of the *Grow Forward* pilot program back to the Arts Commission in fall 2025 along with more details on the launch of a full version of the program informed by the review of the pilot version.

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

**Attachments:** Staff Report: Grow Forward Capacity-Building Program  
Appendix A: 2024-2027 Strategic Plan Implementation Timeline  
Appendix B: Program Evaluation of Incubator Grants  
Appendix C: Program Guidelines for Grow Forward Pilot Program  
Appendix D: Application Form for Grow Forward Pilot Program  
Appendix E: Revised Program Guidelines for Projects, Short Series and Extended Programming (redline version)

#### 6.4 2025 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 2025 Arts & Culture Support Service Budget be approved as presented.

**Attachments:** Staff Report: 2025 Budget for Arts and Culture Support Service  
Appendix A: 2025 Budget for the Arts and Culture Support Service

#### 6.5 Communications and Outreach Plan Update

**Recommendation:** That the 2024-27 Communications and Outreach Plan be approved as presented.

**Attachments:** Staff Report: Implementation Plan Update: Communications and Outreach Plan  
Appendix A: Implementation Timeline for the 2024-2027 Strategic Plan  
Appendix B: 2024-2027 Communications and Outreach Plan

#### 6.6 Data Initiative Focused on Regional Impact of Arts Funding

**Recommendation:** That staff collaborate with arts organizations through data sharing agreements to gather aggregate audience participation data and report back on findings at the annual check-in on the Arts Service's strategic plan scheduled for January 2025.

**Attachments:** Staff Report: Data Initiative Focused on Regional Impact of Arts Funding  
Appendix A: Attendance by Municipality from RMTS 2023 Annual Report  
Appendix B: Data Visualization Map from the 2020 CRD Progress Report for the Arts Service

7. New Business

8. Correspondence Thank you letter from Ian Rye, CEO of Pacific Opera Victoria

9. Adjournment

Next Meeting: October 23, 2024



## Meeting Minutes

### Arts Commission

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Wednesday, June 26, 2024

4:00 PM

Room 488  
625 Fisgard St.  
Victoria, BC V8W 1R7

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#### PRESENT

Members: M. Alto (Chair), P. Brent (EP), D. Cavens, S. Epp (EP), C. Green (alternate) (EP),  
K. Roessingh (EP)

Arts Advisory Council: S. Donaldson (EP), J. Verano (EP)

Staff: C. Gilpin, A. Gibbs, E. Sterling (Recorder)

Regrets: D. Lajeunesse, G. Lemon, C. Plant, C. Smart

EP – Electronic Participation

The meeting was called to order at 4:02 pm.

#### 1. Territorial Acknowledgement

Chair Alto provided a Territorial Acknowledgement, expressing gratitude for the peoples on whose land we live and work, and invited participants to acknowledge, with word, gesture or thought, their connection to the land and its first peoples, and to express our thanks.

#### 2. Approval of Agenda

**MOVED by Director Cavens, SECONDED by Director Roessingh**

**That the agenda for the June 26, 2024 Arts Commission meeting be approved.**

**CARRIED**

#### 3. Adoption of Minutes

**MOVED by Director Cavens, SECONDED by Director Brent**

**That the minutes of the Arts Commission meeting of May 22, 2024 be adopted  
as circulated.**

**CARRIED**

#### 4. Chair's Remarks

Chair Alto noted that she had taken hard copies of the *CRD Arts & Culture: 2023 Impact Report* to Victoria Council and has been distributing it widely electronically – and has received nothing but incredibly positive responses. This is a tribute to its content and quality and is both a job well done by staff and a great vision document for the Arts Commission.

The CRD Board has reestablished the Performing Arts Facilities Select Committee and Chair Alto is chairing it. Their first meeting is on July 3<sup>rd</sup> to discuss the purpose of the Committee and next steps. Cliff McNeil-Smith, the mayor of Sidney, is vice-chair.

#### 5. Presentations/Delegations - none

#### 6. Commission Business

##### 6.1 Arts Advisory Council (AAC) Update

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

J. Verano remarked that the AAC meeting was two weeks ago, and they are bringing the April Project Grant approvals forward today. One AAC member is resigning (A. Hershberg) and two are not seeking reappointment after the end of December (C. Caravaca and W. Greaves). There will be a call for new members over the summer.

C. Gilpin was asked to clarify the process and he explained that advertising the call out will begin in early July, with applications due by August 15. Applications will be reviewed, and interviews will take place, with candidates brought to the Arts Commission in the fall for appointment.

###### 6.1.2. Arts Advisory Council Minutes: June 11, 2024 meeting – received for information

###### 6.1.3. Arts Advisory Council Activities by Council Summary: June 11, 2024 – for information

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

C. Gilpin said that the 2023 Impact Report has been distributed as a pdf to every elected official in the region, with the option to receive hard copies. A Gibbs has reach out to municipal communications staff where possible. We have leveraged a social media campaign on Facebook, X, and Instagram. The Implementation Plan update for the Communications and Outreach Plan will be presented at the September Arts Commission meeting. C. Gilpin noted the correspondence from Victoria Nikkei Cultural Society, who said that their CRD grant will help them secure funding from other levels of government. This is a good reminder that the nominal amount of our grant is not the entirety of its overall impact.

###### 6.2.1. Outreach Report (attached)

### 6.3 April 2024 Project Grant Recommendations

S. Donaldson noted that we had 20 applications and adjudicators chose to fund 16, which is an 80% success rate. The average grant amount was amongst the highest in four years. There were two new applicants this year that were successful. Some highlights from the intake were:

- Victoria Poetry Project in support of their 20<sup>th</sup> anniversary.
- Victoria Quilters Guild with a very small request bringing a national exhibition into Victoria.
- Salty Broad Productions was a new applicant – LGBTQ2 positive, Esquimalt resident, based in Victoria proper, producing a cabaret-style event.

C Gilpin noted the return to an older policy that allows applicants who are unsuccessful in January to reapply in April resulted in three applicants reapplying. Vancouver Island Visual Arts Society applied to Incubator, and The Other Guys reapplied to April Projects; both were successful. Oak Bay Community Artists applied to January and April Projects and were unsuccessful in both intakes. We will report back regarding any trends when it comes to this policy.

Embrace Arts Foundation reached out yesterday to withdraw their application due to a change in staff. We will change the proposed motion to sever that one application.

**MOVED by Member Cavens, seconded by Member Epp,  
That the 2024 April Project Grant recommendations be approved as presented,  
excluding the Embrace Arts Foundation allocation. CARRIED**

### 6.4 Greater Victoria Regional Arts Award Funding Request from ProArt Alliance

C. Gilpin explained that this organization is not eligible for any of our existing grant programs, so they need to apply directly. We have funded this award for the past four years, and it is aligned with our strategic goal to collaborate with arts organizations to celebrate the impact of the arts sector.

A question was posed whether it would make sense to include it in the budgeting process. C. Gilpin agreed to bring it to budget planning but advised that it still requires yearly approval of the Arts Commission.

**MOVED by Member Brent, seconded by Member Cavens,  
That \$6,000 be provided from the Arts and Culture Support Service operating  
budget, using the operating reserve, if necessary, to ProArt Alliance of Greater  
Victoria to support the 2024 Greater Victoria Regional Arts Awards to convene  
and celebrate the CRD arts community with \$5,000 dedicated to funding the  
CRD Arts Commission Regional Impact Award and \$1,000 dedicated to  
supporting the production of the event. CARRIED.**

### 6.5 British Columbia Arts Council's Regional Areas Policy

C. Gilpin noted that the BC Arts Council began this policy in 2018 but it did not have an immediate effect because funding was stabilized during the pandemic. Last year, however, the policy resulted in a cut of \$113,000 to our arts sector, with no option of having funding restored. BC Arts Council has announced no new operating applicants for 2024 or 2025, and organizations from "regional

areas” (Capital Region and Greater Vancouver) are not eligible for their new “Accelerate” pilot program.

**MOVED by Member Cavens seconded by Member Roessingh,  
That the Chair of the Arts Commission send letters to the council of the BC Arts Council and to the Minister of Tourism, Arts, Culture and Sport, outlining the impacts of the “regional areas” policy on artists and arts organizations based in the Capital Region and advocating that these policies are modified so that all artists and arts organizations in the CRD are eligible and prioritized for funding in the same ways as artists and arts organizations from other regions of BC.**

Chair Alto proposed an amendment to send the letter to additional recipients to ensure that people are educated as to the policy.

**MOVED by Member Cavens seconded by Member Roessingh,  
That the motion be amended by adding the following after “Culture and Sport”: copied to the Premier’s office, elected members of council in jurisdictions of the CRD, and any dedicated arts & cultural staff in these jurisdictions.** **CARRIED**

The question was called on the main motion as amended:

**That the Chair of the Arts Commission send letters to the council of the BC Arts Council and to the Minister of Tourism, Arts, Culture and Sport, copied to the Premier’s office, elected members of council in jurisdictions of the CRD, and any dedicated arts & cultural staff in these jurisdictions, outlining the impacts of the “regional areas” policy on artists and arts organizations based in the Capital Region and advocating that these policies are modified so that all artists and arts organizations in the CRD are eligible and prioritized for funding in the same ways as artists and arts organizations from other regions of BC.** **CARRIED**

**7. New Business**

**8. Correspondence** – Thank you letter from Victoria Nikkei Cultural Society.

**9. Adjournment**

**MOVED by Director Cavens, SECONDED by Director Roessingh  
That the June 26, 2024 Arts Commission meeting be adjourned at 4:47 pm.  
CARRIED**

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Chair

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Recorder



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## **OUTREACH REPORT TO THE ARTS COMMISSION MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

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The following is a short summary of the outreach initiatives undertaken since the last Arts Commission meeting on June 26<sup>th</sup>:

### **2023 IMPACT REPORT PROMOTION**

- Featured in summer e-newsletter
- Shared with participating jurisdiction's staff to distribute and amplify
- "Stories of Impact" series on social media continues to promote the report

### **SUMMER 2024 E-NEWSLETTER**

- Included: call for Arts Advisory Council members, 2024 grant recipients list, 2023 Impact Report, advocacy letter to Minister Popham
- Sent to 813 Subscribers (down 21 due to purge of invalid recipients)
- 465 emails opened (57% open rate, up 4%)
- 123 link clicks (15% click rate, up 7%)

### **WEBSITE UPGRADES**

- Reviewing, editing, and consolidating Arts & Culture website content to improve user ease and accessibility - part of CRD-wide website migration project
- Includes LandMarks Public Art Database

### **CALL FOR NEW ARTS ADVISORY COUNCIL MEMBERS**

- Published on the webpage & shared via Instagram, Facebook, Twitter & Threads
- Paid ad placed on Facebook; has reached 5,319 users and generated 202 link clicks
- Print ads placed in 9 publications across the region
- Special focus to attract Southern Gulf Islands applicant was applied, including direct outreach to SGI organizations for assistance circulating the posting
- 19 applications received, 6 selected for interviews, 3 to be appointed

### **GRANT RECIPIENTS LIST RELEASE**

- 2024 recipients list & Operating Grant recipient summaries published to the [website](#)
- [Media release](#) (combining all intakes) published
- Generated two articles ([Times Colonist](#) and [Victoria News](#))

### **ADVOCACY LETTER**

- Letter sent to Minister Popham asking her to reconsider the Regional Areas Policy at the BC Arts Council



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**REPORT TO ARTS COMMISSION  
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

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**SUBJECT     Grow Forward Capacity-Building Program**

**ISSUE SUMMARY**

The implementation plan for the 2024-27 Arts Service Strategic Plan includes a program evaluation of Incubator Grants and more support for mentoring, planning, and capacity-building to be reviewed by the Arts Commission in the second half of 2024. Staff have conducted the research and evaluation necessary to advance these strategic goals with a new initiative.

**BACKGROUND**

On November 22, 2023, the Arts Commission approved the implementation plan to accompany the 2024-27 Arts Service Strategic Plan (see Appendix A for timeline). This implementation timeline schedules the research and planning for a new capacity-building program in first half of 2024, Arts Commission review in the second half of 2024, and launch in 2025.

The Incubator Grants program evaluation shows that this program is not meeting a community need, as evidenced by the very low application rate (see Appendix B). The feedback from interest holders is that newly founded organizations want access to Projects Grants (currently that program requires organizations have been incorporated for at least six months) and organizations at all stages of development want more support for mentoring, capacity-building, organizational development, and sectoral collaboration.

The proposed *Grow Forward* grant program is designed according to the results of the Incubator Grants evaluation and goals of the 2024-27 Strategic Plan (see Appendix C and D for proposed program guidelines and application form). *Grow Forward* would be launched through a phased approach (see Table 1 below in Financial Implications). Launching the pilot in spring 2025 would allow staff to test the program with the sector, refine it to match community needs, and recruit potential funding partners for the full version, which would launch in 2026.

**ALTERNATIVES**

*Alternative 1*

1. That the Incubator grant program is replaced with a new expanded capacity-building program called *Grow Forward* to be launched as a pilot program in spring 2025.
2. That, starting in 2025, the Projects, Short Series and Extended Programming grant program allow applications from arts non-profit organizations that are incorporated at any time before the grant deadline.
3. That staff actively recruit external funding partners for the full version of *Grow Forward*, which has a tentative launch date of spring 2026.
4. That staff bring a program evaluation of the *Grow Forward* pilot program back to the Arts Commission in fall 2025 along with more details on the launch of a full version of the program informed by the review of the pilot version.



*Alternative 2*

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

**IMPLICATIONS**

*Alignment with Existing Plans & Strategies*

The 2024-27 Strategic Plan for the Arts Service includes three interrelated actions:

- 3.a.) Support mentoring
- 5.a.) Funding for planning and capacity
- 5.b.) Review of Incubator Grants

The program review and new initiative recommended in this report would significantly advance or complete all three of these strategic actions.

*Financial Implications*

The current annual budget for Incubator Grants is \$15,000. The estimated budget for the 2025 *Grow Forward* (pilot version) is \$30,000 with the additional \$15,000 coming from the operating reserve. This would fund six \$5,000 grants, which would be sufficient with eligibility in the pilot version (see Table 1).

The estimated budget required for 2026 *Grow Forward* (full version) depends on:

- a) Number of eligible applicants (~20-40 expected per intake)
- b) Average award amount (\$10,000 average with \$15,000 max request)
- c) Parameters for success rate (50% would focus funds toward high quality proposals)

~30 applicants x \$10,000 x 50% success rate = \$150,000 new budget  
 - \$ 15,000 current budget  
\$135,000 new funds required

Candidates for funding partnerships include Victoria Foundation, BC Arts Council, and Canada Council for the Arts. This is modeled on the Calgary Arts Development’s Future Focus Program, which is a collaboration between Calgary Foundation, Rosza Foundation, Canada Council for the Arts and Calgary Arts Development.

**Table 1. Comparison of Current and Future Capacity-Building Programs**

	<b>Incubator Grants</b>	<b>Grow Forward 2025 (Pilot)</b>	<b>Grow Forward 2026 (Full)</b>
Operating clients eligible?	No	No	Yes (for sectoral collaborations only)
Project clients eligible?	Yes	Yes	Yes
Orgs can also receive an arts programming grant	No	Yes	Yes
Activities supported	Org development, training	Incubator + mentoring, planning, capacity-building	Pilot activities + more sectoral initiatives
Maximum Request	\$5,000	\$5,000	\$15,000
Budget	\$15,000	\$30,000	\$150,000

*Service Delivery Implications*

Basically, the *Grow Forward* grant program will replace Incubator grant program. This means the number of grant intakes and adjudications will stay the same. In 2025, staff anticipate 5-10 additional applications (up from 1-3 Incubator applications) and, in 2026, an estimated 20-40 applications. This will require additional info sessions and handling more applicant inquiries, which is within the administrative capacity of current staffing levels at the CRD Arts & Culture division.

A phased approach with a pilot version and then a full version allows for more client feedback, wider promotion before full launch, and the recruitment of potential funding partners. The two-year timeline from planning to the full program launch is as follows:

- April-August 2024: Policy design, consultation, budget planning – *Completed*
- June 2024: Arts Advisory Council provides feedback on policy design – *Completed*
- September 2024: Arts Commission reviews new *Grow Forward* program plan and approves Arts Service 2025 budget, including *Grow Forward* Pilot
- January 2025: Launch the application intake of *Grow Forward* Pilot with March deadline
- March 2025: Deadline for applications to the *Grow Forward* Pilot
- May 2025: Funding recommendations for *Grow Forward* Pilot to Arts Commission
- April-August 2025: Recruit external funding partners
- September 2025: Approve Arts Service 2026 budget, including *Grow Forward* Full Version
- January 2026: Launch application intake for *Grow Forward* Full Version

**CONCLUSION**

The implementation plan for the 2024-27 Strategic Plan of the Arts Service schedules a review of the Incubator Grants program for the second half of 2024, along with consideration of actions that support planning, mentoring and capacity-building. Staff have produced a full program evaluation of the Incubator Grants program, along with a proposed new initiative called *Grow Forward* that would expand support for capacity-building initiatives including planning and mentoring.

**RECOMMENDATION**

1. That the Incubator grant program is replaced with a new expanded capacity-building program called *Grow Forward* to be launched as a pilot program in spring 2025.
2. That, starting in 2025, the Projects, Short Series and Extended Programming grant program allow applications from arts non-profit organizations that are incorporated at any time before the grant deadline.
3. That staff actively recruit external funding partners for the full version of *Grow Forward*, which has a tentative launch date of spring 2026.
4. That staff bring a program evaluation of the *Grow Forward* pilot program back to the Arts Commission in fall 2025 along with more details on the launch of a full version of the program informed by the review of the pilot version.

Submitted by:	Chris Gilpin, MPA, Manager Arts & Culture
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT

**ATTACHMENTS**

Appendix A: 2024-27 Strategic Plan Implementation Timeline

Appendix B: Program Evaluation of Incubator Grants

Appendix C: Program Guidelines for Grow Forward Pilot Program

Appendix D: Application Form for Grow Forward Pilot Program

Appendix E: Revised Program Guidelines for Projects, Short Series and Extended Programming  
(redline version)

# 2024–2027 Strategic Plan Implementation Timeline

CRD Arts & Culture Support Service | Updated November 2023

PRIORITY:	GOAL:	ACTION:	IMPLEMENTATION:															
			2024				2025				2026				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CHAMPION	Goal 1: Scale up participation	Action A: Advocate for regional approach	Ongoing															
		Action B: Recruit new participants	Ongoing															
	Goal 2: Value of arts awareness	Action A: Collaborate w/ arts orgs	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
		Action B: Share research on arts impact	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
CONNECT	Goal 3: Boost org development	Action A: Support mentoring	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action B: Enhance networking & convening	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
	Goal 4: Connect arts organizations to funding	Action A: Roadmap for infrastructure grants	Implementation (Q3-Q4), AAC & AC Review (Q1-Q2), Ongoing (Q2-Q3)															
CULTIVATE	Goal 5: Support sustainable growth	Action A: Funding for planning and capacity	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action B: Review of Incubator Grants	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action C: Emphasis on regional distribution	Crosscutting Lens – applied to all initiatives															
	Goal 6: Align funding to community needs	Action A: Review of Equity/IDEA/Projects	Implementation (Q1-Q2), AAC & AC Review (Q2-Q3), Ongoing (Q3-Q4)															
EXTEND	Goal 7: Invest in underserved communities	Action A: Build on EDI momentum	Crosscutting Lens – applied to all initiatives															
	Goal 8: Reduce barriers to access	Action A: Support for youth arts	Implementation (Q1-Q2), AAC & AC Review (Q2-Q3), Ongoing (Q3-Q4)															
		Action B: Review of Operating Grants	Research & Planning (Q3-Q4), AAC & AC Review (Q4-Q1), Implementation (Q1-Q2)															
ENGAGE	Goal 9: Resources for grant applicants	Action A: Design Comms & Outreach Plan	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
		Action B: Grant-writing workshops	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
	Goal 10: Enhance branding of Arts Service	Action A: Review of name and brand	Implementation (Q3-Q4), AAC & AC Review (Q1-Q2), Ongoing (Q2-Q3)															
PROCESS FOR NEXT STRATEGIC PLAN			Research & Planning (Q1-Q2)															

● Ongoing    
 ● Research & Planning    
 ● AAC & AC Review    
 ● Implementation    
      Crosscutting Lens – applied to all initiatives

# Program Evaluation



**Topic:** Incubator Grant Program  
**Service Area:** Arts & Culture



Capital Regional District | September 2024

## Executive Summary



For consideration: in 2025, replace Incubator Grants with a pilot version of *Grow Forward*, a new capacity-building grant program, and allow new organizations to apply to Projects Grants.

## Evaluation of Current Service

### Incubator Grants

Launched in 2018, Incubator Grants was intended as a capacity-building program that would support short-term staffing, mentoring, workspace, training, or other resources that assist in the acceleration of organizational development. It could also assist in the planning and research stages of new arts activities. Incubator Grants is aimed at newly founded or emerging organizations with an arts mandate.

Established organizations can apply to Incubator Grants, but very few do because they can only receive one grant per year from the CRD Arts Service. Although there is an identified need for capacity-building, funding for arts programming always takes priority. Thus, organizations apply to Projects or Equity Grants and not Incubator Grants.

Lack of applicants shows that Incubator Grants does not align to a community need (see Table 1).

Table 1. Incubator Grant Program: Funding History

Year	# eligible applications	# awards	Success Rate	Total Request	Total Awarded
2018	2	1	50%	\$7,915	\$5,000
2019	4	3	75%	\$20,000	\$15,000
2020	2	2	100%	\$10,000	\$10,000
2021	2	2	100%	\$9,000	\$9,000
2022	0	0	n/a	\$0	\$0
2023	2	2	100%	\$10,000	\$10,000
2024	3	3	100%	\$13,850	\$8,500
Average	2.1	1.9	88%	\$10,109	\$8,214

### Implications for Projects, Short Series, and Extended Programming Grants (aka “Projects Grants”)

Feedback from the arts sector is that newly founded organizations do not want funds for organizational development. They want funds to launch new arts programming. This makes sense because newly formed groups are formed to create art. Currently, there is an eligibility restriction that stipulates organizations must have been in existence for six months before the Projects Grants deadline to apply to Projects Grants.

Having reviewed dozens of applications that have run up against this restriction, the assessment of CRD staff is that there is no significant difference in organizational development between a non-profit organization that has been incorporated for a few weeks (currently ineligible) or 6-12 months (currently eligible). Often the groups involved have been producing programming for years as an incorporated collective before deciding to become a non-profit organization.

By allowing new organizations to apply to Projects, all support for arts programming could be concentrated in Projects/IDEA/Equity, while the new *Grow Forward* program could focus on supporting capacity-building, mentorship, sectoral and organizational development.

### Implications for Operating Grants

Operating Grants clients are expected to fund capacity-building initiatives with their operating grant funding, which – unlike Project Grants – is not limited to arts programming. Operating Grants support all operations of an organization including capacity building. No changes are recommended to Operating Grants.

Operating Grants clients tend to be larger established organizations and have significant expertise and resources for sectoral initiatives. If connected with emerging or developing organizations in mentorship situations, they could provide capacity-building professional development knowledge. The *Grow Forward* program should allow for collaboration between Operating Grants clients and developing organizations, as well as sectoral and cross-sectoral initiatives (mergers, closures, collaborations).



Capital Regional District Arts & Culture Support Service  
**GROW FORWARD PILOT PROGRAM**  
**Grant Guidelines March 2025**

### Statement of Purpose

The Grow Forward Program provides funding to arts organizations for capacity-building, planning, mentorships, sectoral initiatives, and the process of investigating, identifying, planning and executing significant and strategic adaptations in their operations.

While these adaptations will likely influence the development and delivery of both existing and future programs, this program does not support artistic programming directly.

Organizations can access funds to engage external expertise and develop strategies to guide them in navigating the questions, challenges and opportunities they face.

This work may include projects such as the following examples:

- Developing mentorships for arts leaders internally or between organizations.
- Making shifts to business models and organizational structures.
- Forming strategic partnerships with other organizations, including resource sharing.
- Sectoral initiatives that benefit multiple arts organizations in the Capital Region.
- Cross-sectoral initiatives that create collaborations between arts and other sectors or industries.
- Planning for leadership succession from founding and longstanding leaders.
- Addressing organizational life cycle questions, including potential mergers and closures.

When planning their projects, organizations are expected to consider how equity, diversity, inclusion and accessibility are integrated into all aspects of their operations.

*Grow Forward 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.*

*Grow Forward 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

Applicant organizations must:

1. be a not-for-profit society registered in British Columbia.
2. have arts as their primary mandate and purpose.
3. have an active Board of Directors.
4. be based in one of the jurisdictions that contributes to the Arts & Culture Support Service, as indicated by the organization's registered, physical address on its BC not-for-profit registration document.
5. conduct all the activities involved in the proposed initiative in jurisdictions that contribute to the Arts & Culture Support Service.
6. not have received a CRD Arts Operating Grant in the previous year.
7. offer a potential impact within the Capital Region.

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

## Ineligible Activities

- Development, Delivery, or Touring of artistic programming
- Fundraising activities, contests and competitions
- Scholarships
- Mentorships or residencies for individual artists
- Capital expenditures
- Elimination or reduction of accumulated deficits
- Expenses for events or activities that have already taken place

## Evaluation

Consideration will be given to activities that result in:

- facilitation of knowledge-sharing between arts leaders in the Capital Region.
- creation of new collaborations and partnerships.
- development of organizational capacity within the funded organization.
- skill development in staff.
- creation of new sectoral or cross-sectoral initiatives.
- organizational transformation that advances arts development of the sector.

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

<b>Annual Budget</b>	<b>Submit the following type of Financial Statements for the most recently completed financial year:</b>
>\$750,000	Audited
\$300,000 - \$750,000	Review Engagement
\$150,000 - \$300,000	Compilation Statements with a Notice to Reader  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 where appropriate, and show comparative columns for the most recently completed year and previous year, on the same page.  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.
<\$150,000	Self-generated Financial Statements – must include a balance sheet, and a statement of revenues and expenses, presenting comparative years side by side, in two columns.

The applicant is responsible for ensuring that the appropriate financial statements are submitted. Applications without appropriate financial statements may be considered incomplete. Contact Arts & Culture Support Service staff if you have questions.

## How to Apply

If your organization is interested in applying, start by having a conversation with CRD Arts staff. During this discussion, we can determine if your organization qualifies and talk about your goals and planned activities for the proposed project. If your proposal is eligible, staff will send you an application form.



## 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 that receive a Projects or Equity grant in the current year may also receive a Grow Forward grant. Operating Grant clients may not apply to Grow Forward in this pilot year. All 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.
- The maximum grant available through the Grow Forward Pilot Program is \$5,000.
- 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 June 1, 2025, and ends no later than June 1, 2026.
- 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.

## Assessment

- Applications are assessed by the CRD Arts Advisory Council whose recommendations are subject to approval 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.
- Notification of awards may take up to 10 weeks following submission.
- Applicants are notified of the results of their application by email after the CRD Arts Commission has reviewed recommendations.
- Eligibility and acceptance of your application does not guarantee funding just as receipt of funding does not guarantee future support.

Funding decisions are made by the Arts Advisory Council through an adjudication process.

## 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, X, 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 call 250.360.3007.
- Grow Forward Grants must be used for the project for which they were requested.
- Projects must be completed within 12 months of receipt of funding.
- A Grow Forward 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 to the Grow Forward program.
- 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 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.

### Deadline

There is one application intake each year. Please check the website for current information.

### Submitting an Application

**Provide** a digital copy of the full application by 4:30pm on the 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:

- completed Part A (applicant info & answers to questions), signed
- completed Part B (budget)
- a list of current Board of Directors with full names, residential addresses and Board positions
- annual Financial Statements (see Financial Statement requirements)
- a copy of your BC not-for-profit Society registration certificate (if not previously submitted)

#### How to submit:

1. **Complete** the documents listed in 'What to Submit'.
2. **Save** a copy of all documents for your own records.
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:

#### 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)



Capital Regional District Arts & Culture Support Service  
**Grow Forward Grant Application – Spring 2025**

**Grant funding year: 2025**

**Application Deadline: March 13, 2025 at 4:30 pm.**

<b>ORGANIZATION</b> name	
BC Society Registration #	
Date society registered (month, day, year)	
Date of last Society filing	
Fiscal year end (month)	
Physical address, as on BC NFP Registration	
Mailing address if different from above	
Postal code	
Telephone	
Website	
Jurisdiction in which organization is based	[Choose an item.]
Date of application	
2025 <b>GRANT</b> request \$	
<b>CONTACT</b> person for this application	
Position in organization	
Telephone	
Email	
Board Member authorizing this application	
Position on Board	
Authorizing Signature (electronic acceptable)	
Name or Title of Project	
Date(s) of project	
Jurisdiction in which activities take place	[Choose an item.]

A signed, digital copy of the complete application must be received by the CRD Arts & Culture office, by 4:30 pm on the deadline. Absolutely no late applications will be accepted.

**What to submit:**

- Annual Operating Grant Application:
  - Part A** – Applicant Info & Questions
  - Part B** – Budget
- Staff list
- Board of Directors list
- Financial Statements - as specified for annual budget size (see program Guidelines)
- If you are partnering with another organization, please include a letter of intent or support
- If you are engaging external expertise, please include quote from consultant/contractor

**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 by the deadline to [ApplytoArts@crd.bc.ca](mailto:ApplytoArts@crd.bc.ca)

**Questions? Call CRD Arts & Culture at 250-360-3215 at least two weeks prior to the deadline to ask process questions or arrange to speak with the Arts Manager**

**Suggestions for completing the application:**

Be sure to respond to the questions in a focused and direct way.

Be clear and concise in your answers, limiting to approx. 300 words at most - use bullets if appropriate.

**Part I**

1. What is your organization's mandate (i.e. from your constitution)?

2. How is your organization governed? Who is involved in its day-to-day operations?

**Part II**

3. What is the focus of this funding request?

4. Describe the factors or events that have led your organization to undertake this project. Highlight any past activities, decisions, or conditions that influenced this approach. Explain how this project differs from previous practices and why it is significant to your organization.

5. What is the primary question or key challenge your organization aims to answer or address through this project?

6. Project Plan: please share your plan for this work, including start and completion dates, provide details on the proposed activities that you are planning to undertake. What will the next steps be?

7. What is the ideal outcome that you would like to achieve through this project? How will this project transform your organization or the arts sector in the Capital Region?

8. Describe how you are ensuring that this work considers and embeds equity, diversity, inclusion, and accessibility in its planning, implementation and community context.

9. Please use this space to provide any other important information not captured in questions 1 - 7.



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Capital Regional District Arts & Culture Support Service

**Grant Application Budget - Part B**

Organization:

Expenses		Amount	Allocation of CRD grant request (1)	In-kind (2)	X if confirmed	Specify (provide details if applicable)
1	Artist Fees					
2	Staffing and personnel					
3	Honoraria for Elders, cultural carriers, cultural protocols					
4	Materials, supplies, rentals					
5	Access costs (e.g. Childcare, ASL, other)					
6	Rental (workspace or venue)					
7	Publicity/Marketing					
8	Other Expenses (specify)					
9	Other Expenses (specify)					
10	<b>Sub-total Expenses:</b>	0		0		
11	<b>CRD Grant Allocation (1)</b>		0			
12	<b>Total Cash &amp; in-kind Expenses:</b>	0				
Revenues		Amount		In-kind (2)		
13	Admissions/ticket sales					
14	Concessions/merchandise					
15	Donations from individuals					
16	Donations from businesses					
17	Other Government grants (specify)					
18	Other revenues (specify)					
19	<b>CRD Grant request (1)</b>					
20	<b>Sub-total Revenues</b>	0		0		
21	<b>Total cash &amp; in-kind Revenues:</b>	0				
22	<b>Surplus or Deficit</b>	0				(Should be 0)

1. Total allocation of CRD grant (Expenses, line 11) must equal CRD grant request (Revenue, Line 19).  
 2. In-kind items are goods/services normally paid in cash, but which have been donated. 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.



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## **PROJECTS, SERIES & EXTENDED PROGRAMMING GRANT**

**Guidelines January and April 2025 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.~~
3. have an active Board of Directors; voting members of the Board must not receive remuneration of any kind from the applicant organization.
4. 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>
5. 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 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.

<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.

## 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).~~
- Organizations that receive a Projects or Equity grant in the current year may also receive a Grow Forward grant. Operating Grant clients may not apply to Grow Forward in this pilot year. All 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 **10 weeks after the application deadline July-2024** and ends no later than **one calendar year later July-2025**. (**\*note: actual dates will be put here**)
- 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 @crdartsandculture on Facebook, X (formerly 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 to **Project Grants**.
- 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)



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**REPORT TO ARTS COMMISSION  
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

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**SUBJECT**     **2025 Budget for Arts and Culture Support Service**

**ISSUE SUMMARY**

The 2025 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 8, 2024, the CRD Board approved the 2025 Service and Financial Planning Guidelines, which proposed to limit increases in core operations to 3.0% in the planning process.

In the budget recommendation for 2025, the requisition increase for the Arts and Culture Service for participating areas is 3.0%, which is within the planning guideline limits (Appendix A). The total budgeted costs are \$3,301,886, 2.9% over 2024. Key budget components include:

- Grants budget of \$2,820,170, an increase of \$81,807, or 3.0%; and
- Administrative costs of \$480,686, an increase of \$11,772, or 3.0%.

The budget recommendation from the Arts Commission will be reviewed by the CRD Committee of the Whole on October 30th, 2024 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 2025 Arts & Culture Support Service 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 2025 Arts & Culture Support Service 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 Equity, Diversity, Inclusion (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.

The balance of the Operating Reserve is estimated to be \$265,265 by the end of 2024 including interest. Currently, \$37,700 of EDI initiatives are funded from the Operating Reserve on an annual basis. The proposed Grow Forward pilot program (if approved) would require an additional \$15,000 from the Operating Reserve for 2025. In total, the Operating Reserve would be drawn down by \$52,700 in 2025 to support the budget for a portion of the expenses related to the EDI Implementation Framework, as well as the proposed Grow Forward pilot program (if approved).

On June 26, 2024, the Arts Commission directed staff to incorporate \$6,000 into the core budget as a project-based strategic initiative grant to ProArt Alliance of Greater Victoria for the delivery of the Greater Victoria Regional Arts Awards. The ProArt Alliance of Greater Victoria had successfully requested funds for this initiative in each of the four previous budget years.

*Service Delivery Implications*

The core budget will enable the Arts and Culture Support Service to deliver five key granting programs in 2025: Operating Grants; Project, Series and Extended Programming Grants; IDEA (Innovate, Develop, Experiment, Access) Grants; Equity Grants; and Incubator Grants (or the pilot version of a new program called Grow Forward that would replace Incubator Grants, if approved). In 2025, 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 2025 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 2025 Arts & Culture Support Service Budget be approved as presented.

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

**ATTACHMENT**

Appendix A: 2025 Budget for the CRD Arts and Culture Support Service

# **CAPITAL REGIONAL DISTRICT**

## **2025 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 the provincial and national visibility arts organizations provide to the region, and to provide a wide range of educational, participatory and audience opportunities for citizens and visitors, improving quality of life. 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 Commission. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support one-time projects, short series, or extended programming of smaller organizations. Equity grants support applicants from communities that are at risk of exclusion or have difficulty accessing funding support for systemic reasons. Incubator grants support new and emerging arts organizations. 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

			<b>BUDGET REQUEST</b>				<b>FUTURE PROJECTIONS</b>			
	<b>2024 BOARD BUDGET</b>	<b>2024 ESTIMATED ACTUAL</b>	<b>2025 CORE BUDGET</b>	<b>2025 ONGOING</b>	<b>2025 ONE-TIME</b>	<b>2025 TOTAL</b>	<b>2026 TOTAL</b>	<b>2027 TOTAL</b>	<b>2028 TOTAL</b>	<b>2029 TOTAL</b>
<b>ARTS GRANTS</b>										
<u>ARTS GRANTS:</u>										
Operating Grants	2,360,363	2,360,363	2,436,170	-	-	2,436,170	2,484,890	2,534,590	2,585,280	2,636,990
Project Grants	378,000	378,000	384,000	-	-	384,000	391,680	399,510	407,500	415,650
<b>Total Grants Payment</b>	<b>2,738,363</b>	<b>2,738,363</b>	<b>2,820,170</b>	<b>-</b>	<b>-</b>	<b>2,820,170</b>	<b>2,876,570</b>	<b>2,934,100</b>	<b>2,992,780</b>	<b>3,052,640</b>
		0.00%	2.99%			2.99%	2.00%	2.00%	2.00%	2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	341,668	332,107	342,628	-	-	342,628	352,555	362,764	373,263	384,061
Standard Overhead Allocation	62,641	62,641	64,146	-	-	64,146	66,070	67,391	68,739	70,114
Human Resources Allocation	11,422	11,422	12,730	-	-	12,730	14,320	15,581	15,932	16,329
Building Occupancy Allocation	11,564	11,564	14,048	-	-	14,048	14,642	15,364	16,068	16,363
Other Allocations	-	-	550	-	3,604	4,154	5,174	2,150	2,160	2,170
Insurance Cost	770	770	750	-	-	750	825	908	999	1,099
Operating Cost - Other	40,849	26,381	42,230	-	-	42,230	43,070	43,910	44,770	45,640
<b>Total Administration Costs</b>	<b>468,914</b>	<b>444,885</b>	<b>477,082</b>	<b>-</b>	<b>3,604</b>	<b>480,686</b>	<b>496,656</b>	<b>508,068</b>	<b>521,931</b>	<b>535,776</b>
		-5.12%	1.74%			3%	3.32%	2.30%	2.73%	2.65%
<b>TOTAL OPERATING COSTS</b>	<b>3,207,277</b>	<b>3,183,248</b>	<b>3,297,252</b>	<b>-</b>	<b>3,604</b>	<b>3,300,856</b>	<b>3,373,226</b>	<b>3,442,168</b>	<b>3,514,711</b>	<b>3,588,416</b>
		-0.7%	2.8%			2.9%	2.19%	2.04%	2.11%	2.10%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	24,029	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,000	1,000	1,030	-	-	1,030	1,050	1,070	1,090	1,110
<b>TOTAL CAPITAL / RESERVES TRANSFER</b>	<b>1,000</b>	<b>25,029</b>	<b>1,030</b>	<b>-</b>	<b>-</b>	<b>1,030</b>	<b>1,050</b>	<b>1,070</b>	<b>1,090</b>	<b>1,110</b>
<b>TOTAL COSTS</b>	<b>3,208,277</b>	<b>3,208,277</b>	<b>3,298,282</b>	<b>-</b>	<b>3,604</b>	<b>3,301,886</b>	<b>3,374,276</b>	<b>3,443,238</b>	<b>3,515,801</b>	<b>3,589,526</b>
		0.00%	2.81%			2.92%	2.19%	2.04%	2.11%	2.10%
Internal Recoveries	(15,130)	(15,130)	(15,628)	-	-	(15,628)	(16,080)	(16,546)	(17,026)	(17,518)
<b>OPERATING LESS RECOVERIES</b>	<b>3,193,147</b>	<b>3,193,147</b>	<b>3,282,654</b>	<b>-</b>	<b>3,604</b>	<b>3,286,258</b>	<b>3,358,196</b>	<b>3,426,692</b>	<b>3,498,775</b>	<b>3,572,008</b>
		0.00%	2.80%			2.92%	2.19%	2.04%	2.10%	2.09%
<b>FUNDING SOURCES (REVENUE)</b>										
Transfer from Operating Reserve Fund	(49,500)	(49,500)	(52,700)	-	-	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)
Payments In Lieu of Taxes	(186,993)	(186,993)	(186,993)	-	-	(186,993)	(186,993)	(186,993)	(186,993)	(186,993)
<b>TOTAL REVENUE</b>	<b>(236,493)</b>	<b>(236,493)</b>	<b>(239,693)</b>	<b>-</b>	<b>-</b>	<b>(239,693)</b>	<b>(239,693)</b>	<b>(239,693)</b>	<b>(239,693)</b>	<b>(239,693)</b>
		0.00%	1.35%			1.35%	0.00%	0.00%	0.00%	0.00%
<b>REQUISITION</b>	<b>(2,956,654)</b>	<b>(2,956,654)</b>	<b>(3,042,961)</b>	<b>-</b>	<b>(3,604)</b>	<b>(3,046,565)</b>	<b>(3,118,503)</b>	<b>(3,186,999)</b>	<b>(3,259,082)</b>	<b>(3,332,315)</b>
			2.92%			3.04%	2.36%	2.20%	2.26%	2.25%
<b>AUTHORIZED POSITIONS:</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**CAPITAL REGIONAL DISTRICT**  
**FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2025 to 2029**

<b>Service No.</b>	<b>1.297 Arts Grants and Development</b>	<b>Carry Forward from 2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>TOTAL</b>
--------------------	--	--	-------------	-------------	-------------	-------------	-------------	--------------

**EXPENDITURE**

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$3,800	\$0	\$0	\$0	\$4,000	\$7,800
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>\$0</b>	<b>\$3,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$7,800</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	\$0	\$3,800	\$0	\$0	\$0	\$4,000	\$7,800
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>\$0</b>	<b>\$3,800</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000</b>	<b>\$7,800</b>

**CAPITAL REGIONAL DISTRICT**

**5 YEAR CAPITAL PLAN**

2025 - 2029

Service #: 1.297

Service Name: Arts Grants and Development

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2024	2025	2026	2027	2028	2029	5 - Year Total
26-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 3,800	E	ERF			\$ 3,800				\$ 3,800
29-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 4,000	E	ERF						\$ 4,000	\$ 4,000
													\$ -
													\$ -
													\$ -
													\$ -
			<b>Grand Total</b>	<b>\$ 7,800</b>				<b>\$ -</b>	<b>\$ 3,800</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,000</b>	<b>\$ 7,800</b>



Service: **1.297** **Arts Grants and Development**

<b>Project Number</b>	24-01	<b>Capital Project Title</b>	#N/A	<b>Capital Project Description</b>	#N/A
<b>Project Rationale</b>	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

<b>Project Number</b>	26-01	<b>Capital Project Title</b>	Computer and Printer	<b>Capital Project Description</b>	IT scheduled Routine Replacement
<b>Project Rationale</b>	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  
2025 - 2029 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				
	2024	2025	2026	2027	2028	2029
Beginning Balance	5,910	3,969	5,049	2,299	3,369	4,459
Planned Purchase (Based on Capital Plan)	(2,990)		(3,800)	-	-	(4,000)
Transfer from Ops Budget	1,000	1,030	1,050	1,070	1,090	1,110
Interest Income*	50	50	-	-	-	-
<b>Ending Balance \$</b>	<b>3,969</b>	<b>5,049</b>	<b>2,299</b>	<b>3,369</b>	<b>4,459</b>	<b>1,569</b>

\* 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  
2025 - 2029 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				
	2024	2025	2026	2027	2028	2029
<b>Beginning Balance</b>	302,765	265,265	222,565	169,865	117,165	64,465
<b>Planned Purchase</b>	(49,500)	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)
<b>Transfer from Ops Budget</b>	-					
<b>Interest Income*</b>	12,000	10,000				
<b>Total projected year end balance</b>	<b>265,265</b>	<b>222,565</b>	<b>169,865</b>	<b>117,165</b>	<b>64,465</b>	<b>11,765</b>

**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.



Making a difference...together

**REPORT TO ARTS COMMISSION  
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

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**SUBJECT**     **Implementation Plan Update: Communications and Outreach Plan**

**ISSUE SUMMARY**

The Arts Commission has adopted a new strategic plan for the next four years with many initiatives that involve communications and outreach. As part of the approved implementation plan, a communications and outreach plan has been drafted to coordinate, sequence, and allocate resources to these initiatives.

**BACKGROUND**

On September 27, 2023, the Capital Regional District (CRD) Arts Commission approved the 2024-27 Strategic Plan to guide the work of the Arts and Culture Support Service (the “Arts Service”) over the next four years. These strategic improvements are in addition to the regular delivery of the core granting programs.

On November 22, 2023, the CRD Arts Commission approved an implementation plan to set a schedule for the work necessary to advance the strategic plan (Appendix A).

As part of that implementation, a draft Communications and Outreach Plan has been produced based on a four-year time frame extending through the end of 2027 (Appendix B). The plan is a comprehensive and detailed working document that aligns to the goals and initiatives of the strategic plan, as well as providing background information, timelines, actions, rationales, indicators, and measurements to advance each related goal or initiative from the strategic plan.

The draft Communications and Outreach plan has been developed in consultation with the CRD’s Corporate Communications division to ensure it aligns with corporate standards. Communications and outreach activities from all CRD units require coordination and quality control through a corporate lens to make sure the organization is working in a holistic way that exemplifies the best practices of public sector communications and outreach when interacting with the public.

The Arts Manager will provide updates on this Communications and Outreach Plan, as well as other aspects of the implementation plan, at Arts Commission meetings on an ongoing basis, along with a full report on progress-to-date on an annual basis at the first meeting of each calendar year.

**ALTERNATIVES**

*Alternative 1*

That the 2024-27 Communications and Outreach Plan be approved as presented.

*Alternative 2*

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

**IMPLICATIONS**

*Alignment with Existing Plans & Strategies*

This Communications and Outreach Plan complements the newly approved 2024-27 Strategic Plan for the Arts Service by sequencing the advancement of multiple goals and initiatives related to community engagement.

The Communications and Outreach Plan is also aligned to the broader CRD 2024-27 Strategic Communications and Engagement Plan which applies to all CRD services.

*Service Delivery Implications*

The Communications and Outreach Plan provides a detailed work plan for the Arts and Culture division to conduct its community engagement activities from 2024 – 27.

**CONCLUSION**

The Arts Commission has approved the design of a new strategic plan to guide the development of the Arts and Culture Support Service from 2024 to 2027, as well as an accompanying implementation plan. The proposed 2024-27 Communications and Outreach Plan would advance multiple strategic goals and initiatives related to community engagement over the next four years.

**RECOMMENDATION**

That the 2024-27 Communications and Outreach Plan be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager Arts and Culture
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer, GM Finance & IT

**ATTACHMENTS**

Appendix A: Implementation Timeline for the 2024-2027 Strategic Plan  
Appendix B: 2024-2027 Communications and Outreach Plan

# 2024–2027 Strategic Plan Implementation Timeline

CRD Arts & Culture Support Service | Updated November 2023

PRIORITY:	GOAL:	ACTION:	IMPLEMENTATION:															
			2024				2025				2026				2027			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
CHAMPION	Goal 1: Scale up participation	Action A: Advocate for regional approach	Ongoing															
		Action B: Recruit new participants	Ongoing															
	Goal 2: Value of arts awareness	Action A: Collaborate w/ arts orgs	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
		Action B: Share research on arts impact	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
CONNECT	Goal 3: Boost org development	Action A: Support mentoring	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action B: Enhance networking & convening	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
	Goal 4: Connect arts organizations to funding	Action A: Roadmap for infrastructure grants	Implementation (Q3-Q4)															
CULTIVATE	Goal 5: Support sustainable growth	Action A: Funding for planning and capacity	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action B: Review of Incubator Grants	Research & Planning (Q2-Q3), AAC & AC Review (Q3-Q4), Implementation (Q4-Q1)															
		Action C: Emphasis on regional distribution	Crosscutting Lens – applied to all initiatives															
	Goal 6: Align funding to community needs	Action A: Review of Equity/IDEA/Projects	Implementation (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
EXTEND	Goal 7: Invest in underserved communities	Action A: Build on EDI momentum	Crosscutting Lens – applied to all initiatives															
	Goal 8: Reduce barriers to access	Action A: Support for youth arts	Implementation (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
		Action B: Review of Operating Grants	Research & Planning (Q3-Q4), AAC & AC Review (Q4-Q1), Implementation (Q1-Q2)															
ENGAGE	Goal 9: Resources for grant applicants	Action A: Design Comms & Outreach Plan	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
		Action B: Grant-writing workshops	Research & Planning (Q1-Q2), AAC & AC Review (Q2-Q3), Implementation (Q3-Q4)															
	Goal 10: Enhance branding of Arts Service	Action A: Review of name and brand	Implementation (Q3-Q4)															
PROCESS FOR NEXT STRATEGIC PLAN			Research & Planning (Q1-Q2)															

● Ongoing    
 ● Research & Planning    
 ● AAC & AC Review    
 ● Implementation    
      Crosscutting Lens – applied to all initiatives

# 2024-2027 Communications and Outreach Plan

Arts & Culture Support Service



Capital Regional District | June 2024

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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?ahť (Pacheedaht), Pune'laxutth' (Penelekut), Sc'ianew (Beecher Bay), Songhees, SĀÁUTŪ (Tsawout), T'Sou-ke, WJOLEŁP (Tsartlip), WSIKEM (Tseycum), and x<sup>w</sup>sepsəm (Esquimalt), all of whom have a long-standing relationship with the land and waters from time immemorial that continues to this day.



# Overview

The Capital Regional District (CRD) Arts & Culture Support Service (the Arts Service) has recently completed a new 2024–2027 Strategic Plan. The plan lays out ten strategic goals with corresponding actions that will be implemented over the course of the next four years. Among the first actions set to be implemented is the development of a new Community Outreach Plan. This Community Outreach Plan will complement the Strategic Plan, outlining the core outreach activities the Arts Service will undertake in support of other related strategic goals and actions. It will also align with the CRD’s new 2024-2027 Strategic Communications and Engagement Plan, supporting the organization’s overarching corporate communications strategic priorities. This plan will identify and define the Art Service’s interest holders, key messaging, and outreach framework, while providing a detailed breakdown of deliverables, responsibilities, and timelines for each outreach activity.

## **What will outreach look like?**

Informed by community consultation and the Arts Service’s mission to support, champion, and develop the arts, the strategic approach consists of three corresponding pillars:

1. Increase access to the arts → **Support**
2. Increase awareness of arts value and impact → **Champion**
3. Facilitate capacity-building and collaboration → **Develop**

Each major communications and outreach activity in this plan is both aligned with the approach and linked directly to a specific action from the Arts Service’s Strategic Plan, as well as the CRD’s Communication and Engagement Strategic Plan. There are eight major activities planned:

1. Continue expanded promotion of grant intakes and funding opportunities including information sessions.
2. Continue with EDI work to ensure all communications are equitable and accessible.
3. Produce an annual Impact Report.
4. Partner with local groups to raise visibility on arts career pathways, particularly for youth.
5. Raise awareness about the value of the arts through statistics and case studies.
6. Host skill-building workshops for the arts sector.
7. Engage with arts sector and other interest holders in organizing Arts Champions Summits in 2025 and 2027.
8. Conduct a full review of the Arts & Culture Support Service name and brand.

## **How will success be measured?**

An evaluation framework with indicators and metrics of both service delivery and community impact will be used to measure success (see Appendix B). A list of deliverables with timelines will also measure the effectiveness and progression of each outreach activity.

# Framework

## Interest Holders

There are several interest holders connected to the CRD Arts Service. This plan identifies key stakeholder groups and interest areas, as not all interest holders will have the same need for information or level of involvement.

### **Recipients or Potential Recipients of Service**

Audiences:

- CRD residents involved in, supporting and/or consuming art.
- Interest: value and benefit of Service/impact, invitations to community for input.

Clients of Service / Potential Clients of Service:

- Non-profit organizations located in the CRD Arts Service participating municipalities or electoral areas receiving funding.
- Interest: funding information, capacity-building advice, invitations to community for input.

Partners:

- Community-based organizations and peer organizations with related goals to the Arts Service.
- Interest: ways to collaborate and value and benefit of Service/impact.

### **Service Participants or Potential Participants**

Participating Jurisdictions:

- Local governments contributing to Service.
- Interest: value and benefit of Service/impact, policies, procedures, and financials.

Non-Participating Jurisdictions:

- Local governments in CRD not contributing to Arts Service.
- Interest: value and benefit of Service/impact.

### **Service Delivery Support**

Arts Advisory Council:

- Twelve person adjudicating body for grant requests and arts grant award recommendations. Also provides policy advice for enrichment of the cultural life of the community.
- Interest: policies, procedures, and funding levels.

Arts Commission:

- Decision-making body made up of one appointed member from each participating municipality – provides strategic direction, policy, and budget oversight for Service.
- Interest: value and benefit of Service/impact, policies, procedures, and funding levels.

CRD Board:

- 24-member Board of Directors responsible for the final approval of all CRD service budgets.
- Interest: value and benefit of Service/impact and funding levels.

CRD Staff:

- Employees delivering services throughout the region with shared corporate goals.
- Interest: ways to collaborate and to enhance the value and benefit of Service/impact.

Arts & Culture Support Service Staff:

- Employees delivering the Arts Service.
- Interest: Sharing funding information / Communicating the value and benefit of the Service and tracking impact / Providing capacity-building advice / Invitations to community for input / Reporting on policies and funding levels.

## Messaging

These key messages create greater awareness of what kind of services the CRD provides to arts organizations, reinforcing the purpose of the Service and the value it contributes to a resilient, livable, and sustainable region.

### **Mission:**

Support, champion and 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.

### **Key Public Messages:**

The goal for key messaging is to clearly define and promote the relationship between CRD Arts Service and interest holders how they work collaboratively to develop livable, resilient communities through the arts:

- The Arts Service provides access to arts funding and arts events.
- Together we make a positive social impact by building a livable region through the arts.

- A shared service model is an efficient and effective approach to supporting Arts & Culture.
- LandMarks Public Art is a website dedicated to presenting public art in the region.
- The arts are central to community life in a livable region.

## Strategic Approach

Communications and Outreach will be coordinated based on three approaches: increase access to the arts (support), increase awareness of arts value and impact (champion), and facilitate capacity-building and collaboration (develop). Each activity is directly related to an action from the [Arts Service’s 2024–2027 Strategic Plan](#) (AS), and to a priority from the CRD’s [2024–2027 Strategic Communications and Engagement Plan](#) (CC).

### Increase Access to The Arts → Support

1. Continue promotion of grant intakes and funding opportunities including information sessions
  - AS Strategic Plan: Action 4a
  - CC Strategic Plan: Priority 1
2. Continue with EDI work to ensure all communications are equitable and accessible
  - AS Strategic Plan: Action 7a
  - CC Strategic Plan: Priority 4

### Increase Awareness of Arts Value and Impact → Champion

3. Produce an annual Impact Report
  - AS Strategic Plan: Action 2a and 2b
  - CC Strategic Plan: Priority 3
4. Expand information-sharing initiatives
  - AS Strategic Plan: Action 2a and 2b
  - CC Strategic Plan: Priority 3 and 5
5. Increase Arts Sector Career Pathways Representation
  - AS Strategic Plan: Action 2a
  - CC Strategic Plan: Priority 1 and 3
6. Re-evaluate the Arts & Culture Support Service name and brand
  - AS Strategic Plan: Goal 10
  - CC Strategic Plan: Priority 3

### Facilitate Capacity-Building and Collaboration → Develop

7. Arts Champions Summit
  - AS Strategic Plan: Action 3b
  - CC Strategic Plan: Priority 1
8. Plan and deliver skill-building workshops
  - AS Strategic Plan: Goal 9
  - CC Strategic Plan: Priority 1 and 3

## Outreach Activities

The following section provides more detail on each outreach activity, including key milestones. All activities are managed by the Arts Service Manager and implemented by the Community Outreach Coordinator with support from the Administrative Assistant. See Appendix A for the full Implementation Timeline.

## Raise Awareness About the Value of the Arts

The Arts Service needs to share information with a variety of interest holders in the public and internally. Primary public interest holders are clients of the Service, audience members and partner organizations. Internal interest holders include participating jurisdictions, and non-participating jurisdictions.

### Strategic Plan Alignment:

- **Arts Service Action 2A:** Collaborate with arts organizations in celebrating the impact of the arts sector and raising awareness about career pathways in the arts
- **Arts Service Action 2B:** Promote the importance of the arts in building livable communities by sharing research and case studies
- **Corporate Communications Priority 3:** Providing quality information at the right time, in the right way
- **Corporate Communications Priority 5:** Adapt to changing digital landscapes

### Potential Partners:

- Hills Strategies, Creative Cities Network, and other research orgs
- Pro-Art Alliance and other service organizations

### Key Milestones:

TARGET DATE:	MILESTONE:
Ongoing	<b>Send quarterly e-newsletters</b> Create and send at least four e-newsletters a year or more as needed.
Ongoing	<b>Present to Municipal Councils</b> When invited, the Arts Service will attend council meetings to communicate the benefits of the service and the value of the arts.
Ongoing	<b>Collaborate with arts sector on celebration of arts</b> Provide communications and funding support to amplify sectoral recognition and promotion initiatives by the arts community, such as the ProArt Alliance’s Greater Victoria Regional Arts Awards.
2024 Q3 (ongoing)	<b>Launch impact story series on social media</b> Create shareable posts for social media highlighting the stories of impact collected from recipients.
2024 Q3 (ongoing)	<b>Scale up fast facts series</b> Create shareable posts for social media featuring facts about the current climate of the arts sector and its impact in the capital region and beyond.
2024 Q4 (repeat annually)	<b>Collaborate with major arts organizations on data-sharing</b> Partner with the region’s major arts organizations on a data-sharing initiative to demonstrate the region-wide benefits of arts programming.
2025 Q2	<b>Increase advertising budget</b> Reallocate budget to allow for greater advertising spend to reach a larger audience.
2025 Q2 (repeat annually)	<b>Introduce rural outreach pop-ups</b> Provide in-person outreach sessions in more rural areas of the CRD (like the SGI and Sooke).

## Increase Arts Sector Career Pathways Representation

The Arts & Culture Support Service looks to increase awareness about career pathways in the arts, particularly for youth. The Arts Service will support local arts groups such as the ProArt Alliance to develop a presence for the arts sector at career fairs or similar local events, and in the production of resources to provide at said events for youth interested in pursuing a career in the arts.

### Strategic Plan Alignment:

- **Arts Service Action 2a:** Collaborate with arts organizations in celebrating the impact of the arts sector and raising awareness about career pathways in the arts
- **Corporate Communications Priority 1:** Fostering meaningful connections with communities

### Potential Partners:

- ProArt Alliance of Greater Victoria; Local Post-Secondary and Secondary Institutions and Student Groups

### Key Milestones:

TARGET DATE:	MILESTONE:
2024 Q4 (repeat biennially)	<b>Identify and select appropriate collaborator(s)</b> Research organizations or groups in the community who are well-placed to assist in this work and make contact to partner with a willing collaborator.
2024 Q4 (repeat biennially)	<b>Identify needs and opportunities</b> Work with partner to identify potential events to attend, what resources may be beneficial, and other potential opportunities.
2024/2026 Q4 (repeat biennially)	<b>Plan and create resource content</b> Work with partner to develop the identified required resources to distribute at events and other strategic locations.
2025 Q1 (repeat biennially)	<b>Career event 1</b> Attend first career event, distribute resources, and share information.
2025 Q3 (repeat biennially)	<b>Career event 2</b> Attend second career event, distribute resources, and share information.
2025 Q3 (repeat biennially)	<b>Assess and evaluate</b> Review the effectiveness of this activity, identifying successes, areas for improvement, and milestones to carry forward annually (if any).

## Re-Evaluate the Arts & Culture Support Service Name and Brand

The Arts Service will conduct a full review of the service name and brand to evaluate its effectiveness.

### Strategic Plan Alignment:

- **Arts Service Goal 10:** Enhance the branding of the Arts Service to clarify its focus
- **Corporate Communications Priority 3:** Providing quality information at the right time, in the right way

### Potential Partners:

- All interest holders
- CRD Corporate Communications Division

### Key Milestones:

TARGET DATE:	MILESTONE:
2025 Q2	<b>Set scope of review</b> Inventory all elements of the Arts Service's brand that contribute to its public perception and recognition, and identify which elements will be evaluated during the review process.
2025 Q2	<b>Create engagement plan</b> Determine which interest holders to engage with and appropriate methods of information gathering.
2025 Q3	<b>Implement engagement plan</b> Gather qualitative insights and quantitative data from key interest holders on their relationship with the Arts Service's brand.
2025 Q3	<b>Analyze findings</b> Synthesize the results of engagement and identify key findings.
2025 Q3	<b>Develop recommendations and present to Arts Commission</b> Use key findings to inform recommended changes to the Arts Services' brand and present these recommendations to the Arts Commission for review along with an implementation plan.
2025 Q4	<b>Begin implementing approved recommendations</b> Approved recommendations will be implemented as per the implementation plan.

## Plan and Host an Arts Champions Summit

The CRD will host a biennial event to focus on topics of regional interest across arts practices and organizations. Topics will relate back to the service delivery and member jurisdictions, however, will not be limited to member organizations. An Arts Champion Group that includes leaders from the arts community will be established prior to the event to provide input into the content and engagement strategies for the Summit.

### Strategic Plan Alignment:

- **Arts Service Action 3b:** Enhance networking and convening opportunities for arts professionals
- **Corporate Communications Priority 1:** Fostering meaningful connections with communities

### Potential Partners:

- All interest holders
- Roundtable members
- ProArt Alliance

### Key Milestones:

TARGET DATE:	MILESTONE:
2024 Q4 (repeat biennially)	<b>Convene Arts Champion group and determine summit theme/area of focus</b> Establish an advisory group of arts community leaders to contribute their insights into what the summit should address/include.
2025 Q1 (repeat biennially)	<b>Plan summit logistical details</b> Work to finalize all the Summit’s logistical details including invitation list, venue, date, time etc., sending out a “save the date” at the earliest convenience.
2025 Q1-2 (repeat biennially)	<b>Develop summit content and select speakers</b> Utilize the suggestions of the Arts Champions group to select suitable speakers, and plan activities.
2025 Q2-3 (repeat biennially)	<b>Distribute invitations and promote event</b> Send out invitations and publicise event advertisements to generate robust attendance. Utilize event registration to monitor attendance numbers and potential accessibility accommodations to be made.
2025 Q4 (repeat biennially)	<b>Summit event</b> Host the summit and facilitate the progression of activities and speakers throughout the event.
2025 Q4 (repeat biennially)	<b>Follow-up / review effectiveness and carry forward milestones biennially (2025-2027)</b> Share resources and key takeaways from the summit with attendees and/or those who could not attend. Review the effectiveness of this activity, identifying successes, areas for improvement, and milestones to carry forward biennially (if any).

*Note: The Arts Champions Summit held in 2027 will include a community consultation component which will gather insights to help inform the 2028-2031 Arts & Culture Support Service Strategic Plan.*



## Continue EDI Work to Ensure Communications are Accessible

We will continue to adapt our regular communications and outreach processes to better meet updated accessibility standards and best practices. The CRD established an Accessibility Advisory Committee in 2023 in response to new regulations under the Accessible BC Act, which aims to identify, remove, and prevent barriers to services and treat all people in ways that allow them full dignity and independence. This work is ongoing, and we will proactively revisit these practices and update them as required.

### Strategic Plan Alignment:

- **Arts Service Action 7A:** Build on the momentum of applying equity, diversity, inclusion, and accessibility lenses across granting and operations
- **Corporate Communications Priority 4:** Placing diversity, inclusion, and accessibility at the heart of communications

### Potential Partners:

- EDI and accessibility specialist
- EDI Subcommittee
- CRD Accessibility Advisory Committee

### Key Milestones:

TARGET DATE:	MILESTONE:
2024 Q4	<b>Review of current accessibility practices</b> Take inventory of current accessibility and inclusion practices and their effectiveness.
2024 Q4	<b>Liaise with Accessibility and EDI Committee(s) and/or specialists</b> Work with the CRD Accessibility Advisory Committee, EDI subcommittee and/or an EDI and accessibility specialist to identify areas for improvement to better meet current best practices and standards.
2025 Q1	<b>Develop communications accessibility checklist</b> Create a checklist for various communications platforms to implement new accessibility initiatives and maintain consistency across communications.
2025 Q1	<b>Develop review schedule</b> Implement regularly scheduled reviews to ensure maintenance of up-to-date best practices and update checklists as needed.
2025 Q2	<b>Assess and evaluate</b> Review the effectiveness of this activity, identifying successes, areas for improvement, and milestones to carry forward annually (if any).

## Plan and Deliver Capacity and Skill-Building Workshops

Artists and arts organizations have requested organizational capacity and skill-building opportunities. The CRD will organize workshops that will connect arts organizations with existing professional development, mentoring, training and/or capacity-building. If new grant programs are launched with capacity-building funding, then there will also be information sessions on how to apply for these funds.

### Strategic Plan Alignment:

- **Arts Service Goal 9:** Diversify educational resources for grant applicants to enhance knowledge base
- **Corporate Communications Priority 3:** Providing quality information at the right time, in the right way

### Potential Partners:

- BC Arts Council
- Canadian Heritage
- Greater Victoria Community Funders' Network
- Regional cultural planning Roundtable
- Business for the Arts

### Key Milestones:

TARGET DATE:	MILESTONE:
2026 Q2 (repeat annually)	<b>Determine capacity-building need</b> Review information gathered during community consultation to determine workshop topic, such as accessibility, EDI, or governance.
2026 Q3 (repeat annually)	<b>Identify and select appropriate partner</b> Research partners with experience in the identified need area and select a suitable one.
2026 Q3 (repeat annually)	<b>Plan workshop logistics</b> Work to finalize all the workshop logistical details including invitation list, venue, date, time etc. Send out a "save the date" at the earliest convenience.
2026 Q4 (repeat annually)	<b>Distribute invitations and promote event</b> Send out invitations and publicise event advertisements to generate robust attendance. Utilize event registration to monitor attendance numbers and potential accessibility accommodations to be made.
2026 Q4 (repeat annually)	<b>Host workshop</b> Host the event and facilitate the progression of activities and speakers throughout.
2027 Q1 (repeat annually)	<b>Assess and evaluate</b> Review the effectiveness of this activity, identifying successes, areas for improvement, and milestones to carry forward annually (if any).

## Expanded Promotion of Grant Intakes and Funding Opportunities

We will continue to promote CRD Arts Service Grant intakes on an ongoing basis with regular social media communications and two information sessions per year. We will also expand our reach to include regular sharing of information and resources for other funding opportunities for not-for-profit arts organizations in the region. Information sessions will also include information about other funding sources. At least one of the information sessions will be held in-person in a rural area like the Southern Gulf Islands.

### Strategic Plan Alignment:

- **Arts Service Action 4a:** Provide resources to assist the arts sector in navigating provincial and federal grant opportunities with a focus on infrastructure funding
- **Corporate Communications Priority 3:** Providing quality information at the right time, in the right way
- **Corporate Communications Priority 5:** Adapt to changing digital landscapes

### Potential Partners:

- Other funders (i.e., provincial/federal government)

### Key Milestones

TARGET DATE:	MILESTONE:
Ongoing	<b>Send quarterly e-newsletters</b> Create and send at least four e-newsletters a year or more as needed.
2024 Q1 (repeat annually)	<b>Information session 1</b> Provide overview of granting programs and an opportunity to ask questions for potential applicants.
2024 Q2 (repeat annually)	<b>Information session 2</b> Provide overview of granting programs and an opportunity to ask questions for potential applicants.
2024 Q3 (repeat annually)	<b>Develop online funding opportunity resources</b> Create an overview of existing granting programs and what they fund as a resource for arts organizations in the region.
2024 Q4 (repeat annually)	<b>Assess and evaluate</b> Review the effectiveness of this activity, identifying successes, areas for improvement, and milestones to carry forward annually (if any).
2025 Q2	<b>Website redesign</b> In sync with the wider organization's website redesign project, the arts service's online content (including LandMarks Public Art) will be audited, updated, improved and/or consolidated where necessary for greater usability.
2025 Q2 (repeat annually)	<b>Increase advertising budget</b> Reallocate budget to allow for greater advertising spend to reach a larger audience.
2025 Q2 (repeat annually)	<b>Introduce rural outreach pop-ups</b> Provide in-person outreach sessions in more rural areas of the CRD (like the SGI and Sooke).

## Produce an Annual Impact Report

We will continue to produce an annual report compiling annual facts and figures representing the community impact, value, and benefit of the arts in the region. While activities and organizations funded by the Arts Service will be the core focus, arts career pathways in the region will also be highlighted. The report will continue to be a key tool in advocating for a regional approach to arts funding and recruiting new participants.

### Strategic Plan Alignment:

- **Arts Service Action 2A:** Collaborate with arts organizations in celebrating the impact of the arts sector and raising awareness about career pathways in the arts
- **Arts Service Action 2B:** Promote the importance of the arts in building livable communities by sharing research and case studies
- **Corporate Communications Priority 3:** Providing quality information at the right time, in the right way

### Potential Partners:

- Individual jurisdictions
- Funded organizations

### Key Milestones:

TARGET DATE:	MILESTONE:
2024 Q4 – 2025 Q2 (repeat annually)	<b>Reporting period (data, photos stories etc.)</b> Collect data and information from grant recipient final reports.
2024 Q4 (repeat annually)	<b>Analyze information and determine report theme</b> Review gathered information from final reports for trends and select a guiding theme.
2024 Q4 – 2025 Q2 (repeat annually)	<b>Develop report</b> Create a report highlighting the impact of funding last year with an emphasis on the key theme.
2025 Q2 (repeat annually)	<b>Distribute report</b> Publicise the finished report and distribute physical and digital copies.
2024 Q3 (repeat annually)	<b>Assess and evaluate</b> Review the effectiveness of this activity, identifying successes, areas for improvement, and milestones to carry forward annually (if any).

# Measuring and Reporting

The success of this outreach plan is based on indicators that are measuring community progress towards the following impacts:

1. The CRD Arts & Culture Support Service increases the amount of art and the access to arts for audiences as well as non-profit clients in the CRD.
2. The Arts Service engages residents in regional initiatives; provides education and outreach information; and shares stories of collaboration.
3. Arts development improves community health and well-being.
4. Investing public sector funding benefits a diverse range of residents and changing demographics.
5. The CRD's comprehensive arts strategies have a positive economic impact.

To review the indicators and related metrics being tracked, please see Appendix B. The Community Outreach Coordinator will reflect on progress through monthly outreach reports.

# Appendices

## Appendix A: Implementation Timeline

OUTREACH ACTIVITY	TASKS	2024				2025				2026				2027				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Raise Awareness About the Value of the Arts	Send quarterly e-newsletters	[Continuous bar from Q1 2024 to Q4 2027]																
	Present to municipal councils	[Continuous bar from Q1 2024 to Q4 2027]																
	Foster grassroots sectoral recognition and promotion	[Continuous bar from Q1 2024 to Q4 2027]																
	Launch impact story / fast facts series	[Continuous bar from Q3 2024 to Q4 2027]																
	Collaborate w/ arts organizations on data-sharing				●				●					●				●
	Increase advertising budget						●											
	Introduce rural outreach pop-ups						●				●					●		
Increase Arts Sector Career Pathways Representation	Identify needs and select appropriate collaborator(s)				●				●					●			●	
	Plan and create resource content				●				●					●			●	
	Attend career events / distribute resources					●		●		●		●		●		●		
Re-Evaluate the Arts & Culture Support Service Name and Brand	Set scope of review and create engagement plan						●											
	Implement engagement plan							●										
	Analyze findings and develop recommendations							●										
	Begin implementation									[Continuous bar from Q4 2025 to Q4 2027]								
Plan and Host a Biennial Arts Champions Summit	Convene Arts Champions Group and determine theme				●											●		
	Plan summit logistics, content and speakers					[Bar from Q1 2025 to Q2 2025]								[Bar from Q1 2027 to Q2 2027]				
	Distribute invitations and promote event						[Bar from Q2 2025 to Q3 2025]								[Bar from Q2 2027 to Q3 2027]			
	Host event									●							●	
	Evaluation and Follow-up									●							●	

OUTREACH ACTIVITY	TASKS	2024				2025				2026				2027			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Continue EDI Work to Ensure Communications are Accessible	Review of current accessibility practices				●												
	Liaise with Accessibility/EDI Committee and specialists				●												
	Develop communications accessibility checklist					●											
	Develop review plan					●											
	Assess and evaluate						●										
Plan and Deliver Capacity and Skill-Building Workshops	Determine capacity-building need										●				●		
	Identify and select appropriate partner											●				●	
	Plan workshop logistics											●				●	
	Distribute invitations and promote event												●				●
	Host workshop													●			●
	Assess partnerships and workshop content														●		
Expanded Promotion of Grant Intakes and Funding Opportunities	Send quarterly e-newsletters	●															
	Information Session 1	●				●				●				●			
	Information Session 2		●				●				●				●		
	Develop/update funding opportunity resources			●			●				●				●		
	Assess and evaluate				●			●				●				●	
	Website redesign						●										
	Increase advertising budget						●										
	Introduce rural outreach pop-ups						●				●				●		
Produce Annual Impact Report	Analyse info and determine theme				●				●				●				●
	Develop report	●				●				●				●			●
	Publish report		●				●				●				●		
	Assess and evaluate			●			●				●				●		

## Appendix B: CRD Arts Service Impact Tracking

INDICATOR		METRIC	DATA SOURCE	DATA FREQUENCY
1	Number of funded Arts organizations that successfully complete the funded project and/or maintain operations without changing the project or operations significantly.	Number of funded organizations that meet funding criteria in final report (e.g., balanced budget, demonstrated ability to conduct the project etc.)	Arts Service database	Annual
2	Funded organizations provide jobs for artists and cultural workers.	Number of workers employed by funded organizations.	Arts Service database	Annual
3	Percentage of total revenues generated provided by CRD grant.	Percentage of total revenues generated provided by CRD grant.	Arts Service database	Annual
4	Number of volunteers in arts events and organizations.	Total number of volunteers at CRD funded arts events and supporting CRD-funded organizations.	Arts Service database	Annual
5	Number of audience members representing each jurisdiction.	Track attendance proxy from participating jurisdictions.	Major arts organizations	Quarterly
6	Number of events produced.	Total number of events created by projects and funded organizations.	Arts Service database	Annual
7	Attendance at arts events.	Total number of attendees at events funded by Arts Service.	Arts Service database	Annual
8	Barriers in education and communication about the service reduced.	Survey question to arts organizations, "Are you aware of the funding programs the CRD has offered during the last five years?" and "How would you rate the process of dealing with the CRD Arts Service with regards to your funding application?"	General population and Arts Industry survey / Outreach database	TBD (baseline 2016)
9	Access to Landmarks Public Art website maintained.	Total page views and visits to Landmarks website.	Outreach database	Monthly
10	Delivery of each grant program.	Number of CRD non-profit applicants to each program.	Arts Service database	Twice a year
11	Number of stories celebrating collaboration and accomplishment.	Participation rates of people participating in two-way dialogue in story processes. Divisional social media and website statistics for stories of Arts Service.	Outreach database	Monthly
12	Number of community outreach events and educational workshops Arts Service participates in, partners on and/or supports annually.	Total number of events Arts Service provides outreach, information, education, and data to, including annual summit.	Outreach database	Monthly





Making a difference...together

**REPORT TO ARTS COMMISSION  
MEETING OF WEDNESDAY, SEPTEMBER 25, 2024**

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**SUBJECT**     **Data Initiative Focused on Regional Impact of Arts Funding**

**ISSUE SUMMARY**

On May 22, 2024, the Arts Commission discussed the possibility of additional data gathering initiatives with the aim of collecting evidence that shows the region-wide impact of arts organizations funded by the Arts and Culture Support Service (the “Arts Service”).

**BACKGROUND**

On May 22, 2024, the Arts Commission discussed options for collecting and distributing data related to audience participation and how it could be used to show that people from across the region benefit from arts activities funded by the Arts Service.

In its 2023 annual report, the Royal & McPherson Theatres Society (RMTS) published data on regional distribution of ticket buyers for each venue: the Royal Theatre and the McPherson Playhouse (excerpted in Appendix A). This data includes both commercial and non-profit presenters. While not directly aligned to Arts Service funding, it shows that arts events held at these venues attract audiences from across the region.

In the 2020 Progress Report for the Arts Service, a data visualization map was included that showed the distribution of ticket buyers in 2018-19 for the Belfry Theatre and for the Royal Theatre and McPherson Playhouse (combined, similar to 2023 RMTS annual report data), as a percentage of total ticket buyers (Appendix B).

In the 1990s, as part of the advocacy to move toward a regional arts funding model, the Victoria Symphony provided data through the ProArt Alliance, including a regional breakdown of where its subscribers lived. This showed that a majority of subscribers lived outside of the City of Victoria and the organization had supporters across the region.

Major arts organizations have existing databases of ticket buyers, season subscribers, and members (Art Gallery of Greater Victoria, for instance) that include location data. This existing data can be aggregated to remove identifying personal information and focus on the number/percentage of arts participants according to municipality / electoral area. These organizations have signaled willingness to collaborate with CRD staff on similar data projects.

**ALTERNATIVES**

*Alternative 1*

That staff collaborate with arts organizations through data sharing agreements to gather aggregate audience participation data and report back on findings at the annual check-in on the Arts Service’s strategic plan scheduled for January 2024.

*Alternative 2*

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

**IMPLICATIONS**

*Alignment with Board & Corporate Priorities*

Raising awareness about the region-wide impact of the funding of the Arts Service through statistical evidence supports initiative 10b-1 in the 2023-26 CRD Corporate Plan to “[s]cale up regional participation in the CRD Arts and Culture Support Service.”

*Alignment with Existing Plans & Strategies*

Raising awareness about the region-wide impact of the funding of the Arts Service through statistical evidence supports Goal 1a of the 2024-27 Strategic Plan for the CRD Arts and Culture Support Service to “[a]dvocate for a regional approach to arts funding.”

*Legal Implications*

The collection, storage, and distribution of data will be in compliance with the *Local Government Act* and the *Freedom of Information and Protection of Privacy Act*. Only aggregate data will be collected from third-party organizations, focused on the geographic distribution of audience members or arts participation (i.e. with no identifiable personal information).

*Financial Implications*

By leveraging existing data sources, the expense associated with this project will be negligible and within the existing administrative budget for 2024.

*Service Delivery Implications*

This data collection project will take a significant amount of staff time in negotiating the data sharing agreements, processing the received data, and preparing it for presentation.

**CONCLUSION**

The Arts Commission continues to explore new ways to show the region-wide impact of the Arts Service and its clients, including a data initiative focused on audience participation by jurisdiction.

**RECOMMENDATION**

That staff collaborate with arts organizations through data sharing agreements to gather aggregate audience participation data and report back on findings at the annual check-in on the Arts Service’s strategic plan scheduled for January 2025.

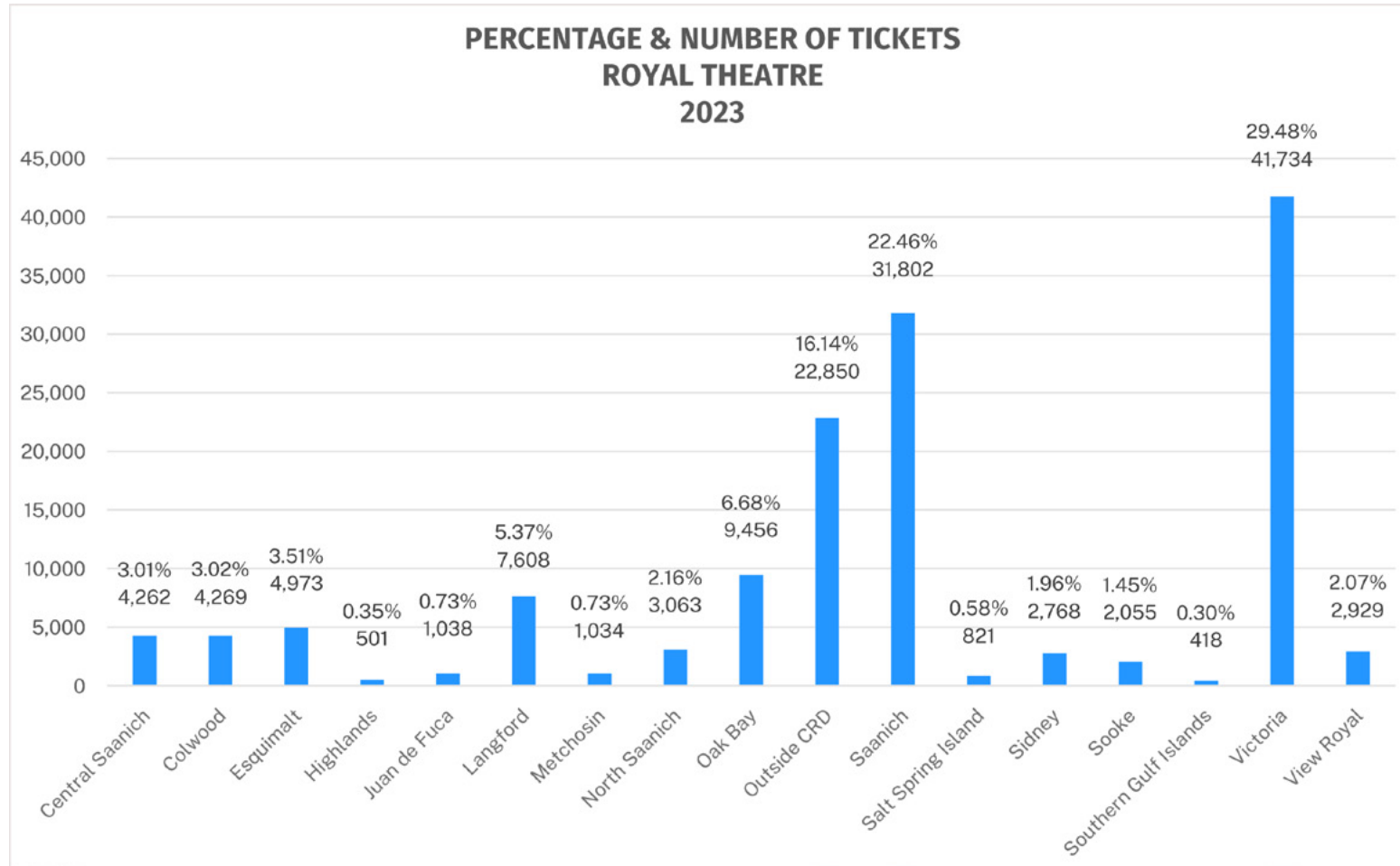
Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer

**ATTACHMENT(S)**

- Appendix A: Attendance by Municipality from RMTS 2023 Annual Report
- Appendix B: Data Visualization Map from the 2020 CRD Progress Report for the Arts Service

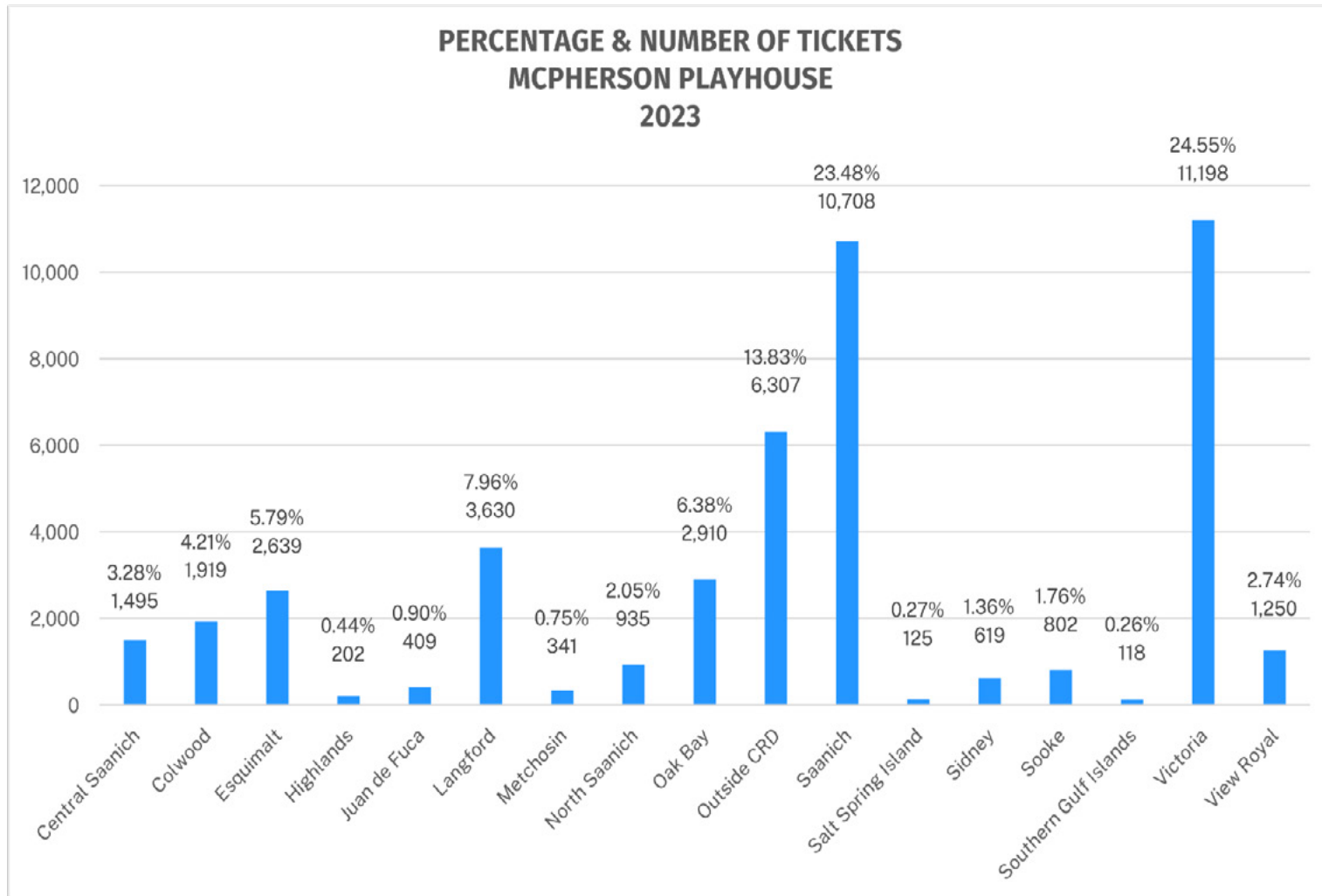
# ATTENDANCE BY MUNICIPALITY

## ROYAL THEATRE:



ATTENDANCE BY MUNICIPALITY

MCPHERSON PLAYHOUSE:

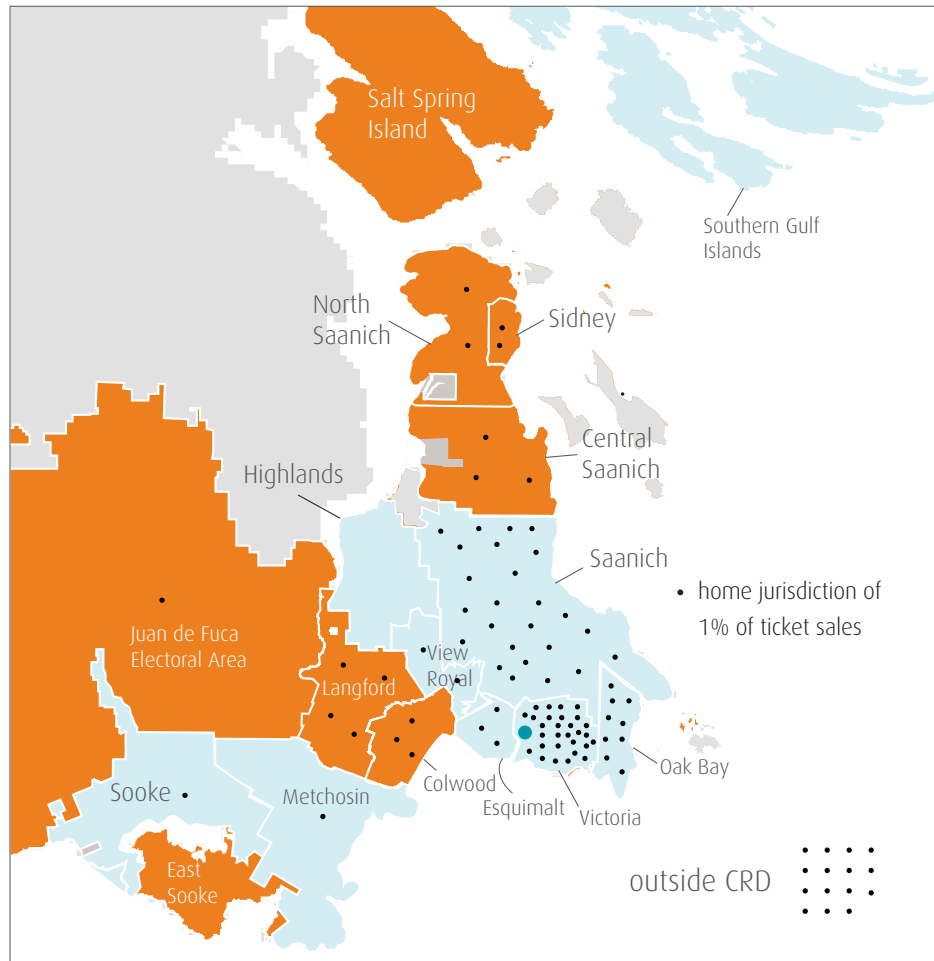


# Geographic distribution of regional audiences of three performance venues (2018-2019)

The arts have no boundaries. As with parks, people travel from across the CRD and beyond to experience and participate in the arts. In the maps below, audience distributions for Royal & McPherson Theatres and Belfry Theatre provides a glimpse of where audiences live relative to jurisdictions contributing to CRD Arts & Culture. Note that the data provided by Royal & McPherson Theatres is based on the actual number of tickets sold and divided more finely into jurisdiction, while the data for Belfry Theatre is based on more broad postal code boundaries and is based on the number of households that purchased tickets. Nevertheless, both maps show a similar distribution. We thank both the Belfry and Royal & McPherson Theatres for their support on this project.

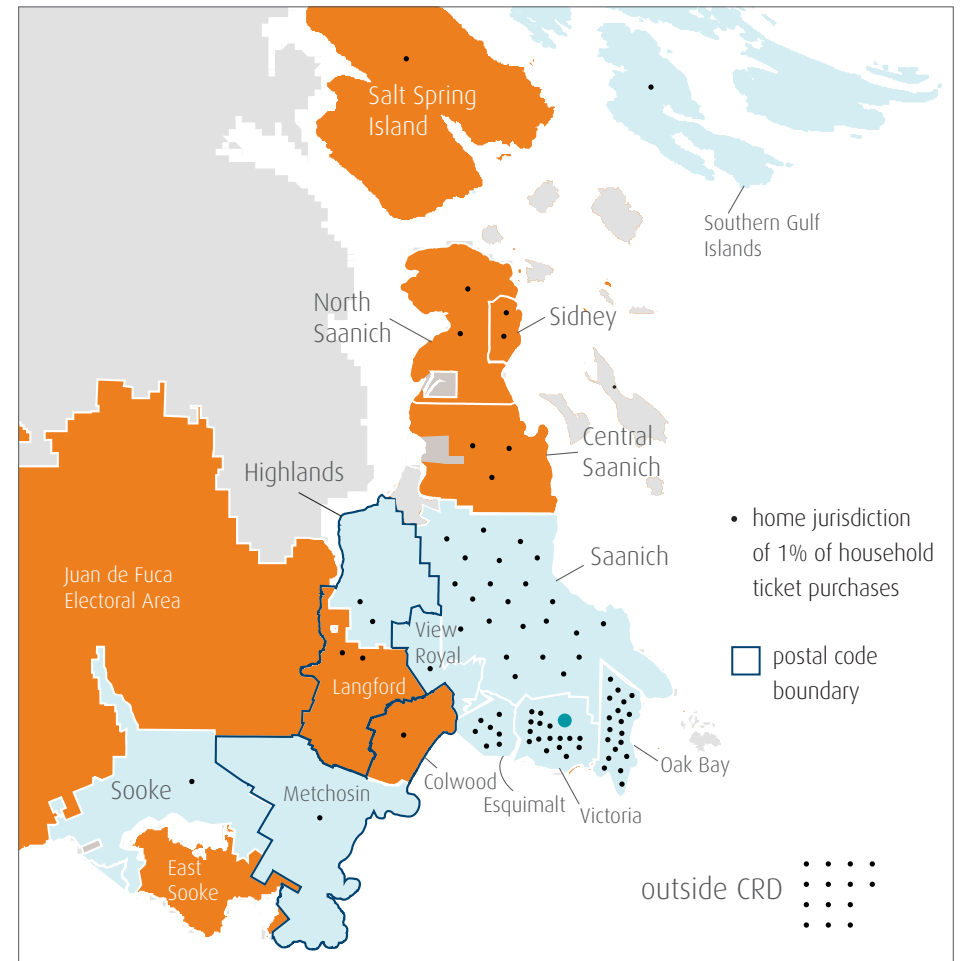
## Royal & McPherson Theatres

percentage of tickets by jurisdiction



## Belfry Theatre

percentage of household ticket purchases by postal code



participating jurisdiction of CRD Arts & Culture

non-participating jurisdiction

location of venue

September 5, 2024

Chris Gilpin  
Manager  
CRD Arts & Culture Support Service  
Sent via email: [cgilpin@crd.bc.ca](mailto:cgilpin@crd.bc.ca)

Dear Chris Gilpin

**RE: CRD 2024 Multi-Year Operating Assistance – Final Payment**

I am writing on behalf of the Board of Directors of Pacific Opera Victoria to thank you for the second and final payment of the Arts & Culture Operating Grant for the sum of \$114,758.71, which we received last month.

The support of the CRD is a crucial investment in our continued efforts to follow our strategic vision and to add more depth and diversity to our artistic planning and community engagement platforms.

As always, we appreciate the ongoing interest and support of the CRD Arts Commission and Arts Advisory Council in our programming. We routinely extend invitations to Commission and Advisory Council members and are always delighted to welcome them at each season's mainstage productions. This season's theme is a call to action to *Embark on the quest to be our better selves* and more information about our productions can be found on our website: <https://pacificopera.ca/>

Our ability to respond to changing circumstances and to keep the art form and artists front and centre in our planning is thanks in large part to the support provided to Pacific Opera by the CRD Arts & Culture Support Service. We are deeply grateful for the CRD's faith in our organization and to the arts in our region.

Yours sincerely



Ian Rye  
Chief Executive Officer

CC: Erin Sterling, Administrative Assistant-CRD Arts & Culture Support Service [esterling@crd.bc.ca](mailto:esterling@crd.bc.ca)