

## ARTS COMMISSION

Notice of Meeting on **Wednesday, October 23, 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 October 23, 2024 Arts Commission meeting be approved.
3. Adoption of Minutes of September 25, 2024
  - Recommendation:** That the minutes of the Arts Commission meeting of September 25, 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)
    - 6.1.2. Arts Advisory Council Minutes: October 8, 2024 - for information
    - 6.1.3. Arts Advisory Council *Activities by Council Summary*: October 8, 2024 – for information
  - 6.2. Manager's Report (verbal)
    - 6.2.1 Outreach Report (written)
  - 6.3 Update on Presentation to View Royal Council on October 1, 2024
  - 6.4 Grow Forward Capacity-Building Program
    - Recommendation:** The Arts Advisory Council recommends to the Arts Commission
      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.

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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.*

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.

<b><u>Attachments:</u></b>	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)

6.5 Options for Additional Information in Staff Reports with Grant Funding Recommendations

**Recommendation:** That staff provide additional information in staff reports regarding grant funding recommendations as presented.

<b><u>Attachment:</u></b>	Staff Report:	Options for Additional Information in Staff Reports with Grant Funding Recommendations
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7. New Business: Selection of Commission member to chair the November Commission meeting.
8. Correspondence: Letter from Victoria Symphony, requesting a letter of support
9. Motion to Close the Meeting
  1. That the meeting be closed in accordance with the Community Charter, Part 4, Division 3, 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the regional district or another position appointed by the regional district; and
  2. That Joanna Verano, Chair, Arts Advisory Council, be allowed into the closed portion of the meeting.
10. Adjournment

Next meeting: November 27, 2024



## Meeting Minutes

### Arts Commission

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Wednesday, September 25, 2024

4:00 PM

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

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#### PRESENT

Members: M. Alto (Chair), J. Bateman (EP), P. Brent (EP), D. Cavens, Sharie Epp (EP), G. Lemon, C. Plant (EP), K. Roessingh (EP), C. Smart

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

AAC: J. Verano (EP), chair

EP – Electronic Participation

The meeting was called to order at 4 pm.

#### 1. Territorial Acknowledgement

Chair Alto invited commission members to ground themselves in a Territorial Acknowledgement. It is appropriate for us to reflect on the opportunities we have because of the stewardship of these lands and waters by the Lək'wəḡən People, the Songhees and the Xwsepsum (Kosapsum – traditional name of the Esquimalt) Nations.

#### 2. Approval of Agenda

**MOVED by Member Cavens, SECONDED by Member Smart,  
That the agenda for the September 25, 2024 Arts Commission meeting be approved. CARRIED**

#### 3. Adoption of Minutes

**MOVED by Member Cavens, SECONDED by Member Smart,  
That the minutes of the Arts Commission meeting of June 26, 2024 be adopted as circulated. CARRIED**

Arising from the minutes, it was noted that we have not received a response from our letter to Minister Popham regarding the BC Arts Council's Regional Areas policy.

#### 4. Chair's Remarks

Chair Alto noted that the Performing Arts Facilities Select Committee met on September 4<sup>th</sup> and has charged staff to return to that committee with options for both a regional and a sub-regional arts service, which could have a significant impact on our work.

**5. Presentations/Delegations** none**6. Commission Business****6.1 Arts Advisory Council (AAC) Chair's Report (verbal)**

Chair Verano noted that the AAC did not meet in September, but there are two updates. Staff put out notices to recruit new AAC members, and we received a record amount of applications (19) and a strong pool of candidates. There is a meeting next week to choose three people to appoint. We are also looking forward to the Operating Grant adjudications. Those of us who like hard copies receive a gigantic binder to review, and we meet on November 30<sup>th</sup> to do that work. Finally, members were encouraged to take advantage of any invitations or tickets that come, to see the exhibits and shows that our work has helped make happen.

Chair Alto commented that she was at the launch of the Vital Signs report yesterday, and it was noted that Arts & Culture received one of the highest, and the only increase in support of all of the categories that they canvas. Thank you for the work that you do.

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

C. Gilpin noted that this is one of the years that we have both annual and multiyear applicants to Operating Grants. The 10 largest organizations are doing a full application and receiving a full evaluation this year.

In View Royal, on September 3<sup>rd</sup>, Councillor Rogers made a notice of motion to have View Royal consider changing its level of participation. It will probably be discussed at their Oct 1<sup>st</sup> meeting. Staff have prepared a presentation on the benefits of View Royal staying at its current level.

Motion arising

**MOVED by Member Plant, SECONDED by Member Smart,  
That the Commission endorses the Chair and staff to make a presentation at  
the View Royal council meeting where the Arts Service is discussed. CARRIED**

**6.2.1 Outreach Report (attached)****6.3 Grow Forward Capacity-Building Program**

C. Gilpin explained that a key point of the new strategic plan was to increase support for mentorship, planning, and capacity-building. There was a full evaluation of the Incubator Grants. The proposed Grow Forward program would replace Incubator and would roll out in phases: a pilot version in spring 2025 and then recruit funding partners so that we can launch a full version in 2026. Aspects of this program were modeled on the Future Focus program developed by Calgary Arts Development, which was very successful, and attracted funding partners.

**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.

**MOVED by Member Plant, SECONDED by Chair Alto,  
That this item be referred to the Arts Advisory Council for their October meeting and to ask them to provide input in time for the October Arts Commission Meeting. CARRIED**

#### **6.4 2025 Budget for Arts and Culture Support Service**

At their May 8<sup>th</sup> meeting, the CRD Board agreed to budget planning guidelines, which included limiting core service impacts to a 3% increase. The CRD pools facility costs (lease, utilities, etc) for the entire organization and then attributes a portion to each department based on occupancy space. There is some money for increases to grant budgets, but the majority goes to administrative costs. N. Chan explained that our budgets have not grown in line with inflation, and that the AC could choose to give more support to fewer organizations. C. Gilpin reminded the Commission that our grants are investments to create impact, not subsidies based on need.

*Paul Brent left the meeting at 6 pm.*

In response to questions, N. Chan clarified how the budget planning process works.

**MOVED by Member Plant, SECONDED by Member Cavens,  
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. CARRIED**

#### **6.5 Communications and Outreach Plan Update**

C. Gilpin introduced this as another piece of the strategic plan, giving credit to A. Gibbs, our community outreach coordinator, as she helped to develop this plan, which will inform a lot of her work over the next four years.

**MOVED by Member Lemon, SECONDED by Member Plant,  
That the 2024-27 Communications and Outreach Plan be approved as presented. CARRIED**

In response to the question about how we are communicating with the wider public, it was noted that we have 800+ newsletter subscribers, and we have an increasing number of Instagram followers. Staff is taking impact report stories and news items from our arts organizations and pushing them through our social media accounts.

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

C. Gilpin noted that this began with a discussion at the May 22<sup>nd</sup> meeting of the Arts Commission. What staff are recommending is to collaborate with existing organizations that already have data available that we are not leveraging at this time. We would collect aggregate geographical data without identifying personal information, complying with FOIPPA. Some of the larger organizations with data would include: Victoria Symphony, Pacific Opera Victoria, Art Gallery of Greater Victoria, and the Victoria Conservatory of Music.

**MOVED by Member Lemon, SECONDED by Member Smart,  
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. CARRIED**

#### **7. New Business**

Chair Alto noted that if there is an Arts Commission meeting in November, we will need to appoint an acting chair, as she will be traveling to one of Victoria's twin cities: Napier, New Zealand.

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

#### **9. Adjournment**

**MOVED by Member Cavens, SECONDED by Member Lemon,  
that the September 25, 2024 Arts Commission meeting be adjourned at  
5:31pm. CARRIED**

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Chair

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Recorder



## Meeting Minutes Arts Advisory Council

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Tuesday, October 8, 2024

5:00 PM

Via Video Conference

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### PRESENT

Members: C. Caravaca, R. Ditor, S. Donaldson, R. Gale, C. Haska, S. Reid, E. Mushumanski,  
J. Verano (Chair).

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

Regrets: M. Chan, W. Greaves, J. Smillie

The meeting was called to order at 5:03 pm.

### 1. Territorial Acknowledgement

Chair Verano welcomed everyone and provided a Territorial Acknowledgement.

### 2. Approval of Agenda

**MOVED by R. Gale, SECONDED by R. Ditor,  
That the agenda for the October 8, 2024 Arts Advisory Council meeting  
be approved. CARRIED**

### 3. Adoption of Minutes

**MOVED by S. Donaldson, SECONDED by E. Mushumanski,  
That the minutes of the Arts Advisory Council meeting of June 11, 2024  
be adopted as circulated. CARRIED**

### 4. Chair's Report

Chair Verano spoke about the process to appoint three new members. She briefed the council on the September meeting of the Arts Commission: the Arts Service budget was approved and the Grow Forward program was favourably received but sent back to the AAC for their endorsement. Reminder that Operating Grant adjudication packages are coming soon. Please let Chris know if you will not be present for the plenary discussion on November 30<sup>th</sup>.

### 5. Manager's Report

A View Royal councillor proposed a motion to reduce the Town's contribution to the Arts Service from Tier 1 to Tier 2. C. Gilpin went with Chair Alto to make a presentation to View Royal on October 1<sup>st</sup>. The motion was amended to say that they will review their contribution. The CRD

Board approved the Arts Service budget. There is a 3% increase to our operating budget, including approximately \$60,000 new money for operating grants, and additional money for the Grow Forward program. There were no new applicants to the Operating Grants intake, so we have 10 multiyear clients and 24 annual clients. Staff will send out adjudication packages on October 17<sup>th</sup>. The Communications/ Outreach Plan received a glowing review from the Arts Commission. Staff are working on an initiative to be an aggregator of geographic data already collected by our larger clients, to determine the regional impact of our arts organizations.

## 6. **Grow Forward Capacity-Building Program**

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

**That the Arts Advisory Council recommends to the Arts Commission:**

- 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.**

**CARRIED**

In response to feedback, staff will look at Equity guidelines to ensure they are clear that organizations can apply to Grow Forward in addition to Equity. Concerns re: accountability for new organizations can be revisited after the pilot year.

## 7. **Discussion: how to approach arts organizations in newly participating jurisdictions**

C. Gilpin spoke about wanting the City of Langford to join the Arts Service; currently they are developing a strategic plan for arts and culture. One factor to consider is that Langford has been financially supporting the West Shore Arts Council (37k in 2022, 39k in 2023).

## 8. **Discussion: Operating Grant Adjudication Process**

Binders will have detailed instructions – please contact staff if you need any assistance.

## 9. **ABCs (Activity by Council Summary) – received for information.**

## 10. **Correspondence – none received.**



**11. Adjournment**

The October 8, 2024 Arts Advisory Council meeting adjourned at 6:06 pm by consensus.

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Recorder

**Arts Advisory Council Meeting: Tuesday, October 8, 2024**

**Activities by Council (ABCs): July - September 2024**

arc.hive gallery

Markers of Time: Trish Shwart solo exhibition

Art Gallery of Greater Victoria

Generations: The Sobey Family & Canadian Art

A View from Here: Reimagining the AGGV Collections

Ballet Victoria: Frankenstein

Bema Productions: Same Time, Another Year

Books on Mayne:

book launch/reading: Mayne Island, A Vernacular Past by Jeremy Borsos

Caravan World Rhythms: Les Aunties with Flávia Nascimento & Tio Chorinho concert

Deluge Contemporary Art: Sonja Ahlers opening + collage/zine workshop

Gallery Merrick: Chrystal Phan, Nocturne opening

Greater Victoria Shakespeare Festival: Much Ado about Nothing

Hispanic Film Society of Victoria:

The Michicoan File: Latin American & Spanish Film Week

Joel Plaskett concert, St. Andrew's United Church, Nanaimo

Lafayette String Quartet: Quartet Fest West 2024 final concert

Paper Street Theatre: Yes and Yesteryear: An Improvised Jane Austen at Emily Carr House

Planet Earth Poetry:

Book launch: The Conveyor by Steve Noyes and National Animal by Derek Webster

State + Story, creative community

S'TENISTOLW Conference: "Where the Waters Meet" at Camosun College.

Tanya Tagaq in Concert with the Victoria Symphony

Theatre Inconnu: Significant Other

Timetheft Theatre: Endgame at SKAM Satellite Studio

UVic Legacy Art Galleries:

- Fire Season group exhibition
- Clearcut Reanimated panel talk by Broken Forests Eco-artists group

Victoria Fringe Festival:

Jimmy Hogg	Cabaret of Murder	Dear Jax
Good Grief	Are you Lovin' it?	New Wave your behaviour
Free Kittens	Brain machine	52 Stories
40 year old puberty	Horse Face	Where the fern flowers bloom
On the grind	Castle of glass	Ciaran and islay make coffee
Welcome to Croglin	Tango it takes two	Illusionary magic of Sitruc James

Vancouver Island Visual Arts Society: Open Studio Tour at 780 Blanshard

Verbal Components Theatre: Field Research

Two one-act plays: "Consider the Dongfish" and "A Staged Production in Which Two Straight White Men Attempt to Assemble a Tent"

Vic Theatre: Happy Clothes: A Film About Patricia Field

Victoria Event Centre: Storytelling event

Victoria Nikkei Cultural Society: Japanese Cultural Fair at Esquimalt Gorge Park



Making a difference...together

## OUTREACH REPORT TO THE ARTS COMMISSION MEETING OF WEDNESDAY, OCTOBER 23, 2024

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The following is a short summary of the outreach initiatives undertaken since the last Arts Commission meeting on September 25th:

### **WEBSITE UPGRADE INITIATIVE**

- First stage now complete (Reviewing, editing, and consolidating Arts & Culture website content to improve user ease and accessibility)
- Migration stage now underway
- Expected completion in early 2025

### **2024-2027 COMMUNICATIONS & ENGAGEMENT PLAN**

- Implementation has begun on approved plan. All activities scheduled to begin Q4 2024 on the timeline are in progress, including:
  - **Activity 1:** Raise awareness about the value of the arts
    - Task 1: Send quarterly e-newsletters
    - Task 2: Present to municipal councils
    - Task 3: foster grassroots sectoral recognition and promotion
    - Task 5: Collaborate with arts organizations on data sharing
  - **Activity 2:** Increase arts sector career pathways representation
    - Task 1: Identify needs and select appropriate collaborators
  - **Activity 4:** Plan & Host a Biennial Arts Champions Summit
    - Task 1: Convene Arts Champions group and determine theme
  - **Activity 5:** Continue EDI work to ensure communications are accessible
    - Task 1: Review of current accessibility practices
  - **Activity 7:** Expanded promotion of grant intakes and funding opportunities
    - Task 1: Send quarterly e-newsletters
    - Task 5: Assess and evaluate 2024 grant promotion strategy
  - **Activity 8:** Produce Annual Impact Report
    - Task 1: Analyze information and determine theme
    - Task 2: Develop report



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## REPORT TO ARTS ADVISORY COUNCIL MEETING OF TUESDAY, OCTOBER 8, 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 Advisory Council and 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.

On September 25, 2024, the Arts Commission referred this report to the Arts Advisory Council for their review.

### **ALTERNATIVES**

#### *Alternative 1*

The Arts Advisory Council recommends to the Arts Commission:

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

**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

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.

On September 25, 2024, the Arts Commission approved the recommendations for Budget 2025, including \$30,000 allocating to a potential *Grow Forward* grant program, if approved.

### *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**

The Arts Advisory Council recommends to the Arts Commission:

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)															
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

# 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 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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**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, OCTOBER 23, 2024**

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**SUBJECT**     **Options for Additional Information in Staff Reports with Grant Funding Recommendations**

**ISSUE SUMMARY**

The Arts Commission have directed staff to look at ways to provide more information related to grant funding recommendations balanced with the necessary confidentiality of certain aspects of the adjudication process.

**BACKGROUND**

On May 22<sup>nd</sup>, 2024, the Arts Commission passed a motion “[t]hat staff report back with options for additional feedback to be provided on grant applications.” The direction was focused specifically on the information included in staff reports related to grant funding recommendations.

Staff reviewed all notes taken during the past three years of adjudications for considerations that influenced the decision-making process of grant funding recommendations. The “Notes for Committee Report” section could be expanded to provide more details on many of these considerations, and staff are proposing the following additions (if relevant in the case of each assessed application):

- Details on assessment areas where applicants were evaluated highly, in addition to areas where they were evaluated below a satisfactory level;
- Significant impact on youth (artists or audiences);
- Significant impact on equity-seeking communities;
- Unique (or rare) position within the regional arts ecosystem (i.e. one-of-a-kind organization, or one of few organizations working within a certain artistic discipline);
- Specific areas in which the application had an insufficient level of detailed information;
- Fit with this grant program in comparison to other CRD Arts granting programs;
- Concerns about the program eligibility of any project activity;
- Scalability of project and thus potential scalability of funding amount;
- Modest request amount that is easily activated with a small funding amount;
- Contribution to regional distribution of grant funding; and
- Any other strategic considerations that influenced the funding recommendations.

The format for these notes would be reviewed on an annual basis for possible additions or modifications to accurately reflect the key considerations in the adjudication process, while also maintaining the necessary confidentiality of the adjudication committees and grant applicants.

**ALTERNATIVES**

*Alternative 1*

That staff provide additional information in staff reports regarding grant funding recommendations as presented.

*Alternative 2*

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

**IMPLICATIONS**

*Legal Implications*

As per Bylaw No. 2973, the Arts Advisory Council is responsible for adjudicating funding programs for the Arts and Culture Support Service. Section 5 of the Bylaw states: “The Council shall act as an arm’s length adjudicating body for the Arts Development Funding Programs<sup>1</sup>.” This is very different than the legal framework for most municipal grants-in-aid, where there is no arm’s length external adjudication of grant applicants. The Arts Advisory Council fulfills this role through its adjudication committees.

As per Bylaw No. 4143, the Arts Commission is responsible for the final approval of grant funding recommendations and has delegated authority for these expenditures. Additionally, the role of the Arts Commission is to set the rules of the application intake (the program policies) and to ensure that the adjudication process was followed in a fair and consistent manner.

**CONCLUSION**

The Arts Commission has directed CRD staff to investigate new ways to provide information related to grant funding recommendations. Staff have reviewed adjudication notes from all granting intakes over the past three years and have proposed additions of certain key considerations that may have an influence during the decision-making process, balanced with maintaining the necessary confidentiality of the adjudication committees and grant applicants.

**RECOMMENDATION**

That staff provide additional information in staff reports regarding grant funding recommendations as presented.

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

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<sup>1</sup> The Arts and Culture Support Service was originally known as the Arts Development Service.



October, 17, 2024

Dear CRD Arts Commission,

The Victoria Symphony requests a letter of support from the CRD Arts Commission to accompany our November 6, 2024 grant application to the BC Arts Council's Arts Infrastructure Fund. This grant would assist us in producing a feasibility study on securing / renovating a new performing arts presentation and rehearsal space that would benefit not only the symphony but several other community groups throughout the region. We have already received a grant of \$15,000 from the City of Victoria as well as a commitment of matching funds from the Greater Victoria Performing Arts Center Society for this first major step in the project. We expect the feasibility work to cost around \$80,000 in consulting fees.

A letter of support from the CRD will help to emphasize to the jury the imminent need for such a space in our community.

#### THE CHALLENGE

The VS faces several challenges to its current artistic operations that could be dramatically improved through the right relationship with a new venue partner. These include:

- **Access:** Despite guaranteeing 36 weeks of work per year to our local musicians, VS currently only has a priority booking guarantee for 21 days per year at the Royal Theatre and no guaranteed priority booking at all at its other main venue, the Farquhar Auditorium at UVic. This means that we have to book every one of our other rehearsals and performances later than we would prefer, and with the knowledge that we may have to move if the venue requires us to. **Among peer organizations of similar budget, the VS is the only full-time orchestra in the country that does not have priority access to a rehearsal or a performance venue.**

- **Unsustainability of current venue and admin space expenses:** The Royal Theatre and Farquhar Auditorium at UVic are both unionized halls (IATSE and CUPE respectively). This means that we have no control over annual increases to rent and labour costs, or how much labour is deemed necessary for rehearsals or performances. The rental cost of the Royal Theatre is now so high that we cannot generally afford to rehearse there even if they would give us the extra access. This leaves us with only one other appropriate venue option for orchestral rehearsals - the Farquhar Auditorium at UVic. While rent is less expensive at the Farquhar than it is at the Royal, the costs are now also rising to the point of unsustainability. Cost for our lease on commercial office space is now also becoming prohibitive.

- **Lack of on-site storage at both our main venues for our production equipment and instruments.**

This means we must move everything in for every rehearsal. Having all of our instruments, music stands, chairs etc. located in our own rehearsal and administrative home would represent a significant savings in planning, money, and time.

- **Our administrative offices and primary rehearsal space are separate.** Putting the VS administration and musicians into the same building would strengthen important organizational connections. It would also make many day-to-day operations more efficient, and provide a space that encompasses the full needs of the organization.

- **Location:** Currently, the only viable rehearsal and performance option for VS is the Farquhar Auditorium at UVic. We would rather have more access to a downtown venue more directly connected to the heart of the city.

**What are we looking for in a venue partner?**

VS hopes to develop a mutually beneficial long-term (more than 10 years) lease relationship/partnership with an organization and associated physical structure in the downtown Victoria core. The desire for a 10+ year lease is based on the idea that with a long term commitment, we could apply for significant funding from multiple players of government and make appeals to donors to make significant capital improvements to the partnering space.

In an ideal scenario, we are looking for an integrated venue solution that could serve as:

- **A secondary performance space** for some of our small-to-mid sized concert programmes for audiences of up to 600 people. We would still need to perform at the Royal and UVic for our large-scale performances, many of which require between 800 and 1000 seats with some performances requiring between 1200-1400 seats. The minimum square footage for a rehearsal space needs to be proportional to the size of the largest stage we use - at least 55 feet by 35 feet.

- **A rehearsal space** where we have booking priority during the day. Ideally, this could also be used for fundraising events.

- **Onsite location for our administrative offices and box office.** It is our hope to bring both the VS administration and the orchestra's main rehearsal space into one complex. We currently lease a 3400 sq ft commercial office space in the Central Building in downtown Victoria. Commercial office space is expensive and being physically separated from the artists with whom we work is not conducive to building the synergy and common purpose we believe occurs when the whole organization shares the same physical space. Our library is currently housed in our administrative offices, which means musicians need to make special trips to pick up their music for every program.



- **Onsite storage space with easy access for daily use.** We currently rent onsite storage in the basement of the Central Building as well as two monthly offsite storage units (2\* 1440 cubic feet), for much of our production equipment that cannot be stored in our Symphony van. Having our production equipment and instruments in three separate storage facilities wastes a huge amount of staff time, and we do not have ideal climate control in any of these storage areas. This is extremely problematic for the valuable musical instruments we store.

- **Onsite location for our music library** (minimum of 500 square feet).

- **Smaller rehearsal rooms for our musicians to teach and practice.**

VS has begun discussions with a few venues and organizations to explore achieving a mutually beneficial partnership that could potentially provide the architectural program listed above. The three potential venues under consideration are as follows:

**1. First Metropolitan Church - 932 Balmoral**

The First Metropolitan Church property is owned by the Pacific Mountain Regional Council of the United Church of Canada (PMRC). The PMRC hopes to partner with VS on a revitalization of the heritage portion of the property (the brick sanctuary building), while partnering with Aryze Development separately on a new mixed use program for the rest of the property (residential and commercial space).

**2. The Victoria Conservatory of Music (VCM) - 900 Johnson**

The VCM is looking at the possibility of transforming the current Metro Theatre space (currently leased by Intrepid Theatre) on Johnson and Quadra, as well as some of the adjoining office and storage space currently being used by the VCM into a VS-led architectural program.

**3. Christ Church Cathedral (CCC) - 930 Burdett**

CCC is planning a major redevelopment of their existing property including multiple new mixed-use buildings. As part of the redevelopment, they are exploring the idea of building a new structure that would house their administration as well as potentially accommodate VS's architectural program.

If you have any questions please do not hesitate to reach out,

Matthew White

CEO Victoria Symphony

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