

ARTS COMMISSION

Notice of Meeting on **Friday, May 19, 2023, at noon - 1pm.**
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	

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 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
3. Adoption of Minutes of March 29, 2023

Recommendation: That the March 29, 2023, minutes of the Arts Commission be adopted.

4. Chair's Remarks
5. Presentations/Delegations
6. Commission Business
 - 6.1 Arts Advisory Council Update
 - 6.1.1 Arts Advisory Council Chair's Report
 - 6.1.2 Arts Advisory Council Minutes - May 9, 2023
 - 6.1.3 Arts Advisory Council ABCs - May 9, 2023
 - 6.2 Manager's Report (verbal)
 - 6.3 2023 Incubator and Equity Grants Recommendations

Recommendations: The Arts Advisory Council recommends to the Arts Commission:

1. That the 2023 Incubator Grant recommendations be approved as presented.
2. That the 2023 Equity Grant recommendations be approved as presented.

Attachments: Staff Report: 2023 Equity and Incubator Grant Recommendations
Appendix A - Incubator Grant Recommendations List and Summaries
Appendix B - Equity Grant Recommendations List and Summaries

- 6.4 2023 IDEA Grant Recommendations

Recommendation: The Arts Advisory Council recommends to the Arts Commission:

That the 2023 Incubator Grant recommendations be approved as presented.

Attachments: Staff Report: 2023 IDEA Grant Recommendations
Appendix A - IDEA Grant Recommendations List and Summaries

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

6.5 Greater Victoria Regional Arts Awards Funding Request from ProArt Alliance

Recommendation: 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 2023 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.

Attachments: Staff Report - Greater Victoria Regional Arts Awards Funding Request from ProArt Alliance
Appendix A- Letter from ProArt Alliance

6.6 CreativeMornings Funding Request from Victoria Arts Council

Recommendation: That \$9,000 be provided from the Arts and Culture Support Service operating budget, using the operating reserve, if necessary, to Victoria Arts Council to support the CreativeMornings series to assist networking, capacity-building and professional development in the CRD arts community for a monthly event from July 2023 to June 2024.

Attachments: Staff Report - CreativeMornings Funding Request from Victoria Arts Council
Appendix A - Letter from Victoria Arts Council, 5 May 2023 re: CreativeMornings Victoria

6.7 CRD Corporate Plan

Recommendation: That staff be directed to work with the Chair of the Arts Commission to send letters to non-participating jurisdictions, providing a summary of the value proposition of supporting the arts through a regional approach, and arranging a time to present to their councils or electoral area directors on the costs and benefits of joining the Arts and Culture Support Service.

Attachments: Staff Report - Arts-related Goals in Capital Regional District 2023-26 Corporate Plan
Appendix A - CRD 2023-26 Corporate Plan

7. New Business

8. Correspondence - none

9. Adjournment

(Next Meeting: June 28, 2023)



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Minutes of a Meeting of the ARTS COMMISSION

Held March 29, 2023, in Room 488, 625 Fisgard St., Victoria, BC

EP = Electronic Participation

Members Present: M. Alto (Chair); S. Epp, D. Lajeunesse, C. Smart

EP: P. Brent, D. Cavens, C. Plant, K. Roessingh

Staff: Chris Gilpin, Manager, Arts Development Service; V. Jeevanandam, Community Outreach Coordinator; H. Heywood, Administrative Assistant (recorder)

Also present: J. Verano, Arts Advisory Council Chair, S. Donaldson, Arts Advisory Council Funding Chair

Regrets: G. Lemon

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

1 Territorial Acknowledgement

2 Approval of Agenda

MOVED by Member Lajeunesse, **SECONDED** by Member Epp,
That the agenda be approved as circulated.

3 Adoption of Minutes

MOVED by Member Epp, **SECONDED** by Member Smart,
That the minutes of the February 22, 2023, Arts Commission meeting be adopted.

CARRIED

4 Chair's Remarks - No remarks

5 Presentations/Delegations – None

6. Commission Business

6.1 Arts Advisory Council (AAC) Update

6.1.1 Arts Advisory Council Chair's Report

J. Verano referred to the ABCs and commented on the opportunities for AAC members to attend arts events in Victoria which is very much appreciated.

S. Donaldson was thanked for her work as Funding Chair and particularly for the January project grant adjudication process. It was noted there are four more grant deadlines coming up this spring.

Staff were thanked for their work and support.

Looking forward to the Arts Champions Summit in May, members were encouraged to attend if possible.

6.1.2 Arts Advisory Council Minutes and ABCs, March 14, 2023, were received for information.

6.2 Manager's Report

C. Gilpin advised members that the Equity, Incubator, and IDEA grant application deadline was March 16th and staff are currently reviewing submissions for completeness prior to adjudication. Recommendations will be brought forward to the May meeting.

The second project grant intake is currently open with an application deadline of April 20th.

6.2.1 Outreach Report

C. Gilpin provided an overview of outreach activities:

An online information session for potential Equity, Incubator, and IDEA grant applicants had 23 attendees which is a significant increase over last year. The next information session will be on April 5th for the project grant program. Outreach through Arts & Culture social media channels is proving an effective way to connect to the community.

Planning continues for the Arts Champions Summit which will take place on May 17th, 10:30am - 2pm. Invitations and registration details will be emailed in early April. Attendance, in-person and online, will be limited so early registration is recommended.

A presentation to Langford Mayor & Council by Chair Alto and C. Gilpin has been scheduled for Monday, April 17th. Nelson Chan, CRD CFO, will also attend in support. It was discovered that in the City of Langford's Official Community Plan it specifies joining the CRD Arts Service. The presentation will provide details on joining at Tier 1 and Tier 2.

In response to a question, staff confirmed that Metchosis Council voted to remain as a participant in the CRD Arts & Culture Service. Member Epp commented on the excellent presentation to Metchosis.

6.3 January 2023 Project Grant Recommendations

C. Gilpin summarized the staff report, process, and recommendations for January Project Grants, noting twenty-eight applications were received which is in line with the three-year average of 27. Twenty applications (71%) are recommended for funding while eight organizations are not recommended. Some grant requests were scaled back to enable funding to as many organizations as possible.

S. Donaldson, AAC Funding Chair, commented on the high success rate of applicants compared to other funding agencies. Of the 28 applications there were two new applications, one was successful, one was not.

Commission members discussed the process and results including:

- changes in the application due to the implementation of the EDI framework
- eligibility and assessment criteria in the Guidelines
- organizations not recommended for funding
- communication of results

Members noted their appreciation of the hard work by the adjudication team and there is confidence in the process as presented in the staff report.

MOVED by Member Smart, **SECONDED** by Member Lajeunesse,
That the January 2023 Project Grant recommendations be approved as presented.

CARRIED

7. Commission schedule

The May 24th Arts Commission meeting needs to be rescheduled. Members discussed possible dates.

CARRIED

8. New Business

8.1 Project Grant Eligibility

MOVED by C. Plant, **SECONDED** by D. Lajeunesse:

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

CARRIED

It was noted that any changes need to be presented to the Arts Commission by October 2023 for implementation in 2024.

9. Correspondence

9.1 Point Ellice House Museum & Gardens

C. Gilpin provided background related to this correspondence, noting previous correspondence received by the Arts Commission in 2022, and subsequent discussions regarding Point Ellice House and funding for heritage activities in relation to the scope of the Arts & Culture programs.

In response to a request for information regarding support in BC for museums and heritage properties, staff noted there is a funding program, Public Museums and Indigenous Cultural Centres, through BC Arts Council as well as funding through Heritage BC.

MOVED by C. Plant, **SECONDED** by D. Lajeunesse, that the correspondence of January 27, 2023, from Point Ellice House be received for information.

CARRIED

Adjournment

MOVED by Member Plant, **SECONDED** by Member Lajeunesse,
That the meeting be adjourned at 5:10 pm.

CARRIED

CHAIR

RECORDER



ARTS ADVISORY COMMITTEE

To: Chair Alto and Members, Arts Commission

From: Joanna Verano, Chair, Arts Advisory Committee

Date: Meeting of May 19, 2023

Re: Arts Advisory Committee Chair's Report to the Arts Commission

I regret that I am unable to join the meeting as I am travelling. In lieu of my attendance, I respectfully submit this written report.

GRANT ADJUDICATION

It has been a busy time for the Arts Advisory Council as Idea, Equity, and Incubator Grant applications were adjudicated. Funding Chair, Sue Donaldson, will be attending the meeting and available to answer questions regarding the funding recommendations presented.

Next month, we look forward to presenting the recommendations and results of the Spring Project Grant adjudication.

POLICY REVIEW: PROJECT GRANT ELIGIBILITY

At the March 2023 Arts Commission asked the Arts Advisory Council to look into the possibility of allowing declined organizations from the Winter in-take of the Project Grant to re-apply in the Spring. To provide an update on next steps, staff will gather information to present during the June Arts Advisory Council meeting. The rationale for the timing is to wait until the adjudication results for the Spring Project Grant to be completed in order to have a fulsome perspective for both in-take periods.

ARTS CHAMPION SUMMIT

Thank you to the staff for organizing the Arts Champion Summit. Looking forward to the feedback gathered from this event that will help inform the strategic plan.

EVENT INVITATIONS

The Arts Advisory Council continue to receive invitations to local arts events and grateful for the opportunity to see in person the impact of our funding decisions, how different arts organizations are thriving and helping enrich our community.

Thank you and wishing you all a safe and wonderful long weekend.



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ARTS ADVISORY COUNCIL

Minutes of a Meeting of the CRD Arts Advisory Council

Tuesday, May 9, 2023 at 5:00 – 6:00 pm

Via Video Conference

AAC Members: C. Caravaca, D. Clark, R. Ditor, S. Donaldson, R. Gale, C. Haska, S. Reid, J. Verano

Arts & Culture Staff: C. Gilpin, Manager, H. Heywood, Admin Assistant (recorder)

Regrets: A. Hershberg, W. Greaves

1. Territorial Acknowledgement

2. Approval of Agenda

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

CARRIED

3. Minutes:

4.1 Adoption: 2023/03/14 Arts Advisory Council

MOVED by C. Caravaca, **SECONDED** by C. Haska that the March 14, 2023 minutes of the Arts Advisory Council be approved as presented.

CARRIED

4.2 Arts Commission Minutes of 2023/02/22 were received for information

4. Chair's Report

The Arts Champions Summit is coming up on May 17th, 10:30 - 2pm. If the in-person attendance is full, people may register for online attendance.

At the March Arts Commission meeting, the AAC was asked to reconsider the project grant eligibility criteria as it applies to unsuccessful applicants at the January intake. In particular, to consider whether or not an organization could apply a second time, in the same year, for a different project.

5. Manager's Report

C. Gilpin advised members that 22 project grant applications were received at the April deadline; one application was deemed ineligible and did not go forward to adjudication. The adjudication team will meet later in May and present recommendations at the June meeting.

V. Jeevanandam left us very well organized for the Arts Summit and we will continue working with the event planner and Corporate Communications, in preparation for the event on May 17th.

The CRD Corporate Plan includes items specifically for the Arts & Culture division: to generate a new strategic plan for Arts & Culture; to scale up regional participation for the Service; and to scale up regional support for regional facilities.

Engagement is ongoing for the Arts & Culture strategic plan, including AAC contributions, the online survey, and the Summit. It was noted there have been over 200 responses to the survey to date; the survey closes May 24th.

Thank you to all members who have participated in the recent grant adjudications; all the volunteer time is greatly appreciated.

6. Grant Recommendations

6.1 2023 Equity and Incubator Grant Recommendations

C. Gilpin reviewed the staff report noting two Incubator and fifteen Equity applications were received. One Equity application was deemed ineligible. Both of the Incubator applications were recommended for full support and of the fourteen Equity applications adjudicated, eight are recommended for funding.

C. Caravaca, Adjudication Chair, noted the team had a robust discussion and had to make some difficult decisions. Grants were scaled to distribute the funding as widely as possible while still enabling successful projects and providing the greatest community impact.

The team noted that adding guest adjudicators brought different perspectives and insights to the discussion which was helpful and appreciated.

MOVED by R. Gale, **SECONDED** by C. Haska,

The Arts Advisory Council recommends to the Arts Commission:

That the 2023 Equity Grant recommendations be approved as presented.

That the 2023 Incubator Grant recommendations be approved as presented

CARRIED

6.2 2023 IDEA Grant Recommendations

C. Gilpin reviewed the staff report noting fourteen applications were received however, one application was deemed ineligible and didn't go forward to adjudication. There are eleven applications recommended at the full request, resulting in \$2,400 remaining in the IDEA grant budget. This amount will be moved to the April Project grant budget.

The adjudication team noted the two applications not recommended for funding lacked clarity and did not indicate in their applications how the projects fulfilled the goals of the IDEA program.

Chair Verano thanked both adjudication teams for their time and effort.

MOVED by C. Caravaca, **SECONDED** by C. Haska,

The Arts Advisory Council recommends to the Arts Commission:

That the 2023 IDEA Grant recommendations be approved as presented.

CARRIED

7. Strategic Planning workshop session

Chair Verano thanked those who were able to attend the strategic planning session with the Arts Commission in March.

C. Gilpin gave a brief presentation that included a high level history of CRD Arts & Culture, the mission and vision, funding statistics, and questions to reflect on and ways to contribute; AAC members provided input for consideration in the strategic planning process.

8. ABCs (Activity By Council Summary)

Received for information.

9. Correspondence

9.1 The correspondence from Pacific Opera Victoria was received for information.

10. Adjournment

MOVED by C. Caravaca, that the meeting be adjourned at 6:09 pm.

CARRIED

Arts Advisory Council Meeting – Tuesday, May 9th ABC’S

(Activities by Council Summary)

AAC members recently attended the following events in the region:

arc-hive - Roy Green solo exhibition

Ballet Victoria - Amadeus

Belfry Theatre - Old Stock

Blue Bridge - Goodnight Desdemona, Good Morning Juliet

Broken Rhythm - Chiaro:Scuro

Craigdarroch Castle: Treasure Island

Dance Victoria - Dance theatre of Harlem; Malpaso Dance Co

Impulse Theatre - the Soft Spaces, at Intrepid Theatre

Kaleidoscope theatre - Oz

Noble Riot Dance Theatre - KIN

Pacific Opera - Cosi fan tutte

Roots Revival at Hermann's Jazz Club

Theatre Inconnu - Witch

Township Arts Council, Gallery Splash! - Terry Asselstine sculpture exhibition

UVIC- BFA Grads exhibition, Don't Need to Know It to Feel It

Victoria Film Festival - National Canadian Film Day screening of Exotica

Out of town:

Banff Centre Mountain Film Festival

**REPORT TO ARTS ADVISORY COUNCIL
MEETING OF TUESDAY, MAY 09, 2023**

SUBJECT 2023 Incubator and Equity Grant Recommendations

ISSUE SUMMARY

The adjudication committee for the 2023 Incubator and Equity Grants has completed its work and made its recommendations for approval by the Arts Advisory Council and Arts Commission.

BACKGROUND

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 Programs¹.” The Arts Advisory Council fulfills this role through its adjudication committees, which are composed of Council members and, if necessary, external appointees to the adjudication committee who bring perspectives or expertise that meet certain adjudication needs.

Incubator Grants are intended to enhance sustainability and resiliency in the arts by funding short-term staffing, mentoring, workspace, training, or other resources that assist in the acceleration of organizational development or, in the development of new arts projects. They are aimed at newly-founded or emerging organizations with an arts mandate.

Two applications were received at the 2023 intake of the Incubator Grants program, which is in line with previous years (see Table 1). Modest application numbers enable award amounts at the full request amount. Both applicants are recently formed non-profit organizations.

Table 1. Incubator Grant Program: Recent Funding History

Year	# eligible applications	# awards	Success Rate	Total Request	Total Awarded	Average Request	Average Award
2019	4	3	75%	\$20,000	\$15,000	\$5,000	\$5,000
2020	2	2	100%	\$10,000	\$10,000	\$5,000	\$5,000
2021	2	2	100%	\$9,000	\$9,000	\$4,500	\$4,500
2022	0	0	n/a	\$0	\$0	\$0	\$0
2023	2	2	100%	\$10,000	\$10,000	\$5,000	\$5,000
Average	2.0	1.8	92%	\$9,750	\$8,800	\$3,625	\$3,625

Equity Grants are intended to support applicants that face systemic barriers to accessing support through other CRD Arts and Culture Service funding programs. Equity Grants is unique among CRD funding programs as it allows a not-for-profit society to function as a “Sponsor Society”, on behalf of an Equity applicant that is not a society.

15 applications were received at the 2023 intake of the Equity Grants program, the highest number in the past five years (see Table 2). In total, eight applications came from first-time

¹ The Arts and Culture Support Service was originally known as the Arts Development Service.

applicants. One application was ruled ineligible by staff because it requested funding for an existing program of an Operating Grants client. The number of applications and total request amount were at record highs due to more awareness of the funding program and the increase in maximum request amount, from \$5,000 in 2022 to \$10,000 in 2023.

Table 2. Equity Grant Program: Recent Funding History

Year	# eligible applications	# awards	Success Rate	Total Request	Total Awarded	Average Request	Average Award
2019	6	5	83%	\$25,945	\$20,945	\$4,324	\$4,189
2020	4	2	50%	\$19,000	\$9,000	\$4,750	\$4,500
2021	5	5	100%	\$25,000	\$25,000	\$5,000	\$5,000
2022	8	8	100%	\$39,700	\$37,950	\$4,963	\$4,744
2023	14	8	57%	\$131,668	\$55,000	\$9,405	\$6,875
Average	7.4	5.6	83%	\$27,411	\$29,579	\$4,759	\$4,608

An adjudication committee of three Council members and two external adjudicators met in April 2023, via videoconference, to consider two Incubator Grant applications and fourteen Equity Grant applications. These application groups were not in competition with one another as they are separate grant programs. The adjudicators' scores were averaged in a comparative assessment of each organization's proposal. Applications were discussed to ensure the scores reflected the information provided. The adjudicators assessed and scored each of the applications using a matrix that reflects the desired outcomes of the program in the areas of:

- The proposed project
- The benefits and impacts for the group, their community and the regional community
- An understanding of the intended audience
- Accessibility considerations
- Partnerships or collaborations
- Budget and projected expenses and revenues

Scores were reviewed to ensure there was a consensus on the merits of the information provided. The scoring methodology provided a comparative assessment of the merits of each proposal relative to the program's published goals and intended outcomes.

In Incubator Grants, both applications are recommended for funding at the full amount of their request. In Equity Grants, eight applications are recommended for funding with a top tier of five applications at \$8,000 each and a middle tier of three applications at \$5,000 each. By scaling award amounts back from the full amount of the applicant request, a greater number of projects can be activated with funding support from this program.

ALTERNATIVES

Alternative 1

The Arts Advisory Council recommends to the Arts Commission:

1. That the 2023 Incubator Grant recommendations be approved as presented.
2. That the 2023 Equity Grant recommendations be approved as presented.

Alternative 2

That this report be referred to staff for additional information.

IMPLICATIONS

Ratification and approval of the recommendations will allocate \$55,000 to the 2023 Equity Grant program and \$10,000 to the 2023 Incubator Grant program. This is equal to the combined amount in the preliminary 2023 budget of \$65,000 for the intakes of the Equity and Incubator Grant programs (see Table 3).

Because of the low number of applications to Incubator Grants in the past two years, part of the Incubator Grants budget was transferred to the Equity Grants program. In 2023, \$5,000 of Incubator Grants budget was transferred to support Equity Grants because only two Incubator Grants applications were received with a total request of \$10,000.

Table 3. Update on Arts Granting Budget for the CRD Arts and Culture Support Service

Granting Program	2023 Budget	2023 Allocated	2023 Paid Out
Operating Grants	\$2,306,270	\$2,306,270	\$284,180
Project Grants	\$280,000	\$140,000	\$140,000
Equity Grants	\$50,000	\$55,000	\$0
Incubator Grants	\$15,000	\$10,000	\$0
IDEA Grants	\$33,400	\$31,000	\$0
Total	\$2,684,670	\$2,542,270	\$424,180

Equity and Incubator Grants will be paid out by the end of May 2023, pending approvals. The remaining portion of the Operating Grant funding will be paid out at the beginning of August 2023.

CONCLUSION

The adjudication committee has assessed all applications received at the 2023 Incubator Grant and Equity Grant deadline. The ten projects recommended for grants will fulfil the desired purpose and outcomes of the Incubator Grants and Equity Grants programs.

RECOMMENDATION

The Arts Advisory Council recommends to the Arts Commission:

1. That the 2023 Incubator Grant recommendations be approved as presented.
2. That the 2023 Equity Grant recommendations be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Support Service
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ATTACHMENTS

Appendix A: 2023 Incubator Grant Recommendations and Summaries

Appendix B: 2023 Equity Grant Recommendations and Summaries

Item 6.3 - Appendix A

2023 INCUBATOR Recommendations

		Request	Grant Recmd
Victoria	Haus of Owl	5,000	5,000
Victoria	V.I. Visual Arts Society	5,000	5,000
Total		10,000	10,000

Item 6.3 - Appendix A

2023 Incubator Recommendation Summary

Haus of Owl

Org. Location Victoria

Project Title Strategic Planning

Previous Funding

New

Proj. Start Date June 1, 2023

Event Location Victoria

Grant Request: 5,000

Grant Recommended: 5,000

Who is Leading the Project

Jordan Dack, founder and Executive Director of the Haus of Owl has spent the last decade as the owner/operator of SoundKreations Inc, National provider of Dance and Poetry Education to the Canadian school system, where he demonstrated an aptitude for Creative Direction, Project Management, and Program Development. After successfully expanding, Jordan created and put into place a succession plan that ensures this business continues to be an integral part of the arts community in Calgary, Edmonton, Vancouver, and Toronto while Jordan continues to foster and develop Haus of Owl.

Project Summary

Engagement of external consultation, membership engagement, and not for profit research to create a long term strategic and succession plan.

Comments on Recommendation

This is a new non-profit organization that was incorporated in January 2023 and a first-time applicant. Overall, this proposal scored above a satisfactory level in the assessment, meriting support. Due to the low number of applications to 2023 Incubator Grants, all successful applicants will receive the full amount of their request.

2023 Incubator Recommendation Summary

V.I. Visual Arts Society

Org. Location Victoria

Project Title The Vault Gallery Programming 2023

Previous Funding

new

Proj. Start Date July 1, 2023

Event Location Victoria

Grant Request:	5,000
Grant Recommended:	5,000

Who is Leading the Project

The board of the Vancouver Island Visual Art Society who have been successfully providing studio and exhibition space to artists in Victoria for over ten years and have temporarily been running the Vault Gallery without funding over the past year.

Project Summary

Curation, promotion and management of six visual art exhibitions over six months in The Vault Gallery, by a paid curator.

Comments on Recommendation

This is a new non-profit organization that was incorporated in July 2022 and a first-time applicant. Overall, this proposal scored above a satisfactory level in the assessment, meriting support. Due to the low number of applications to 2023 Incubator Grants, all successful applicants will receive the full amount of their request.

Item 6.3 - Appendix B

2023 EQUITY Grant Recommendations		Request	Grant Recommended
Organization	Alter Arts Society	10,000	0
Community	LGBTQ2; neurodivergent		
Project Lead	Chandler McMurray-Ives		
Event Location	Victoria		
Organization	Bayanihan Cultural & Housing	9,950	5,000
Community	racialized persons of colour		
Project Lead	Applicant organization		
Event Location	Victoria		
Organization	BC Black History Awareness	10,000	8,000
Community	racialized people of colour; LGBTQ2		
Project Lead	Applicant organization		
Event Location	Victoria		
Organization	Belfry Theatre	8,000	0
Community	Mental illness (Neurodivergent); disability; LGBTQ		
Project Lead	Nicola Watts		
Event Location	Victoria		
Organization	Integrate Art Society	10,000	8,000
Community	LGBTQ2; physical disability; mental illness		
Project Lead	Kara Stanton		
Event Location	Victoria		
Organization	Intrepid Theatre	9,800	0
Community	LGBTQ2		
Project Lead	Matty Cervantes		
Event Location	Victoria		
Organization	Ministry of Casual Living	10,000	0
Community	racialized people of colour; LGBTQ2		
Project Lead	Koby Andrews		
Event Location	Victoria		
Organization	Monoceros Education Society	10,000	8,000
Community	Indigenous, LGBTQ2, physical disability; mental illness		
Project Lead	Applicant organization		
Event Location	CRD; Victoria		
Total		136,968	55,000

2023 EQUITY Grant Recommendations		Request	Grant Recommended
Organization	Open Space	10,000	5,000
Community	BIPOC, LGBTQ2, Muslim		
Project Lead	Farheen Haq		
Event Location	Victoria		
Organization	Ptarmigan Art Society	9,650	5,000
Community	Indigenous, LGBTQ2		
Project Lead	John Aitken		
Event Location	Mayne Island		
Organization	REP Here	10,000	0
Community	racialized community - Filipino		
Project Lead	Jean Penola		
Event Location	Victoria		
Organization	Theatre SKAM (ineligible)	5,300	0
Community	Indigenous, racialized (Filipino), LGBTQ2, mental illness		
Project Lead	Castor Angus		
Event Location	Victoria		
Organization	Victoria Dragon Boat Festival	10,000	8,000
Community	racialized people of colour (Chinese rooted)		
Project Lead	Applicant organization		
Event Location	Victoria		
Organization	Victoria Native Friendship	10,000	8,000
Community	Indigenous, LGBTQ2, physical disability, mental illness, elders, youth		
Project Lead	Applicant organization		
Event Location	Saanich		
Organization	XChanges Gallery	4,268	0
Community	deaf community		
Project Lead	Alison Bigg		
Event Location	Victoria		
Total		136,968	55,000

Item 6.3 - Appendix B

2023 Equity Grant Recommendation Summary

Applicant Alter Arts Society

Project Lead Chandler McMurray-Ives

Community LGBTQ2; neurodivergent

Project Title Podcast

Start Date June 2, 2023

Project Location Victoria

Grant request:	10,000
Grant recommended:	0

Previous Funding (Project Lead):

New lead

Project Summary

A podcast featuring artists and specialists in the crosssection of art and neurodivergency; about life, process, and how the experience of living with non typical brains impact and define the creative process. The plan is to record 10 episodes at the Haus of Owl's recording room.

Comments on the recommendation

The applicant is the Project Lead, Pull the Chutes Artists Collective. The Sponsor Society is Alter Arts. This application scored in the bottom tier, below a satisfactory level in multiple assessment categories, including accessibility considerations and partnerships. It is not recommended for support at this time.

Applicant Bayanihan Cultural & Housing Society

Project Lead Applicant organization

Community racialized persons of colour

Project Title Pepe, Life and Times of Philippine National Hero Jose Rizal

Start Date June 1, 2023

Project Location Victoria

Grant request:	9,950
Grant recommended:	5,000

Previous Funding (Project Lead):

2021, \$5000 (returned)

Project Summary

A play is about Dr. Jose Rizal, a national hero [in the Philippines] whose nickname is Pepe. The playwright, Malou Jacob, a Filipino, and it will be presented in the Filipino language at the Bayanihan Cultural Arts Studio.

Comments on the recommendation

The applicant is the Bayanihan Cultural and Housing Society. This application met the criteria, scoring in the middle tier, and demonstrated merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in the middle tier.

2023 Equity Grant Recommendation Summary

Applicant BC Black History Awareness Society

Project Lead Applicant organization

Community racialized people of colour; LGBTQ2

Project Title Function Festival

Start Date Aug 17, 2023

Project Location Victoria

Grant request:	10,000
Grant recommended:	8,000

Previous Funding (Project Lead):

New org

Project Summary

The Function Festival, providing a safe platform for BIPOC artists and voices, including fair artist compensation, as well as training & fair/ competitive wages for predominantly BIPOC crew/ staff.

Comments on the recommendation

The applicant is the BC Black History Awareness Society. This application met the criteria, scoring in the top tier, and demonstrated merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in the top tier.

Applicant Belfry Theatre

Project Lead Nicola Watts

Community Mental illness (Neurodivergent); disability; LGBTQ

Project Title Network for Arts & Culture Accessibility Initiatives

Start Date August 2023

Project Location Victoria

Grant request:	8,000
Grant recommended:	0

Previous Funding (Project Lead):

New lead

Project Summary

The development and production of a series of gatherings (3) and 1 cultural event by the end of the year around disability justice in the arts in the region, intended for people from Deaf, disability, neurodivergent, and intersectional communities.

Comments on the recommendation

The applicant is the Project Lead, Network for Arts and Culture Accessibility Initiatives. The Sponsor Society is the Belfry Theatre. This application scored in the bottom tier, below a satisfactory level in multiple assessment categories, including accessibility considerations and partnerships. It is not recommended for support at this time.

2023 Equity Grant Recommendation Summary

Applicant Integrate Art Society

Project Lead Kara Stanton

Community LGBTQ2; physical disability; mental illness

Project Title Sapphic Cinema

Start Date 1/07/2023

Project Location Victoria

Grant request:	10,000
Grant recommended:	8,000

Previous Funding (Project Lead):

New lead

Project Summary

Three community film screenings and one two-day filmmaking workshop in Victoria under the title of Sapphic Cinema. Each of the three screenings featuring a selection of short films, experimental videos, and video art from lesbian, queer, and trans filmmakers, ranging in time from the 1970s to the present day.

Comments on the recommendation

The applicant is the Project Lead, Kara Stanton. The Sponsor Society is Integrate Art. This application met the criteria, scoring in the top tier, and demonstrating merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in the top tier.

Applicant Intrepid Theatre

Project Lead Matty Cervantes

Community LGBTQ2

Project Title Celebrating Queerness with Arts, Health, and Peace

Start Date Sept 1, 2023

Project Location Victoria

Grant request:	9,800
Grant recommended:	0

Previous Funding (Project Lead):

2022, \$4700

Project Summary

We are seeking for a grant that will support the development and production of a series of events to celebrate Queerness, culture, and the importance of their contributions to the arts, community health and peace-making.

Comments on the recommendation

The applicant is the Project Lead, Global Pax Collective. The Sponsor Society is Intrepid Theatre. This application scored in the bottom tier. The application lacked enough detail to conduct sufficient due diligence on the project. It is not recommended for support at this time.

2023 Equity Grant Recommendation Summary

Applicant Ministry of Casual Living

Project Lead Koby Andrews

Community racialized people of colour; LGBTQ2

Project Title Afrokin Presents

Start Date June/July 2023

Project Location Victoria

Grant request:	10,000
Grant recommended:	0

Previous Funding (Project Lead):

New lead

Project Summary

The project has a general focus and purpose of Black and Queer visibility and storytelling, especially visible, historical and audible elements of Black culture.

Comments on the recommendation

The applicant is the Project Lead, Koby Andrews. The Sponsor Society is Ministry of Casual Living. This application scored in the bottom tier, below a satisfactory level in multiple assessment categories, including payment of artists, expected audience, accessibility considerations, and partnerships. It is not recommended for support at this time.

Applicant Monoceros Education Society

Project Lead Applicant organization

Community Indigenous, LGBTQ2, physical disability; mental illness

Project Title Queer Crafternoon

Start Date June 2023

Project Location CRD; Victoria

Grant request:	10,000
Grant recommended:	8,000

Previous Funding (Project Lead):

2021, \$5000; 2022, \$5000

Project Summary

Queer Crafternoon is a community-led arts project with free, low-barrier, supportive crafting social events and workshops for the queer community under the principles of accessibility, inclusivity, and social justice.

Comments on the recommendation

The applicant is Monoceros Education Society. This application met the criteria, scoring in the top tier, and demonstrated merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in the top tier.

2023 Equity Grant Recommendation Summary

Applicant Open Space

Project Lead Farheen Haq

Community BIPOC, LGBTQ2, Muslim

Project Title Shukriya TENEW

Start Date June 1, 2023

Project Location Victoria

Grant request:	10,000
Grant recommended:	5,000

Previous Funding (Project Lead):

2022, \$5000

Project Summary

Shukriya TENEW (Thank you Land) is series of six land based art gatherings (half day) that will bring together Muslim Queer Trans BIPOC Community to learn from the land and from each other, culminating in a zine that creates a record of learning and creation.

Comments on the recommendation

The applicant is the Project Lead, Farheen Haq. The Sponsor Society is Open Space. This application met the criteria, scoring in the middle tier, and demonstrated merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in this middle tier.

Applicant Ptarmigan Art Society

Project Lead John Aitken

Community Indigenous, LGBTQ2

Project Title A Settler's perspective: living on unceded land

Start Date July 1, 2023

Project Location Mayne Island

Grant request:	9,650
Grant recommended:	5,000

Previous Funding (Project Lead):

2018, \$0; 2019, \$5000; 2020, \$5000

Project Summary

A short film which will interview five to six members of the Settler community of Mayne Island, about living on unceded/unsurrendered land. There will be two screenings in the Fall of 2023.

Comments on the recommendation

The applicant is the Project Lead, John Aitken. The Sponsor Society is Ptarmigan Arts. This application met the criteria, scoring in the middle tier, and demonstrated merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in this middle tier.

2023 Equity Grant Recommendation Summary

Applicant REP Here

Project Lead Jean Penola

Community racialized community - Filipino

Project Title Climate Change Awareness through Movement Theatre

Start Date June 1, 2023

Project Location Victoria

Grant request:	10,000
Grant recommended:	0

Previous Funding (Project Lead):

New lead

Project Summary

The project is movement theatre that features Filipino traditions and practices, overlapping with those of the Indigenous community, East and Southeast Asian communities that touches on themes of climate change, capitalism, deforestation, and learning from Indigenous knowledge and ways of living.

Comments on the recommendation

The applicant is the Project Lead, Jean Graciela Penola. The Sponsor Society is REP Here in Canada. This application scored in the middle tier, but below the satisfactory level in the assessment category of accessibility considerations. This application is not recommended for support at this time.

Applicant Theatre SKAM (ineligible)

Project Lead Castor Angus

Community Indigenous, racialized (Filipino), LGBTQ2, mental illness

Project Title Creators and Playwrights Unit

Start Date June 2023

Project Location Victoria

Grant request:	5,300
Grant recommended:	0

Previous Funding (Project Lead):

New

Project Summary

The Creators and Playwrights Unit will be hosted by our sponsor society, Theatre SKAM. The purpose of the program is to develop the writing skills of emerging writers, especially those that come from historically underrepresented communities.

Comments on the recommendation

This application is ineligible for Equity Grant funding because it is an existing project of Theatre SKAM which is already supported through Operating Grants.

2023 Equity Grant Recommendation Summary

Applicant Victoria Dragon Boat Festival

Project Lead Applicant organization

Community racialized people of colour (Chinese rooted)

Project Title Canada Dry Victoria Dragon Boat Festival

Start Date Aug 12, 2023

Project Location Victoria

Grant request:	10,000
Grant recommended:	8,000

Previous Funding (Project Lead):

New org

Project Summary

The grant request is to support the Festival's cultural program, consisting of performances on the main stage, roaming cultural programming across the site, and demonstrations and community exhibitors from cultural non-profit organizations.

Comments on the recommendation

The applicant is the Victoria Dragon Boat Festival. This application met the criteria, scoring in the top tier, and demonstrated merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in the top tier.

Applicant Victoria Native Friendship Centre

Project Lead Applicant organization

Community Indigenous, LGBTQ2, physical disability, mental illness, elders, youth

Project Title Art of Reconciliation Collection

Start Date June 1, 2023

Project Location Saanich

Grant request:	10,000
Grant recommended:	8,000

Previous Funding (Project Lead):

2018, \$4000; 2021, \$5000

Project Summary

To maintain the Art of Reconciliation Collection in terms of storage, handling and further displays of the Collection and a plan to expand this showcase to other venues in the CRD.

Comments on the recommendation

The applicant is Victoria Native Friendship Centre. This application met the criteria, scoring in the top tier, and demonstrated merit in several assessment categories. It is recommended for funding support at an amount lower than their full request based on similar reductions to other applicants in the top tier.

2023 Equity Grant Recommendation Summary

Applicant XChanges Gallery

Project Lead Alison Bigg

Community deaf community

Project Title Auricles

Start Date June 1, 2023

Project Location Victoria

Grant request:	4,268
Grant recommended:	0

Previous Funding (Project Lead):

New lead

Project Summary

An exhibition, Auricles, about the importance of communication and listening that will include sculptures made from found and reclaimed objects and corresponding hand-pulled prints made into a boxed set.

Comments on the recommendation

The applicant is the Project Lead, Alison Bigg. The Sponsor Society is Xchanges Gallery. This application scored in the bottom tier, below a satisfactory level the assessment category of accessibility considerations. It is not recommended for support at this time.

**REPORT TO ARTS ADVISORY COUNCIL
MEETING OF TUESDAY, MAY 09, 2023**

SUBJECT 2023 IDEA Grant Recommendations

ISSUE SUMMARY

The adjudication committee for the 2023 IDEA Grant program has completed its work and made its recommendations for approval by the Arts Advisory Council and Arts Commission.

BACKGROUND

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 Programs¹." The Arts Advisory Council fulfills this role through its adjudication committees which are composed of Council members and, if necessary, external appointees to the adjudication committee who bring perspectives or expertise that meet certain adjudication needs.

The IDEA Grant program supports and encourages initiatives by non-arts mandated organizations, or those that may not otherwise be eligible for other CRD programs, to develop and use arts initiatives in the delivery of their mandates.

13 received applications were eligible for adjudication in the 2023 intake of the IDEA Grant program, which is slightly lower than the average intake over the past five years (see Table 1).

Table 1. IDEA Grant Program: Recent Funding History

Year	# eligible applications	# awards	Success Rate	Total Request	Total Awarded	Average Request	Average Award
2019	16	13	81%	\$45,365	\$30,000	\$2,835	\$2,308
2020	18	13	72%	\$53,000	\$38,000	\$2,944	\$2,923
2021	18	13	72%	\$51,875	\$35,000	\$2,882	\$2,692
2022	17	16	94%	\$50,480	\$32,050	\$2,969	\$2,003
2023	13	11	85%	\$36,560	\$31,000	\$2,812	\$2,818
Average	17.3	13.8	80%	\$50,180	\$33,210	\$2,908	\$2,482

One application, from Access to Media Education Society, was ruled ineligible by staff and did not proceed to adjudication. The application requested funding specifically for workshops occurring on Salt Spring Island as the only activity. Salt Spring Island is a non-participating jurisdiction of the Arts and Culture Support Service. Grants cannot support activities that take place in non-participating jurisdictions.

An adjudication committee of three Council members met in May 2023, via videoconference, to consider 13 eligible applications. The adjudicators' scores were averaged in a comparative assessment of each organization's proposal. Applications were discussed to ensure the scores

¹ The Arts and Culture Support Service was originally known as the Arts Development Service.

reflected the information provided. The adjudicators assessed and scored each of the applications using a matrix that reflects the desired outcomes of the program in the areas of:

- Project description and how the need for the project was determined
- Key personnel
- Fulfillment of the goals of the IDEA program
- Knowledge of the target audience
- Reasonableness of budget and projected expenses and revenues

The scoring methodology provided a comparative assessment of the merits of each proposal relative to the program's published goals and intended outcomes.

11 applications are recommended for funding at the full amount of their request. Two applications are not recommended for funding due to low scores and multiple other concerns (see Appendix A for details).

ALTERNATIVES

Alternative 1

The Arts Advisory Council recommends to the Arts Commission:
That the 2023 IDEA Grant recommendations be approved as presented.

Alternative 2

That this report be referred to staff for additional information.

IMPLICATIONS

Ratification and approval of the recommendations will allocate \$31,000 to 11 applications in the 2023 IDEA Grant program, which is slightly less than the amount of \$33,400 in the 2023 budget. The unspent funds from project-based grants of \$2,400 will be allocated to the April intake of the Projects Grants program, increasing its budget from \$140,000 to \$142,400.

Table 3. Update on Arts Granting Budget for the CRD Arts and Culture Support Service

Granting Program	2023 Budget	2023 Allocated	2023 Paid Out
Operating Grants	\$2,306,270	\$2,306,270	\$284,180
Project Grants	\$280,000	\$140,000	\$140,000
Equity Grants	\$50,000	\$55,000	\$0
Incubator Grants	\$15,000	\$10,000	\$0
IDEA Grants	\$33,400	\$31,000	\$0
Total	\$2,684,670	\$2,542,270	\$424,180

IDEA Grants will be paid out by the end of May 2023, pending approvals.

CONCLUSION

The adjudication committee has assessed all eligible applications received at the 2023 IDEA Grant deadline. The 11 projects recommended for a grant will fulfil the desired purpose and outcomes of the IDEA Grant program.

RECOMMENDATION

The Arts Advisory Council recommends to the Arts Commission:
That the 2023 IDEA Grant recommendations be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager, Arts & Culture Support Service
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ATTACHMENT(S)

Appendix A: 2023 IDEA Grant Recommendations and Summaries

2023 IDEA Grant Recommendations			REQUEST	GRANT RECOMMENDED
SGI	New	Access to Media Education Society (ineligible)	3,000	0
Sooke		Amber Academy Youth Fine Arts	3,000	3,000
Victoria	New	Canadian Int'l Tea Appreciation Society	3,000	3,000
Victoria	New	Cook St. Village Block Party	3,000	3,000
Victoria		Friends of Bowker Creek Society	1,000	1,000
SGI	New	Galiano Conservancy	3,000	3,000
Sooke		Harmony Project Sooke	3,000	3,000
Victoria	New	James Bay Community School	3,000	3,000
Saanich		Jewish Community Centre of Victoria	3,000	3,000
SGI	New	Pender Is Farmers Institute	2,560	0
SGI		Southern Gulf Island Community Resource Ctr	3,000	3,000
Victoria	New	Victoria Downtown Residents Assn	3,000	3,000
Victoria		Vining St Party Society	3,000	0
Victoria	New	Wiser Developments Society	3,000	3,000
Totals:			39,560	31,000

Access to Media Education Society (ineligible)**Org location** SGI**Project Title** Witnessing the Flow Workshop Development and Delivery**Start date** Jun 15, 2023**Project location** SSI

Grant Request	3,000
Grant Recommended	0

Previous Funding:

New

Project description

This project will see the development and delivery of a workshop to accompany the short documentary "Witnessing the Flow", which focuses on the role of the witness in cultural revitalization efforts.

Comments on the Recommendation

This application requested funding for support workshops at Gulf Island Secondary School, which is located on Salt Spring Island. Arts and Culture Support Service grant programs can only support activities that occur in participating jurisdictions. Salt Spring Island is a non-participating jurisdiction. Thus, this application was not eligible for adjudication.

Amber Academy Youth Fine Arts**Org location** Sooke**Project Title** Junior Broadway Revue Concert**Start date** Apr 26, 2024**Project location** Sooke

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

Mar 2019 \$0; Mar 2020, \$3000

Project description

A three-performance concert specifically for our choir students (approximately 30-50 kids) to showcase their vocal talent. The concert will feature a variety of Disney and Broadway songs enjoyed by people of all ages.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

IDEA Grants 2023 - Recommendation Summary

Canadian Int'l Tea Appreciation Society

Org location Victoria
Project Title International Tea Symposium
Start date Aug 21, 2023

Project location Victoria

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

New

Project description

Within the Victoria Tea Festival Revival 2023, the International Tea Symposium, is free programming for in-person and international online guests showcasing cultural performances, indigenous farming practices, artists, ceramicist demonstrations, textiles and traditional ceremonies.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

Cook St. Village Block Party

Org location Victoria
Project Title The Village Block Party
Start date Jun 11, 2023

Project location Victoria

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

New

Project description

A free-to-public musical programming of the Village Block Party and to expand the artist representation and performances from 2022.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

IDEA Grants 2023 - Recommendation Summary

Friends of Bowker Creek Society

Org location Victoria
Project Title Creekside Concert
Start date Jul 21, 2023
Project location Oak Bay

Grant Request	1,000
Grant Recommended	1,000

Previous Funding:

March 2019, \$3000; March 2020, \$3000; Mar 2021, \$3000; Mar 2022, \$2000

Project description

This event will be free to the public featuring music and poetry performances amplified by a bicycle-powered sound system, a short dance performance, and an interactive visual art activity. The concert will be filmed and the recording will be made available online.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

Galiano Conservancy

Org location SGI
Project Title Musical Walkalong 2023
Start date Aug 26, 2023
Project location SGI

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

New

Project description

The musical Walkalong is a yearly, inclusive, outreach and community-building event offering a connection to nature through music and art performances. In addition to musicians on the trail, after the walk, there are live performances and a puppet show for the kids.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

IDEA Grants 2023 - Recommendation Summary

Harmony Project Sooke

Org location Sooke
Project Title Harmony Project Sooke
Start date Sep 5, 2023

Project location Sooke

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

2019, \$2000; 2020, \$3000; 2021, \$0; 2022,
Application ineligible

Project description

to support Harmony Project as it runs from September 2023-June 2024 to help cover program costs such as instruction, healthy snacks, space rental, and instrument repairs.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

James Bay Community School

Org location Victoria
Project Title Youth Art Nights Project
Start date Oct 1, 2023

Project location Victoria

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

New

Project description

The Teen Art Nights Project, to support youth mental health and development of social skills by offering a safe and healthy environment for them to create while they learn to express themselves through art.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

IDEA Grants 2023 - Recommendation Summary

Jewish Community Centre of Victoria

Org location Saanich

Project Title Victoria International Jewish Film Festival

Start date Oct 17, 2023

Project location Victoria

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

May 2015, \$2000; Jan 2016, \$2000; Mar 2020, \$3000; Mar 2021, \$3000; 2022, \$2000

Project description

The Victoria International Jewish Film Festival is a program of international films that reflect, in their portrayals of Jewish and Jewish-adjacent cultural themes and their intersections, the Jewish notion of Tikkun Olam (repair of the world).

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

Pender Is Farmers Institute

Org location SGI

Project Title Performing artists at the Farmers' Market

Start date Jun 3, 2023

Project location SGI

Grant Request	2,560
Grant Recommended	0

Previous Funding:

New

Project description

We would like to have performing artists at our Saturday Farmers' Market. This would lift the spirits of market customers and vendors, and support the performing arts community.

Comments on the Recommendation

This application did not achieve that indicated it could fulfill the goals and intended outcomes of the IDEA grant program. Specifically, it scored below a satisfactory level in description of personnel qualifications, how it fulfills the purposes of the IDEA grant program, accessibility considerations, benefits to the art form or broader community, and engagement of equity-seeking groups or underrepresented arts and cultural practices. Also, there was not enough detail in the application for the assessment team to conduct its necessary due diligence. This application is not recommended for support at this time.

IDEA Grants 2023 - Recommendation Summary

Southern Gulf Island Community Resource Ctr

Org location SGI

Project Title The CRISP

Start date Sep 22, 2023

Project location SGI

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

Mar 2021, \$0; 2022, \$1500

Project description

Employing musicians, poets, writers, storytellers and visual artists from the Salish Sea area to take part in The Crisp Festival.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

Victoria Downtown Residents Assn

Org location Victoria

Project Title Music in the Parks

Start date Jun 28, 2023

Project location Victoria

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

New

Project description

A series of free concerts in the three public parks in Downtown Victoria. Each concert will feature live performances by two local music acts, as well as a reading by a local poet.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

IDEA Grants 2023 - Recommendation Summary

Vining St Party Society

Org location Victoria

Project Title Giving Voice

Start date Sep 1, 2023

Project location Victoria

Grant Request	3,000
Grant Recommended	0

Previous Funding:

New

Project description

GIVING VOICE - A collaborative multidisciplinary city-wide art project, in participating high schools and middle schools, with art created by local professional artists, whose work is a conduit for the voices of the students.

Comments on the Recommendation

This application did not achieve that indicated it could fulfill the goals and intended outcomes of the IDEA grant program. Specifically, it scored below a satisfactory level in description of personnel qualifications, how it fulfills the purposes of the IDEA grant program, accessibility considerations, and engagement of equity-seeking groups or underrepresented arts and cultural practices. This application is not recommended for support at this time.

Wiser Developments Society

Org location Victoria

Project Title Reclaim

Start date Jun 1, 2023

Project location Victoria

Grant Request	3,000
Grant Recommended	3,000

Previous Funding:

New

Project description

A mural, designed by Jesse Campbell in collaboration with Brianna Bear and young ləkʷəŋən artists, to serve as a visual reminder about the Indigenous history and culture of the land.

Comments on the Recommendation

This application scored above the level required to fulfill the goals and intended outcomes of the IDEA grant program. The recommendation is for the full amount of the grant request.

**REPORT TO ARTS COMMISSION
MEETING OF FRIDAY, MAY 19, 2023**

SUBJECT **Greater Victoria Regional Arts Awards Funding Request from ProArt Alliance**

ISSUE SUMMARY

The ProArt Alliance of Greater Victoria has submitted a funding request to the Arts Commission for a one-time \$6,000 grant to support the Greater Victoria Regional Arts Awards.

BACKGROUND

In 2018, the ProArt Regional Arts Awards were launched by the ProArt Alliance of Greater Victoria with the PARC Retirement Living Mid-Career Artist Award. In 2019, the event grew to three awards.

In 2020, the event was renamed the Greater Victoria Regional Arts Awards and grew to seven awards, including the inaugural CRD Arts Commission Regional Impact Award. It took place as an entirely online event, due to COVID-19 gathering restrictions.

In 2021, the event had a hybrid presentation, due to COVID-19 gathering restrictions, with an in-person component hosted at the Mary Winspear Centre in Sidney.

In 2022, the event included an in-person gathering on September 29 at Kwench in Victoria.

Funding History

Greater Victoria Regional Arts Awards has received funding from multiple sources, including local businesses, City of Victoria, and Victoria Foundation. CRD Arts & Culture has supported the event since 2020 through funding the CRD Arts Commission Regional Impact Award (see Table 1).

Table 1. Funding for Greater Victoria Regional Arts Awards

Year	Funding from CRD Arts & Culture
2020	\$5,000
2021	\$5,000
2022	\$6,000
2023	\$6,000 (this request)

This year, ProArt Alliance is requesting \$5,000 to sponsor the CRD Arts Commission Regional Impact Award and an additional \$1,000 to assist with the production of the event.

ALTERNATIVES

Alternative 1

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 2023 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.

Alternative 2

That this report be referred to staff for additional information.

IMPLICATIONS

Alignment with CRD Arts & Culture Strategic Plan

Supporting the 2023 Greater Victoria Regional Arts Awards aligns with initiative 1c in the Arts & Culture Support Service strategic plan, to “[f]acilitate dialogue and celebrate the arts through convening opportunities”.

Service Delivery Implications

This initiative is delivered through a partnership with ProArt Alliance of Greater Victoria who handle all aspects of award nominations and event production. Continuing to support the award named for the CRD Arts Commission would be aligned with the CRD Arts and Culture Support Service mission to “Support, promote, and celebrate the arts”.

CONCLUSION

The Arts Commission has received a funding request from the ProArt Alliance of Greater Victoria for a one-time grant of \$6,000 to support the Greater Victoria Regional Arts Awards with \$5,000 to be dedicated the CRD Arts Commission Regional Impact Award and \$1,000 to be dedicated to supporting the production of the event. The Arts Commission has funded this award in its name for the previous two years. The staff report recommends a grant in the full amount of the request.

RECOMMENDATION

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 2023 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.

Submitted by:	Chris Gilpin, Manager, Arts & Culture Support Service
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ATTACHMENT(S)

Appendix A: Letter from ProArt Alliance of Greater Victoria, 4 May 2023, re: Request for Impact Award sponsorship, Greater Victoria Regional Arts Awards

Item 6.5 - Appendix A



1609 Blanshard Street, Unit 2
Victoria, BC, V8W 2J5
www.proartalliance.ca
info@proartalliance.ca
250-858-3079

Marianne Alto
Chair, Arts Commission
CRD Arts & Culture Support Service
625 Fisgard Street
Victoria, BC V8W 1R7

May 4, 2023

RE: Request for Impact Award sponsorship, Greater Victoria Regional Arts Awards 2023

Dear Marianne,

On behalf of the ProArt Alliance member organizations and the regional arts community please accept this letter as a sincere thank you to the CRD Arts Commission for its sponsorship of the *CRD Arts Commission Regional Impact Award* that was presented at last year's 2022 Greater Victoria Regional Arts Awards program. ProArt appreciates the Art Commissions support of the awards program and recognizes our shared goal to highlight the outstanding work that arts organizations are doing in the region and to celebrate the impact that arts and culture has on the health and wellbeing of the citizens of the Capital Region.

ProArt is pleased to announce that we will be hosting the Greater Victoria Regional Arts Awards Program again this year and invite the Arts Commission to sponsor a 2023 *CRD Arts Commission Regional Impact Award*. We will be hosting an in person event proposed to take place on Thursday, October 12, 2023 at an appropriate venue in the Capital Region. This year's event will build on the arts community's ongoing support of the awards program and will invite additional ways for audiences and the arts supporting public to participate and will observe all appropriate health, safety and accessibility accommodations.

To facilitate the presentation of the *CRD Arts Commission Regional Impact Award* this year ProArt is requesting that the CRD Arts Commission:

- Sponsor the 2023 *CRD Arts Commission Regional Impact Award* and fund the award with a \$5,000 cash prize.
- Provide a \$1,000 cash contribution towards the operating costs of the awards program.
- Promote the 2023 awards program by sharing the nomination package, deadlines and process, event dates and details, and the resulting outcome of the awards program and recipients through your communications and social media programs.

Please join us in the continued acknowledgement and celebration of the outstanding work that is produced, engaged, and supported in the Capital Region. Let me know if you have any questions and we look forward to working with the Arts Commission again towards this year's awards program.

All the best,

Doug Jarvis
Administrator
ProArt Alliance of Greater Victoria
info@proartalliance.ca

A handwritten signature in black ink, appearing to read "Doug Jarvis", written over the printed name and title.

**REPORT TO ARTS COMMISSION
MEETING OF FRIDAY, MAY 19, 2023**

SUBJECT **CreativeMornings Funding Request from Victoria Arts Council**

ISSUE SUMMARY

The Victoria Arts Council has submitted a funding request to the Arts Commission for a one-time \$9,000 grant to support the CreativeMornings monthly series in 2023-24.

BACKGROUND

CreativeMornings is a branded international network that promotes free monthly lectures on a broad theme for local creative communities. It has become popular globally as a networking and professional development event concept with a fun and accessible approach.

As part of the What We Heard Report from the 2018 Arts Champions Summit, CRD Arts & Culture committed to “[h]ost Arts Champions Speakers Series to continue Summit conversations”. Subsequently, CRD Arts & Culture staff implemented this action by successfully applying to become part of the CreativeMornings international network.

In January 2020, in partnership with the City of Victoria, CreativeMornings Victoria launched in-person at Kwench. January and February sessions averaged 70 attendees and were met with widespread positive feedback. Due to the onset of COVID-19, the series pivoted to an online format for the rest of 2020 and 2021.

In spring 2021, the City of Victoria arranged that Victoria Arts Council would deliver CreativeMornings Victoria as a monthly online event, free of charge and available to the general public. The series focuses on arts, with lectures from artists, curators and other creative workers.

Funding History

CreativeMornings Victoria has been funded by the CRD Arts & Culture and the City of Victoria through grants (see Table 1). Staff at City of Victoria have indicated that financial support for this project is not included in the current 2023 budget. The Victoria Arts Council delivers the service and dedicates substantial in-kind support through its staff time and other resources.

Table 1. Funding for Creative Mornings Victoria

Funder	2020	2021	2022	2023
CRD Arts & Culture	\$5,000	\$0	\$6,000	TBD
City of Victoria	\$2,500	\$2,500	\$2,500	\$0

Because CreativeMornings Victoria was entirely online in 2021, expenses were substantially reduced. As the series relaunches in-person events, expenses will increase. Victoria Arts Council’s letter estimates an annual budget of \$20,000 for CreativeMornings in 2023-24 with multiple sources of funding.

ALTERNATIVES

Alternative 1

That \$9,000 be provided from the Arts and Culture Support Service operating budget, using the operating reserve if necessary, to Victoria Arts Council to support the CreativeMornings series to assist networking, capacity-building and professional development in the CRD arts community for a monthly event from July 2023 to June 2024

Alternative 2

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

IMPLICATIONS

Alignment with CRD Arts & Culture Strategic Plan

Supporting CreativeMornings Victoria aligns with initiative 1c in the Arts & Culture Support Service strategic plan, to “[f]acilitate dialogue and celebrate the arts through convening opportunities”.

Financial Implications

The operating reserve has been used to fund extraordinary one-time requests for initiatives that do not fit within any of the existing CRD Arts & Culture granting programs, such as the Greater Victoria Arts Impact Award.

CONCLUSION

The CreativeMornings Victoria series was launched in 2020 as a partnership between CRD Arts & Culture and the City of Victoria. The Arts Commission received a request from the Victoria Arts Council to provide one-time extraordinary funding of \$9,000 to support the CreativeMornings Victoria series in 2023-24. Staff recommend that this request could be met through using CRD Arts & Culture operating budget or, if necessary, operating reserve, to support the series in 2023.

RECOMMENDATION

That \$9,000 be provided from the Arts and Culture Support Service operating budget, using the operating reserve, if necessary, to Victoria Arts Council to support the CreativeMornings series to assist networking, capacity-building and professional development in the CRD arts community for a monthly event from July 2023 to June 2024.

Submitted by:	Chris Gilpin, Manager, Arts & Culture Support Service
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ATTACHMENT(S)

Appendix A: Letter from Victoria Arts Council, 5 May 2023 re: CreativeMornings Victoria



05 May 2023

Marianne Alto, Chair CRD ARTS COMMISSION

Arts & Culture | Capital Regional District

625 Fisgard Street

Victoria, BC V8W 1R7

Dear Chair Alto,

I am writing to request funding in support of the Victoria chapter of *Creative Mornings*, a monthly lecture series featuring professionals from across the arts sector which cultivates community by providing networking opportunities for artists throughout the CRD. This program is delivered free of charge for attendees while offering a paid speaking engagement for arts professionals [artists, curators, dancers, musicians, writers, storytellers, etc] and benefits the professional development and capacity-building of the arts and culture sector in the capital region.

Creative Mornings is an international network with chapters in 228 cities across 67 countries. The Victoria chapter was established in January 2020 with the support of the City as well as the CRD, among additional corporate sponsors.

To facilitate this program requires a minimum of \$20,000 annually, allowing for twelve guest speakers to be remunerated for their time, along with administrative, technical, and promotional considerations. Over the course of a year, this averages approximately \$1,600 per lecture.

As this monthly professional development program falls outside of the regular funding streams, I am requesting consideration directly from the CRD Arts Commission in the amount of \$9,000 for the year (July 2023-June 2024). These funds will allow the continued delivery of monthly lectures, which pay arts professionals in the CRD to deliver a talk on specific themes with reference to their experience for a gathered audience of local and international attendees. These lectures are recorded and then uploaded to the *Creative Mornings* website, which acts as a repository for ideas, and showcases the CRD creative talent to an international audience.

This past year we are proud to have presented: **Maurina Joaquin**, a Filipinx artist and brain injury survivor based in Sooke; curator and environmental activist **Jesse Demers** speaking on the art residency in Eden Grove; artist and retired nurse, **Catherine Fraser**, speaking on human connection through art; Iranian-Canadian photographer **Kosar Movahedi**, who addressed the themes of space and architecture through lived experience; Nuuchahnulth artist **Ha'wilh Way'anis Joshua Watts** who spoke about community responsibilities on National Day of Truth and Reconciliation; Kwakwaka'wakw writer, orator and advocate **Linnea Jericho Dick** who addressed the notion of ethics; art therapist **Debbie Douez** and **Tanya Claremont** from the Native Friendship Centre spoke about the Art of Reconciliation project; noted author **Robert Joseph Greene** spoke about his research concerning issues of abundance through a queer, black lens; curator **Nicky Rendell** offered her impressions of programming art shows in a church, with an illustrated lecture that put Victoria into conversation with similar projects around the world; Mill Bay woodworker **David Martinello** offered his philosophical understanding of how to work with wood in a sustainable and nuanced way; local graffiti artist and sex-worker advocate **Judy Woo** addressed the theme of 'Corruption' through the platform of International Women's Day; and contemporary dancer and multimedia artist **Melissa Flagg** shared her recent research through a Canada Council for the Arts funded residency at XChanges Gallery here in Victoria. This season's next lecture will take place May 26th and showcases **Sean Guist and Isaiah Bell** talking about their queer one-man opera, 'The Book of my Shames', presented by Pacific Opera.

The past year of *Creative Mornings* resulted in partnerships with the Dock centre for social impact, University of Victoria and UVic Legacy Galleries, the Native Friendship Centre, PEERS Victoria, Xchanges Gallery and Studios, and Pacific Opera... offering an important and diverse portrait of the arts in our region.

Through this free program the VAC is bringing the CRD arts sector together across disciplines for networking opportunities in a regular schedule, while also providing a platform for our artists to the world, however, its continued success requires additional support. A budget for your consideration is enclosed.

Thank you for considering this request,



Kegan McFadden
Executive Director, Victoria Arts Council
Co-Lead, Creative Mornings Victoria

ed@vicartscouncil.ca
vicartscouncil.ca
creativemornings.com/cities/VIC

BUDGET: Creative Mornings 2023-2024

Expenses

Speakers' fees	(\$300 per speaker x 12)	\$3,600
Production	(recording, editing, distribution...)	\$5,000
Program Coordinator		\$5,000
Administrative costs	(Bank fees, cheques, bookkeeper, etc)	\$3,800
Promotion	(Mailchimp)	\$ 600
Web maintenance		\$ 500
Sundries	(~\$85 x 12)	\$1,000
Contingency		\$ 500
Total Expenses:		\$20,000

Revenue

*CRD Arts Commission	[requested]	\$9,000
BC Gaming	[confirmed]	\$4,000
BC Arts Council	[confirmed]	\$2,800
HCMA Architects	[confirmed]	\$1,200
First West Foundation 'Impact' Grant	[confirmed]	\$3,000
Total Revenue:		\$20,000

Balance: \$0

*In the 2022-2023 programming year, CRD Arts Commission provided a dedicated \$6,000 for the delivery of this program. We are requesting an increase to \$9,000 for the forthcoming year to reflect the transition from remote to in-person lectures with consideration of all that entails (more logistical concerns, hospitality for our community, and an increase in promotion). We have worked hard to find new sources of revenue for this program, including community and corporate sponsorships, and it is our hope the CRD is able to allocate the much needed additional support for the forthcoming season of *Creative Mornings*.

**REPORT TO ARTS COMMISSION
MEETING OF FRIDAY, MAY 19, 2023**

SUBJECT **Arts-related Goals in Capital Regional District 2023-26 Corporate Plan**

ISSUE SUMMARY

The Capital Regional District (CRD) Board has approved a new corporate plan for 2023-26 with arts-related goals. Some of these goals are connected to the work of the Arts Commission.

BACKGROUND

On March 8, 2023, the CRD Board approved the 2023-2026 Board Priorities and directed the Executive Leadership Team (ELT) to develop the 2023-2026 Corporate Plan.

The Corporate Plan presents the work the CRD needs to deliver over the next four years, along with the critical regional, sub-regional and local services, to meet the region's most important needs (i.e., Community Needs) and advance the Board's Vision and Priorities.

On April 12, 2023, the CRD Board approved the 2023-26 Corporate Plan (Appendix A), which includes not only the Board Priorities, but also additional goals and initiatives based on community needs.

In section 10, addressing Arts and Recreation, the following arts-related goals and initiatives were included in the CRD Corporate Plan:

- 10a Goal: Support, promote & celebrate the arts
 - 10a-1 Develop and implement a revised Arts & Culture Support Service Strategic Plan
- 10b Goal: Sustain & enhance arts throughout the region
 - 10b-1 Scale up regional participation in the CRD Arts & Culture Support Service
 - 10b-2 Scale up regional support for performing art facilities within the region

The overall desired outcome for this section is that "[r]esidents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life".

ALTERNATIVES

Alternative 1

That staff be directed to work with the Chair of the Arts Commission to send letters to non-participating jurisdictions, providing a summary of the value proposition of supporting the arts through a regional approach, and arranging a time to present to their councils or electoral area directors on the costs and benefits of joining the Arts and Culture Support Service.

Alternative 2

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

IMPLICATIONS

Alignment with Board & Corporate Priorities

Two of these arts-related initiatives, 10a-1 and 10b-1, are connected to the work of the Arts Commission (Table 1). The CRD Board will expect the Arts Commission to lead and complete these initiatives over the course of its four-year term, 2023-26.

None of the arts-related goals and initiatives have been elevated to the status of board priority in the CRD 2023-26 Corporate Plan. This contrasts to the previous CRD Corporate Plan for 2019-22 where an arts-related initiative was also a board priority, namely: “[f]acilitate a discussion of the region’s arts facility needs and explore partnerships to support 100% participation in the CRD arts function”. The goals and initiatives in this plan, based on community needs, are still important to complete in the four-year term.

Table 1. Committees Responsible for Corporate Plan Initiatives

Initiative	Committee(s) Responsible	Status
10a-1 Develop and implement a revised Arts & Culture Support Service Plan	-Arts Commission	In Progress
10b-1 Scale up regional participation in the CRD Arts & Culture Support Service	-Arts Commission	In Progress
10b-2 Scale up regional support for performing art facilities within the region	-Performing Arts Facilities Select Committee -Royal and McPherson Theatres Services Advisory Committee	Not Started

Sending letters to non-participating jurisdictions, encouraging them to join, is the first step to scale up regional participation in the CRD Arts and Culture Support Service. This work is already underway with the City of Langford, who have requested a presentation about the costs and benefits of joining the service and will receive a joint presentation by staff and the Chair of the Arts Commission on June 5, 2023.

In the previous electoral term, letters to this effect were sent by the CRD Board Chair on November 5th, 2021 to the non-participating jurisdictions. At that time, four jurisdictions indicated that they were not interested in joining (Central Saanich, Juan de Fuca electoral area, North Saanich, and Sidney) and three jurisdictions did not respond to consider the letter at council (Colwood, Langford, and Salt Spring Island electoral area).

Alignment with Plans & Strategies

The engagement process for the next Arts and Culture Support Service Strategic Plan incorporates feedback from the CRD Board through any relevant goals and initiatives in its newly approved Corporate Plan. Initiative 10b-1, to scale up participation in the Arts and Culture Support Service, will be included as a draft strategic priority in the upcoming strategic plan to align the Arts and Culture Support Service Strategic Plan with the CRD Corporate Plan.

CONCLUSION

A new CRD Corporate Plan has been approved by the CRD Board, which includes three arts-related initiatives. Two of these arts-related initiatives, 10a-1 and 10b-1, are connected to the work of the Arts Commission. The CRD Board will expect the Arts Commission to make progress

on these initiatives over the course of its term from 2023-26. A first step to scaling up support for the Arts and Culture Support Service would be to send letters to non-participating jurisdictions, encouraging them to consider joining.

RECOMMENDATION

That staff be directed to work with the Chair of the Arts Commission to send letters to non-participating jurisdictions, providing a summary of the value proposition of supporting the arts through a regional approach, and arranging a time to present to their councils or electoral area directors on the costs and benefits of joining the Arts and Culture Support Service.

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

ATTACHMENT(S)

Appendix A: CRD 2023-26 Corporate Plan



Making a difference...together

Item 6.7 - Appendix A



Capital Regional District

2023–2026 Corporate Plan

APRIL 2023

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Message from the CAO

It is my pleasure to present the 2023–2026 Capital Regional District (CRD) Corporate Plan.

The Corporate Plan presents the work the CRD needs to deliver over the next four years, along with the critical regional, sub-regional and local services, to meet the region's most important needs and advance the Board's vision and priorities. The Board's goal of embracing cooperation, innovation, and bold leadership in service delivery is inspirational, and will contribute to a livable, sustainable and resilient region this term and beyond.

Together with our new organizational vision, which places an emphasis on our employees and connects the day-to-day work of our employees with our Board and the residents of the region, the CRD is well positioned to achieve the Corporate Plan's outcomes.

As a life-long resident, I know the capital region is an incredible place to call home. The region continues to grow at a remarkable rate and today, over 435,000 people across 13 municipalities and three electoral areas receive our services in one way or another, whether they live in the urban or rural parts of the region. CRD staff are acutely aware of this important responsibility and are committed to earning and maintaining the Board and residents' trust and confidence.

The focus of the Corporate Plan is on the needs of the communities we serve.

Some of the actions identified in our plan will be advanced by working closely with intergovernmental stakeholders and other partners. We will continue to collaborate and build relationships with First Nations governments and seek opportunities for government-to-government decision-making and service delivery.

It is clear to me that there are issues that will remain of critical importance over the coming years including increasing access to affordable housing, improving aspects of transportation in the region, and responding to climate change in a meaningful, sustainable way. Our efforts during the Board term will reflect this understanding.

Implementing the Corporate Plan is led by the Executive Leadership Team and will involve every CRD employee. Developing the Corporate Plan was an organization-wide exercise and I am grateful for our CRD workforce, who are committed to continuously seeking ways to improve performance.

This is an exciting time for our organization. I look forward to working with the Board, staff, partners and residents who I know share a common interest in making a difference in our communities. Together, we will make the capital region an even better place.

Ted Robbins

Chief Administrative Officer, Capital Regional District



Executive Leadership Team

The Executive Leadership Team (ELT) consists of the Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Corporate Officer, and the General Managers (GMs), who are all Officers of the Corporation.

These Officers direct the departments and divisions across the Corporation and work collaboratively to:

- Consider strategic issues related to the organization
- Discuss solutions to organizational challenges
- Make decisions effectively on behalf of the organization and in the interests of the CRD Board
- Provide direction on corporate-wide policies, systems, projects, and initiatives
- Ensure our employees are supported and empowered to achieve organizational goals

The success of the organization is measured by how well the entire organization performs in effectively and efficiently delivering services to the residents of the region and in its' ability to advance Board and Corporate Priorities within an approved Board budget. It is a key responsibility of the ELT to ensure that the actions, directions, and policies of management are aligned to achieve these objectives and to strengthen our foundational core and ensure that we have an engaged workforce that is valued and supported.

FROM LEFT TO RIGHT

Ted Robbins

Chief Administrative Officer

Kristen Morley

General Manager, Corporate Services, Corporate Officer

Kevin Lorette

General Manager, Planning & Protective Services

Larisa Hutcheson

General Manager, Parks & Environmental Services

Nelson Chan

General Manager, Finance & Technology, Chief Financial Officer

Alicia Fraser

General Manager, Integrated Water Services (*Starts summer 2023*)

ELT Image - pending

About the CRD

The CRD is the regional government for 13 municipalities and three electoral areas on southern Vancouver Island and the Gulf Islands, serving more than 435,000 citizens. The Traditional Territories of many First Nations span portions of the region and 11 of those Nations hold reserve lands throughout the capital region.

The CRD was incorporated in 1966 to provide regional decision-making on matters that transcend municipal boundaries and to enable more effective service delivery to residents regionally, sub-regionally and locally.

The CRD plays a key role in providing services that can be delivered efficiently and effectively through region-wide or shared service delivery models to ensure a livable, sustainable and resilient capital region. As a local government for electoral areas, the CRD develops partnerships to facilitate and deliver projects and services for residents living in unincorporated areas.

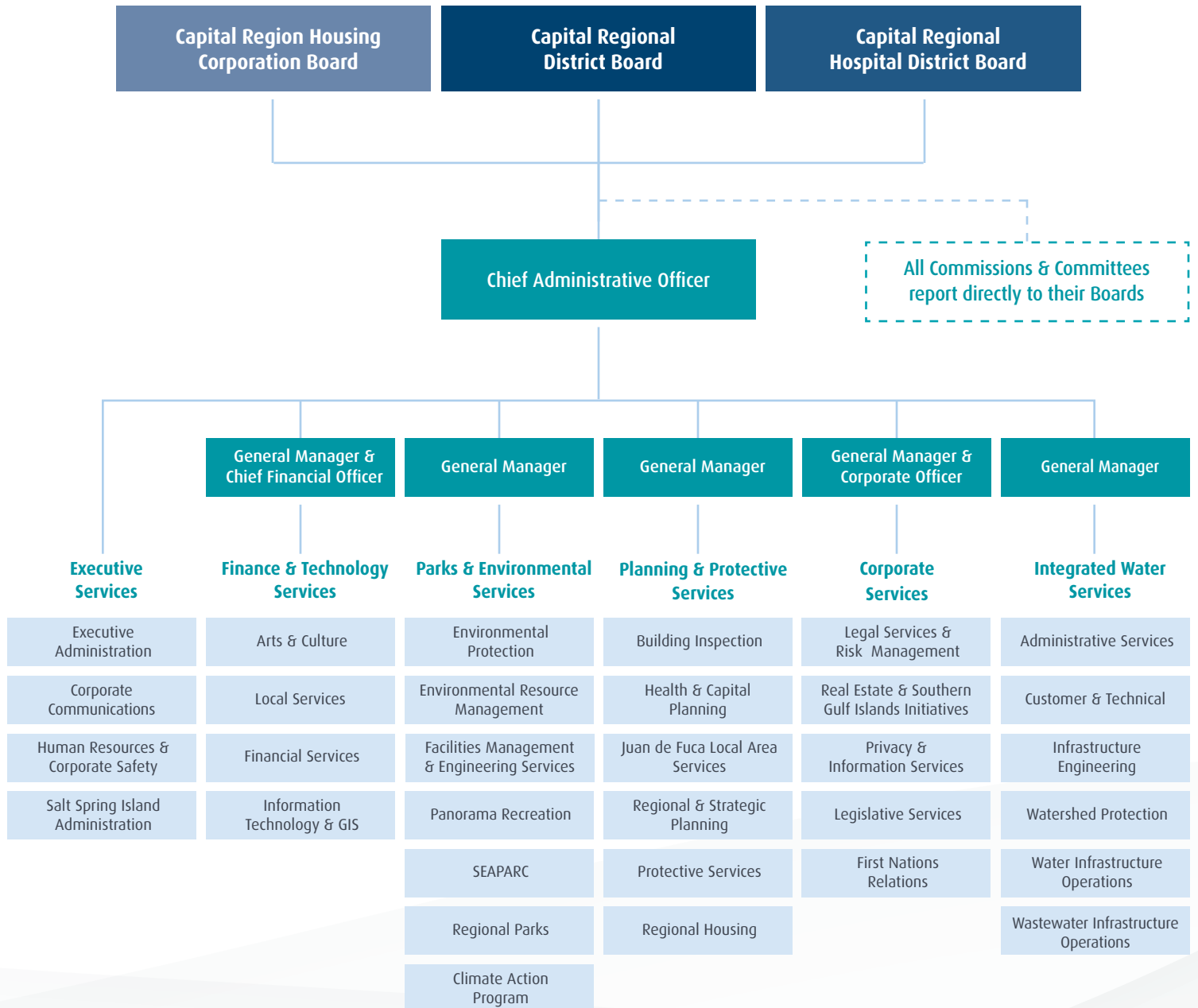
The CRD has more than 200 services, infrastructure and financing agreements with municipalities and electoral areas. CRD services are organized into the following categories:

- Regional, where all municipalities and electoral areas are served;
- Sub-regional, where two or more jurisdictions are served;
- Local, in the electoral areas where the CRD is the local government.

The CRD works collaboratively with First Nations and other orders of governments and has direct relationships with individuals, businesses, organizations, institutions and communities that access regional utilities and services. The CRD owns and operates the Capital Region Housing Corporation, a non-profit provider of approximately 2,000 affordable rental units throughout the region, and administers the Capital Regional Hospital District (CRHD). The CRHD invests in traditional health care services and provides capital funding for health care infrastructure, such as health facilities and hospital equipment. The CRD follows a four-year service and financial planning process to ensure that resources are used efficiently and that services effectively meet the needs of residents, municipalities, electoral areas and First Nations.



Organizational Structure



Cultural Traits

Our cultural traits reflect what we value as an organization. They were developed through an employee-driven process and are the behaviours and mindset we strive to demonstrate and apply throughout our work, no matter our role at the CRD. We seek to integrate them into our processes and support systems so all employees can be empowered to demonstrate them in their daily activities.



SERVE THE CUSTOMER

Understand the politics

Focus on service

Communicate effectively with stakeholders

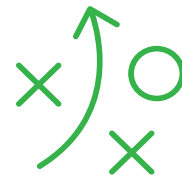


OWN THE OUTCOME

See the big picture

Be accountable for results

Build confidence, increase trust, earn respect



LEAD THE WAY

Think strategically

Foster innovation

Pursue innovation and seek continuous improvement



DEVELOP EMPLOYEE EXCELLENCE

Model integrity

Develop self

Support professional growth



WORK COLLABORATIVELY

Build partnerships

Develop others

Work with a common purpose



EMBRACE CHANGE

Demonstrate courage

Create a common vision for change and support change management

Welcome ideas and perspectives

Our Planning Framework



1

BOARD PRIORITIES

The Board identifies strategic priorities and associated initiatives that require bold and innovative action over the course of its term.

2

CORPORATE PLAN

The Corporate Plan sets out the organization's strategic goals and initiatives necessary to guide service delivery, financial planning and reporting over the Board's mandate.

3

SERVICE PLANNING

In conjunction with financial planning, annual service planning identifies resource implications of initiatives detailed in the Corporate Plan.

4

FINANCIAL PLANNING

In conjunction with service planning, annual financial planning identifies the financial impact of proposed services in preliminary and final budgets. The Board reviews service planning documents and budgets and determines funding.

5

SERVICE DELIVERY

Once the Board approves service planning documents and budgets, the CRD delivers services and reports to Board, Committees and Commissions on progress towards desired outcomes and Board initiatives.

Corporate Statements

The following statements represent the key purpose, commitment and aspirations of the CRD. Our mission embodies our purpose. The Board and organizational vision statements link the Board's vision with how staff work to achieve the desired outcomes. Other key statements ground our work in important priorities and formally declare our commitment to our shared path forward.

Mission

We are diverse communities working together to serve the public good and build a vibrant, livable and sustainable region, through an effective, efficient and open organization.

Board Vision

The CRD embraces cooperation, innovation, and bold leadership in the delivery of services that contribute to a livable, sustainable, and resilient region. We are a region where all residents are included and have access to a quality of life that is fulfilling for them; and where there is a healthy environment for current and future generations.

Organizational Vision

The CRD is a place where employees realize their potential and whose lives are improved every day through organizational connections and meaningful, fulfilling work.

Declaration of Climate Emergency

In February 2019, the CRD Board joined many other local governments across the globe in declaring a climate emergency. Climate Action & Environment remains a top priority for this Board's term.

The CRD is working to reduce the organization's greenhouse gases, prepare for climate impacts and support climate action efforts across the region. In 2021, CRD staff completed a comprehensive, data-driven planning process to create a renewed Climate Action Strategy that provides clarity on the role the CRD can play as a leader in climate action over the next five years.

For more information, please visit:
www.crd.bc.ca/climate

Reconciliation

The CRD's boundaries span the traditional territories of many First Nations, whose ancestors have been taking care of the land since time immemorial. The CRD believes that a positive working relationship with First Nations is good for the whole region. For the CRD to have a positive relationship with First Nations we need to acknowledge, respect and complement their Indigenous laws, customs and systems of governance. The CRD is part of a national movement towards Reconciliation with Canada's Indigenous peoples, informed by:

- The Truth and Reconciliation Commission's Calls to Action
- The United Nations Declaration on the Rights of Indigenous Peoples
- Section 35 of the Canadian Charter of Rights and Freedoms
- The Douglas Treaties and the BC Modern Treaty process

For the full Statement of Reconciliation, please visit:
www.crd.bc.ca/firstnations

Commitment to Equity, Diversity & Inclusion

At the CRD, we are committed to creating an inclusive workplace culture that celebrates the uniqueness of individuals – where differences are recognized, appreciated and responded to in ways that fully respect each person's background, lived experiences, talents and strengths.

We value equity, diversity, and inclusion and are committed to listening, learning and evolving on this journey to improve the sense of belonging for everyone at the CRD.



Taking Action

Board Priorities, approved plans, Corporate Plan initiatives and established service mandates drive our work. Our corporate planning process references these drivers and they inform annual service and financial planning processes. This, in turn, informs Board resource allocations and sets the stage for actions that respond to Community Needs.

2023–2026 Board of Directors

Message from the Board

As the 2023–2026 CRD Board of Directors, we are mayors and councillors in each municipality and elected representatives of the electoral areas. In our roles, we hear the concerns of our constituents, we identify opportunities, risks and problems that need to be solved, and we work together as the CRD Board for the benefit of the region.

The continued growth of the region requires decisive and collaborative action to set the strategic course for the CRD over the next four years and beyond. As a Board, we are committed to embracing new opportunities and solving emerging challenges to support our communities. For our term, we have agreed to focus on five regional priority areas, and have reaffirmed our commitments, towards climate action and reconciliation with First Nations.

Board Priorities and Initiatives

We carefully selected strategic priorities and associated initiatives that can be addressed within the CRD's legislative mandate, that are new, or that require more intense or urgent effort than has previously been applied.

We acknowledge the extensive work the CRD is already doing for the region and will continue to do. Through the CRD's established service planning and budget processes, we will determine how best to fund our priorities and initiatives, with a focus on affordability and delivering value to taxpayers.



Board of Directors

Our 24-member Board is composed of one or more elected officials from each of the local governments and electoral areas within the CRD boundaries. Each local government and electoral area holds one director position on the Board for every 25,000 people (or portion thereof).



(front row, left to right)

- ▶ Peter **JONES**, North Saanich
- ▶ Doug **KOBAYASHI**, Colwood
- ▶ Colin **PLANT**, Saanich (*2023 Chair*)
- ▶ Gary **HOLMAN**, Salt Spring Island Electoral Area
- ▶ Marie-Térèse **LITTLE**, Metchosin
- ▶ Maja **TAIT**, Sooke

(centre row, left to right)

- ▶ Kevin **MURDOCH**, Oak Bay
- ▶ Barbara **DESJARDINS**, Esquimalt
- ▶ Cliff **MCNEIL-SMITH**, Sidney
- ▶ Al **WICKHEIM**, Juan de Fuca Electoral Area
- ▶ Marianne **ALTO**, Victoria
- ▶ Susan **BRICE**, Saanich

- ▶ Judy **BROWNOFF**, Saanich
- ▶ Lillian **SZPAK**, Langford
- ▶ Chris **COLEMAN**, Victoria

(back row, left to right)




- ▶ Paul **BRENT**, Southern Gulf Islands Electoral Area
- ▶ Ken **WILLIAMS**, Highlands
- ▶ Scott **GOODMANSON**, Langford
- ▶ Sid **TOBIAS**, View Royal
- ▶ Zac **DE VRIES**, Saanich
- ▶ Ryan **WINDSOR**, Central Saanich
- ▶ Dave **THOMPSON**, Victoria
- ▶ Dean **MURDOCK**, Saanich
- ▶ Jeremy **CARADONNA**, Victoria

2023–2026 Board Priorities

Priority Setting

The CRD Board identifies the needs to be addressed and sets the strategic course for the CRD over a four-year mandate, from 2023–2026. The five Board Priorities, the desired outcomes and related initiatives are detailed in the following table (pages 12–13).

In addition to the Board Priorities, Board and ELT approved plans guide the CRD’s day-to-day operations. Staff monitor, review, and adjust approved plans to ensure they remain relevant in the face of community and organizational changes.

			
Priorities	Transportation	Housing	Climate Action & Environment
Desired Outcomes	<i>Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability.</i>	<i>Residents have access to affordable housing that enhances livability.</i>	<i>Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts.</i>
Initiatives	<ul style="list-style-type: none"> ➤ Improve regional connectivity and safety across transportation modes ➤ Support investments, expansion and equitable access to active and low carbon transportation ➤ Present options for changes in governance for transportation in the region, including the electoral areas 	<ul style="list-style-type: none"> ➤ Increase supply of affordable, inclusive and adequate housing in the region 	<ul style="list-style-type: none"> ➤ Maximize solid waste diversion and resource recovery from waste materials ➤ Explore options for a regional approach to biodiversity and the protection of ecological assets ➤ Increase resilience, community and adaptation planning to address climate related risks and disasters ➤ Support energy efficient and low carbon buildings across the region



Priorities	First Nations	Governance
Desired Outcomes	<i>Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals.</i>	<i>Effective advocacy, coordinated and collaborative governance, and leadership in organizational performance and service delivery.</i>
Initiatives	<ul style="list-style-type: none"> ➤ Develop mechanisms to hear more from First Nations' governments as to how they would like the CRD to approach reconciliation ➤ Collaborate with First Nations to build and strengthen new processes for respectful, reciprocal government-to-government decision-making and service delivery that uplift Indigenous self-determination ➤ Invite, respect and incorporate Indigenous leadership and traditional knowledge to enhance initiatives and strategies that support other priorities in the plan ➤ Support shared prosperity by enhancing economic opportunities, in partnership with First Nations 	<ul style="list-style-type: none"> ➤ Influence regional issues and advocate in a consistent, focused way that aligns with the Board Priorities ➤ Strengthen Board decision-making frameworks to include First Nations reconciliation, equity, diversity and inclusion, and climate action lenses ➤ Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies ➤ Foster greater civic participation among diverse community members ➤ Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation

Accountability & Reporting

The Corporate Plan presents the work the CRD needs to deliver over the Board term to meet the region's Community Needs, and deliver on the Board's Mission, Vision and Priorities.

Sixteen Community Needs have been grouped into five categories according to the nature of the services. The categories are utility services, community services, corporate services, government relations and local government.

Each Community Need highlights the goals the organization is working towards, in alignment with approved strategies and plans and ongoing service mandates, and the initiatives that will advance the goals over the four-year term.

The Corporate Plan, together with divisional service plans, will drive resource allocation decisions and set performance measures. Through the service and financial planning processes, staff will identify the most sustainable and affordable ways to deliver the Corporate Plan initiatives. Services cannot be delivered without resourcing. The Board determines resourcing through its annual review and approval of service and financial plans. To support the Board's decision-making, staff provide recommendations on funding, timing and service levels. Staff are accountable to the Board on progress, which will be measured and reported twice a year.

Service areas responsible for infrastructure and assets are guided by a suite of capital plans and master plans. Abridged lists of major projects have been included in the Corporate Plan, where appropriate, as an acknowledgment of the significant volume of work delivering these plans represents.

The following section identifies the initiatives that each CRD division will deliver in the 2023–2026 term. The table captures actions to advance Board Priorities, corporate priorities, service priorities and approved plans.



Lenses

Several Board Priorities relate to strengthening decision-making frameworks related to Reconciliation with First Nations, Equity, Diversity and Inclusion, and Climate Action. Labels have been included in the Corporate Plan to indicate initiatives that will play a pivotal role in advancing these lenses or that will be delivered in a manner that supports them. While the three lenses inform all work undertaken by staff, the labels draw attention to the most relevant initiatives in this context.

The Regional Growth Strategy (RGS) provides regional-scale policy direction for matters that cross jurisdictions. The CRD develops and maintains the document and, with local governments, shares in responsibility for implementation.

The RGS covers the breadth of regional service delivery, ranging from environment, infrastructure and climate action to housing, transportation and food systems. To support the continued implementation of the RGS, labels have also been added to initiatives that are significant to achieving the RGS objectives.

The tables on the following pages have a numerical and alphabetical coding system for easy reference. The icons listed below will help you navigate further:



Desired outcomes



Connected to Equity, Diversity & Inclusion



Connected to Climate Action



Connected to Regional Growth Strategy



Connected to First Nations Reconciliation

Board Priority icons



Transportation



First Nations



Housing



Governance



Climate Action & Environment

For local services initiatives, please see Local Government Community Needs on pages 35–38.



Community Needs

Utility Services

Services that are essential to residents' needs and/or mandated by regulation.

- Wastewater
- Water
- Solid Waste & Recycling



Efficient and effective management of the region's wastewater

Goal	CRD Initiatives	Accountable Division(s)
1a Goal: Optimize Core Area wastewater treatment system	1a-1 Refine and optimize operations at the McLoughlin Wastewater Treatment Plant to reduce cost, improve efficiency and odour controls	Wastewater Infrastructure Operations, Infrastructure Engineering
	1a-2 Support other infrastructure projects that form part of the Core Area wastewater treatment system, including the Residuals Treatment Facility and conveyance system	Wastewater Infrastructure Operations, Infrastructure Engineering
1b Goal: Management of wastewater & treatment residuals	1b-1 Implement a development cost charge program for the Core Area wastewater service	Infrastructure Engineering
	1b-2 Deliver master plans, capital plans and operations for wastewater treatment and conveyance to service current and future population, and address infrastructure deficiencies	Wastewater Infrastructure Operations, Infrastructure Engineering
	1b-3 Update the Liquid Waste Management Plan for Saanich Peninsula and Core Area	Environmental Protection
	1b-4 Develop and implement a long-term Biosolids Management Plan	Environmental Protection, Environmental Resource Management

✓ Key Strategies & Plans

- Core Area Liquid Waste Management Plan

↗ Major Projects

- East Coast Interceptor & Bowker Sewer Rehabilitation
- Craigflower Force Main Twinning
- Marigold Siphon Assessment & Replacement
- Marigold Electrical & Building Upgrades
- Odour Control Upgrade (Saanich Peninsula)



Safe drinking water and a resilient water supply

Goal	CRD Initiatives	Accountable Division(s)
2a Goal: High quality, safe drinking water	2a-1 Update the Regional Water Supply Strategic Plan	Water Infrastructure Operations, Infrastructure Engineering, Watershed Operations
	2a-2 Implement the 2022-2050 Regional Water Supply Master Plan	Water Infrastructure Operations, Infrastructure Engineering, Watershed Protection
	2a-3 Review water rates in service agreements with First Nations	Water Infrastructure Operations
	2a-4 Review and determine appropriate level of water subsidy used for agriculture	Water Infrastructure Operations
	2a-5 Active forest/ecological management to enhance forest health and resilience in the Water Supply Areas	Watershed Protection
	2a-6 Collect and analyze information for climate adaptation, reservoir management and the siting of new major infrastructure	Watershed Protection
	2a-7 Implement a development cost charge program for the Regional Water Service	Infrastructure Engineering
2b Goal: Reliable & efficient drinking water transmission system	2b-1 Enhance safety of aging dams in watersheds and mitigate against the risk of failures	Water Infrastructure Operations, Infrastructure Engineering
	2b-2 Invest in and maintain capital assets, and undertake regulatory monitoring, to service current and future population and climate adaptation	Water Infrastructure Operations, Infrastructure Engineering

✓ Key Strategies & Plans

- Regional Water Supply Strategic Plan
- 2022-2050 Regional Water Supply Master Plan
- Regional Growth Strategy

↩ Major Projects

- Water Filtration Plant Siting & Design
- Deep Northern Intake & Sooke Lake Pump Station – Planning & Design
- Replacement of Segments of Main No.3 & No.4
- Replacement of Other Transmission Mains
- System Seismic Upgrades and Expansion (Saanich Peninsula)



Minimize waste disposal and maximize waste diversion

Goal	CRD Initiatives	Accountable Division(s)
3a Goal: Maximize solid waste diversion & resource recovery from waste materials	3a-1 Develop and implement new and enhanced waste diversion policies	Environmental Resource Management
	3a-2 Investigate regional waste flow management	Environmental Resource Management
	3a-3 Increase multi-family dwelling and industrial, commercial and institutional sector waste diversion	Environmental Resource Management
	3a-4 Explore beneficial uses for solid waste residuals	Environmental Resource Management
	3a-5 Financially sustainable service delivery	Environmental Resource Management
3b Goal: Outreach & engagement with communities	3b-1 Ongoing engagement and outreach on all major policies and new diversion programs and plans	Environmental Resource Management

✓ Key Strategies & Plans

- Solid Waste Management Plan

↪ Major Projects

- Landfill Gas Utilization
- Cell 4 Liner Installation
- North End Commercial Access Improvements
- Cell 5&6 Gravity Retaining Wall Construction
- Intersections Upgrade
- Cell 5 Liner Construction



Community Needs

Community Services

Services that address the needs of residents and build a liveable, sustainable region.

- Transportation
- Climate Action
- Planning
- Arts & Recreation
- Housing & Health
- Regional Parks
- Safety & Emergency Management



Residents have access to convenient, green and affordable multi-modal transportation systems that enhance livability

Goal	CRD Initiatives	Accountable Division(s)
4a Goal: Present options for changes in governance for transportation in the region, including the electoral areas	4a-1 Scope and develop governance options, including consideration of a new transportation authority	Regional & Strategic Planning
	4a-2 Work collaboratively with elected and staff leaders in electoral areas, local governments, partner agencies and the province on transportation governance options development	Regional & Strategic Planning
	4a-3 Chart a pathway to approval, based on a preferred transportation governance option	Regional & Strategic Planning
4b Goal: Improve regional connectivity & safety across transportation modes	4b-1 Work with the Transportation Working Group to implement the regional multi-modal transportation network	Regional & Strategic Planning
	4b-2 Prepare policy positions to support advocacy for infrastructure investments and service improvements to achieve regional transportation priority items related to mass transit, general transit improvements, active transportation and multi-modal and safe highways	Regional & Strategic Planning, Corporate Communications
	4b-3 Support local governments to implement consistent approaches to transportation demand management, active transportation and safety policy	Regional & Strategic Planning
4c Goal: Support investments, expansion & equitable access to active and low carbon transportation	4c-1 Update the Regional Trails Management Plan	Regional Parks
	4c-2 Prepare a funding strategy to support implementation of priority regional trail enhancement and expansion projects	Regional Parks
4d Goal: Education, encouragement & information	4d-1 Shift travel behaviour through education, encouragement, and information	Regional & Strategic Planning

✓ Key Strategies & Plans

- Regional Transportation Plan
- Regional Growth Strategy
- Regional Parks and Trails Strategic Plan
- Regional Trails Management Plan
- Climate Action Strategy

↩ Major Projects

- Regional Parks Capital Plan



Residents have access to affordable housing and improved health facilities that enhances livability

Goal	CRD Initiatives	Accountable Division(s)
5a Goal: Increase the supply of affordable housing across the region	5a-1 Increase supply of affordable, inclusive and adequate housing across the region	Regional Housing
	5a-2 Pursue funding opportunities and matching funds to deliver more housing	Regional Housing
5b Goal: Protect & maintain non-market & market rental housing stock	5b-1 Support continued investment into existing housing stock to preserve and enhance the quality of the buildings and units	Regional Housing
	5b-2 Protect existing market rental housing to preserve affordability	Regional Housing
5c Goal: Regional response to homelessness	5c-1 Support a coordinated, regional and collaborative response to homelessness	Regional Housing
5d Goal: Better regional housing data to support evidence-based decision making & community understanding	5d-1 Data collection and research analysis capacity dedicated to housing data	Regional Housing
5e Goal: Provide the local share of health capital infrastructure	5e-1 Provide major and minor capital investment, equipment, land holdings, property management, and development	Health & Capital Planning Strategies
5f Goal: Support health through public health bylaws & education	5f-1 Work with Island Health to ensure public health bylaws are responsive to changing needs and legislation	Health & Capital Planning Strategies
5g Goal: Facilitate knowledge mobilization & partnerships to support community health & healthy public policy	5g-1 Through the Community Health Network, support knowledge and partnership development to fill identified gaps in community health initiatives	Health & Capital Planning Strategies

✓ Key Strategies & Plans

- Regional Housing Affordability Strategy
- Regional Growth Strategy

↗ Major Projects

- CRHD 2023–2032 10-year Capital Plan
- CRHC 2023–2027 Major Capital Plan
- Regional Housing First Program
- Obligations under the Reaching Home and the Rapid Housing Initiative agreements with the Government of Canada
- Operational obligations of managing 50+ buildings



Progress on adaptation, reduced greenhouse gas emissions and triple-bottom line solutions that consider social, environmental and economic impacts

Goal	CRD Initiatives	Accountable Division(s)
 6a Goal: Sustainable & resilient land use, planning and preparedness	6a-1 Promote community capacity building on climate action	Climate Action Program
	6a-2 Update the climate projections for the capital region to support decision making and to help community partners understand how their work may be affected by our changing climate	Climate Action Program
	6a-3 Generate analysis to understand vulnerability and exposure to extreme heat now and into the future	Climate Action Program
	6a-4 Explore options for a regional approach to biodiversity and the protection of ecological assets	Environmental Protection
 6b Goal: Low carbon mobility	6b-1 Implement the Capital Region Electric Vehicle Infrastructure Roadmap to support shift to low-carbon transportation options	Climate Action Program
	6b-2 Advance the electrification of the CRD vehicle fleet	Customer & Technical Services
	6b-3 Enhance on-board and CRD fleet management technology to support utilization management, reporting, fiscal accountability and climate action	Customer & Technical Services
 6c Goal: Low carbon & resilient buildings & infrastructure	6c-1 Collaborative policies, programs and data collection initiatives to achieve energy efficient and low carbon buildings across the region	Climate Action Program
	6c-2 Implement the CRD Corporate Green Building Policy and CRD Corporate Carbon Price Policy	Climate Action Program, Facilities Management & Engineering Services
	6c-3 Expand the Home Energy Navigator program	Climate Action Program
6d Goal: Community-based greenhouse gas emissions	6d-1 Update the regional greenhouse gas inventories biannually to monitor progress on emissions reduction targets	Climate Action Program

✓ Key Strategies & Plans

- Climate Action Strategy
- Regional Growth Strategy



Additional land acquisitions and increased access to parks and recreational trails that respect Indigenous culture and conservation values

Goal	CRD Initiatives	Accountable Division(s)
7a Goal: Complete the strategic planning & engagement process	7a-1 Finalize the Regional Parks & Trails Strategic Plan	Regional Parks
7b Goal: Access & equity	7b-1 Conduct research, develop and implement a Universal Access Plan to improve inclusion and accessibility in regional parks and trails	Regional Parks
7c Goal: Enhance the protection of biodiversity, ecological integrity & natural assets in regional parks	7c-1 Conduct research and prepare and implement a Natural Areas Conservation Plan	Regional Parks
	7c-2 Develop and implement Impact Assessment and Best Management Practice Guidelines	Regional Parks
7d Goal: Expand access to green space & outdoor recreation	7d-1 Develop and implement an Outdoor Recreation Plan	Regional Parks
	7d-2 Undertake the Resident Survey	Regional Parks
	7d-3 Develop an Interpretive Program Plan	Regional Parks
7e Goal: Climate action & resilience	7e-1 Plan for and implement bike parking and e-Bike, electric vehicle charging stations at high-use regional park accesses	Regional Parks
	7e-2 Update Land Acquisition Strategy to incorporate criteria that reflects First Nations' interests	Regional Parks
7f Goal: Reconciliation	7f-1 Work with First Nations to develop and implement priority initiatives related to regional parks and regional trails	Regional Parks
	7f-2 Develop a policy for supporting and clarifying Indigenous cultural use and cultural safety in regional parks	Regional Parks

✓ Key Strategies & Plans

- Regional Parks & Trails Strategic Plan
- Regional Trails Management Plan
- Regional Growth Strategy
- Land Acquisition Strategy

↩ Major Projects

- Regional Parks Capital Plan



Keep approved plans current and monitor for effectiveness

Goal	CRD Initiatives	Accountable Division(s)
8a Goal: Managed growth	8a-1 Explore changes to growth management approaches and identify implementation actions appropriate for local, regional and provincial implementation	Regional & Strategic Planning
	8a-2 Assess the need for an update to the Regional Growth Strategy and accompanying monitoring program	Regional & Strategic Planning
8b Goal: Protect & enhance local agriculture to support long-term food systems security	8b-1 Consider establishment of a new foodlands access service	Regional & Strategic Planning
	8b-2 Activate agricultural activities on priority parcels, as appropriate	Regional & Strategic Planning
	8b-3 Building from the Regional Food and Agricultural Strategy, support partners to take action to bring land into agricultural production through research, development of policy positions and advocacy	Regional & Strategic Planning, Corporate Communications

✓ Key Strategies & Plans

- Regional Growth Strategy
- Regional Food & Agricultural Strategy (RFAS)





Protect public safety and cooperatively mitigate against, prepare for, respond to and recover from emergencies

Goal	CRD Initiatives	Accountable Division(s)
9a Goal: Effective emergency management	9a-1 Support planning for regional-scale emergencies in cooperation with the Regional Emergency Management Program	Protective Services
	9a-2 Develop plans and implement actions consistent with regulatory requirements for local government and regional emergency management, including new <i>Emergency Management Act</i> requirements	Protective Services
	9a-3 Pursue accreditation for CRD emergency management program	Protective Services

✓ Key Strategies & Plans

- CRD Corporate Emergency Plan





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

Goal	CRD Initiatives	Accountable Division(s)
10a Goal: Support, promote & celebrate the arts	10a-1 Develop and implement a revised Arts & Culture Support Service Strategic Plan	Arts & Culture
10b Goal: Sustain & enhance arts throughout the region	10b-1 Scale up regional participation in the CRD Arts & Culture Support Service	Arts & Culture
	10b-2 Scale up regional support for performing art facilities within the region	Arts & Culture
10c Goal: Affordable recreation opportunities that improve livability	10c-1 Consider service expansions to address gaps and opportunities, as they emerge	SEAPARC, Panorama Recreation, Regional Parks
	10c-2 Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	SEAPARC, Panorama Recreation
	10c-3 Develop and implement a long-term strategic plan for SEAPARC	SEAPARC
	10c-4 Undertake a review of youth-focused programming at SEAPARC	SEAPARC

✓ Key Strategies & Plans

- CRD Arts & Culture Support Service Strategic Plan
- Panorama Strategic Plan
- SEAPARC Strategic Plan

↗ Major Projects

- Updates and renewals to McPherson Theatre and Royal Theatre
- Heat Recovery System at Panorama



Community Needs

Corporate Services

Services that support an effective and efficient organizational administration.

- People
- Open Government
- Business Systems & Processes



An organization staff are proud to be a part of

Goal	CRD Initiatives	Accountable Division(s)
11a Goal: Equity, diversity & inclusion	11a-1 Develop and implement an organizational accessibility plan that is informed by residents and an Accessibility Advisory Committee	Human Resources & Corporate Safety
	11a-2 Develop understanding of, and accountability for, equity, diversity and inclusion across CRD decision-making bodies	Human Resources & Corporate Safety
	11a-3 Create and implement an Indigenous Employment Strategy in partnership with local Indigenous communities and Indigenous-serving organizations	Human Resources & Corporate Safety, First Nations Relations
	11a-4 Strengthen Board decision-making frameworks to include First Nations Reconciliation, Equity, Diversity & Inclusion, and Climate Action lenses	Executive Leadership Team
11b Goal: Organizational capacity	11b-1 Advance the Human Resource Strategic Plan to guide organizational capacity and continuity, workforce planning and retention, and corporate safety	Human Resources & Corporate Safety
	11b-2 Maintain and enhance corporate compliance and alignment with workplace safety legislation	Human Resources & Corporate Safety
	11b-3 Maintain business continuity, efficiency and resilience by rightsizing the staffing complement and facilities	Executive Leadership Team
	11b-4 Implement the recommendations in the 2023 CRD Employee Survey report	Executive Leadership Team
	11b-5 Continue supporting the CRD Leadership Development Program	Human Resources & Corporate Safety
	11b-6 Evaluate the effectiveness and impacts of the workplace flexibility and Alternative Work Options implementation on the organization and staff	Human Resources & Corporate Safety

Major Projects

- > Human Resource Information System
- > Digital Communication Tools
- > 479 Island Highway Renovations
- > Field Operations Centre Construction

12 Open Government



Coordinated and collaborative governance, and leadership in organizational performance and service delivery

Goal	CRD Initiatives	Accountable Division(s)
12a Goal: Enhanced privacy & records management	12a-1 Adhere to new and emerging requirements of privacy legislation in a consistent manner	Information & Privacy Services
	12a-2 Support the digitization of our legacy records once the Electronic Documents and Records Management System is implemented	Information & Privacy Services
12b Goal: Foster greater civic participation among diverse community members	12b-1 Enhance the public participation and engagement practices and framework to foster trust and understanding, informed by input from residents and equity, diversity and inclusion principles	Corporate Communications
	12b-2 Advance the Communications Strategic Plan to guide organizational communications practices and policies internally and externally	Corporate Communications
	12b-3 Modernize the crd.bc.ca website	Corporate Communications
	12b-4 Redesign and upgrade the CRD boardroom and broadcasting equipment to prepare for future planned growth and improve electronic meeting participation and engagement	Legislative Services
	12b-5 Build capacity for elections and electoral approval processes to address increasing demand for new service creation	Legislative Services
	12b-6 Implement a Board voting dashboard	Legislative Services

Major Projects

- Electronic Documents and Records Management System
- Website Redesign



Leading systems and policies to respond to best practices, comply with legislative requirements and deliver sustainable budgets

Goal	CRD Initiatives	Accountable Division(s)
13a Goal: Effective systems, processes & policies	13a-1 Advance strategic approaches to procurement and project delivery to build capacity, improve standardization and support affordable services	Legal & Risk Management, Executive Leadership Team
	13a-2 Advance the Technology Strategic Plan to guide the modernization of our systems and technology solutions	Information Technology & GIS
13b Goal: Business capacity & continuity	13b-1 Continue implementing business continuity planning and the Enterprise Risk Management framework	Legal & Risk Management
	13b-2 Mature the integration of asset management into capital planning processes to strengthen fiscal management practices and support resource sustainability	Financial Services
13c Goal: Achieve sustainable budgets through innovation & streamlining while recognizing the need for infrastructure investments & accountability to taxpayers	13c-1 Advance changes to policies and systems to streamline activities, reduce complexity and increase efficiency	Financial Services
	13c-2 Optimize Financial Services through enhanced internal controls and continuous improvement methodologies	Financial Services

✓ Key Strategies & Plans

- Corporate Asset Management Strategy (CAMS)

↪ Major Projects

- Corporate Enterprise Resource Planning Software
- Implementation of CAMS
- Project Management System



Community Needs

Government Relations


Activities that build and strengthen intergovernmental and interagency partnerships.

➤ Advocacy

➤ First Nations



Effective and coordinated advocacy

Goal	CRD Initiatives	Accountable Division(s)
 14a Goal: Influence regional issues & advocate in a consistent, focused way that aligns with the Board Priorities	14a-1 Work collaboratively to address multi-jurisdictional issues that impact residents' wellbeing in alignment with the Board Priorities	Executive Administration, Corporate Communications

✓ Key Strategies & Plans

➤ Advocacy Strategy



15 First Nations



Strong relationships with First Nations based on trust and mutual respect, partnerships and working together on shared goals

Goal	CRD Initiatives	Accountable Division(s)
15a Goal: Government-to-Government relationships	15a-1 Seek First Nations' guidance on understanding, developing, and implementing new mechanisms to support ongoing government-to-government relations at the leadership and operational levels	First Nations Relations
	15a-2 Collaborate with First Nations and the province to support inclusive governance by advancing First Nations participation in regional district boards	First Nations Relations
	15a-3 Partner with First Nations to develop, monitor and report out on an organization-wide Reconciliation Action Plan	First Nations Relations
15b Goal: Indigenous leadership & traditional knowledge	15b-1 Offer ongoing learning opportunities for staff and Board Directors to build awareness and understanding of Indigenous perspectives, law, and systems of governance	First Nations Relations
	15b-2 Seek out and invite opportunities for Indigenous leadership and knowledge to inform and transform approaches to taking care of land and water, across CRD service delivery areas	First Nations Relations, All Divisions
	15b-3 Engage First Nations to collaboratively develop inclusive approaches to land acquisition that respects Indigenous rights and strengthens government-to-government relationships	First Nations Relations
15c Goal: Shared prosperity	15c-1 Increase the number of economic partnerships with First Nations, across CRD service delivery areas	First Nations Relations, All Divisions

✓ Key Strategies & Plans


- First Nations Task Force Final Report & Statement of Reconciliation
- CRD Statement of Reconciliation



Community Needs

Local Government

Local services for the residents of the Juan de Fuca, Salt Spring Island and Southern Gulf Islands electoral areas.

 Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal	CRD Initiatives	Accountable Division(s)
16a Goal: Climate Action & Environment	16a-1 Explore options for an electoral area specific Climate Action service	Climate Action Program, All Electoral Area Administrations
	16a-2 Explore opportunities to extend environmental protection programs and tools to the electoral areas	Environmental Protection, Climate Action Program, All Electoral Area Administrations
	16a-3 Develop a joint approach for water conservation education and resource management in the electoral areas *	Environmental Protection, Climate Action Program, All Electoral Area Administrations
	16a-4 Evaluate Juan de Fuca's rural water resources for development	Juan de Fuca Local Area Service
16b Goal: Community Parks & Recreation	16b-1 Work with commissions to enhance and manage community parks, recreation facilities and trail networks and to deliver service improvements, where needed	All Electoral Area Administrations
	16b-2 Develop and/or update community parks management plans, as needed	All Electoral Area Administrations
	16b-3 Explore future potential uses for Salt Spring Island's fire hall site, with input from the local community	Salt Spring Island Administration
	16b-4 Investigate options to develop a community hall in Otter Point and proceed with implementation, if feasible *	Juan de Fuca Local Area Service
	16b-5 Develop and implement a Juan de Fuca Community Parks and Recreation Strategic Plan	Juan de Fuca Local Area Service
16c Goal: Drinking Water	16c-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support the treatment, storage and distribution of water, as needed by the community	All Electoral Area Administrations
16d Goal: Economic Development	16d-1 Advance the goals of the Community Economic Sustainability Commissions for Salt Spring Island and Southern Gulf Islands through planning and implementation activities *	Southern Gulf Islands Administration, Salt Spring Island Administration


* Initiative identified through strategic planning with Electoral Area Directors



Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal	CRD Initiatives	Accountable Division(s)
16e Goal: Governance	16e-3 Continue to review committees and commissions to find efficiencies and improve consistency	Legislative Services
	16e-4 Implement the Local Community Commission on Salt Spring Island to oversee island-wide services	Legislative Services
16f Goal: Planning	16f-1 Implement the B.C. Energy Step Code requirements, as mandated by the provincial government	Building Inspection
	16f-2 Digitize historical building permits, property files and other building records	Building Inspection
	16f-3 Continue to review Official Community Plans in Juan de Fuca Electoral Area	Juan de Fuca Local Area Service
	16f-4 Establish mechanisms for First Nations to engage in land use planning in the Juan de Fuca Electoral Area	Juan de Fuca Local Area Service
16g Goal: Public safety & emergency response	16g-1 Continue to implement wildfire resiliency activities	Protective Services, All Electoral Area Administrations
	16g-2 Enhance public notification processes for emergencies *	Protective Services, Juan de Fuca Local Area Service
	16g-3 Review and modernize fire and emergency management programs	Protective Services

* Initiative identified through strategic planning with Electoral Area Directors

 Administer and deliver local services in Juan de Fuca, Salt Spring Island and the Southern Gulf Islands

Goal	CRD Initiatives	Accountable Division(s)
16h Goal: Transportation	16h-1 Develop and implement an Active Transportation Plan for the Ganges Village	Salt Spring Island Administration
	16h-2 Advocate for transit service improvements, including seamless connections with ferry services	All Electoral Area Administrations
	16h-3 Support rural transportation opportunities *	Salt Spring Island Administration, Southern Gulf Islands Administration
	16h-4 Coordinate on shovel-ready active transportation projects to access and leverage equitable resourcing in design and engineering *	All Electoral Area Administrations
16i Goal: Wastewater	16i-1 Develop plans, facilitate infrastructure maintenance, upgrades and service expansions to support local wastewater treatment plants, as needed by the community *	All Electoral Area Administrations
	16i-2 Explore improvements to wastewater treatment, including alternative uses for wastewater and enhanced liquid waste facilities	Salt Spring Island Administration

* Initiative identified through strategic planning with Electoral Area Directors

✓ Key Strategies & Plans

- Southern Gulf Islands Housing Strategy
- Salt Spring Island Parks & Recreation Strategic plan
- Juan de Fuca Parks & Recreation Strategic Plan
- Connectivity Plan (Southern Gulf Islands)
- Salt Spring Island Pedestrian and Cycling Master Plan
- Southern Gulf Islands Active Transportation Plan
- Salt Spring Island Active Transportation Plan

↗ Major Projects

- Magic Lake Sewer and Water
- Mayne Island Regional Trail
- Centennial Park Plaza Upgrade
- Ganges Harbour Walk Design
- Parks and facilities maintenance and design
- Feasibility and Design Studies Funded through Juan de Fuca Planning Capital Plan
- Facility Improvements Funded through Juan de Fuca Parks Capital Plan
- Various Water and Wastewater Infrastructure Maintenance and Improvement Projects

Next Steps

Maintaining focus on the Board Vision of embracing cooperation, innovation and bold leadership in the delivery of services that contribute to a livable, sustainable and resilient region is key to our continued success.

Moving Forward

Our Corporate Plan is the roadmap we will use on our day-to-day mission to serve the public good and build a region where all residents are included and have access to a quality of life that is fulfilling to them and where there is a healthy environment for current and future generations. We will achieve this through an effective, efficient and transparent organization.

Timelines

Annual timelines on our way to completing the 2023–2026 Corporate Plan include:

- **Q2:** ELT reports progress to Board and evaluates necessary organizational and resource requirements to implement Corporate Plan
- **Q2-Q3:** ELT and staff conduct service and financial planning
- **Q3:** ELT reviews service plans and budget
- **Q4:** Board reviews preliminary budget

Reporting

Through regular reporting at Committee, Commission and Board meetings, quarterly reporting of the performance dashboards and annual year-end reporting, we will track and assess what has worked well and what can be improved. This critical information helps us adjust to stay on course. To see these reports, please go to: www.crd.bc.ca/reporting.





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