

ARTS COMMISSION

Notice of Meeting on **Wednesday, September 17, 2025, at 4:00 p.m.**
Board Room, 625 Fisgard Street, Victoria, BC; and Electronic Participation

M. Alto (Chair)	M. Brame	S. Epp	C. Plant	C. Smart
J. Bateman	P. Brent	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

Recommendation: That the agenda for the September 17, 2025 Arts Commission meeting be approved.

3. Adoption of Minutes of June 25, 2025

Recommendation: That the minutes of the Arts Commission meeting of June 25, 2025 be adopted.

4. Chair's Remarks

5. Presentations/Delegations

6. Commission Business

6.1 Arts Advisory Council Update

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

6.1.2. Arts Advisory Council Minutes: September 9, 2025 - for information

6.1.3. Arts Advisory Council *Activities by Council Summary*: September 9, 2025 – for information

6.2. Manager's Report (verbal)

6.2.1 Outreach Report (written)

6.3 2026 Budget for Arts and Culture Support Service

Recommendation: The Arts Commission recommends the Committee of the Whole Recommend to the Capital Regional District Board: That the 2026 Arts & Culture Support Service Budget be approved as presented.

Attachments: Staff Report: 2026 Budget for Arts and Culture Support Service
Appendix A: 2026 Budget for Arts and Culture Support Service

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

6.4 Arts Training Organizations and Eligibility

Recommendation: That the eligible activities for the IDEA Grant Program are expanded to include arts education activities including contest, competitions, and student shows.

Attachments: Staff Report: Arts Training Organizations Review

6.5 2026 Grant Program and Adjudication Schedule

Recommendation: That the 2026 grant program intake and adjudication schedule is approved as presented.

Attachments: Staff Report: 2026 Grant Program and Adjudication Schedule
Appendix A: 2026 Grant Adjudication Schedule

7. New Business

8. Correspondence: Township Community Arts Council (July 9, 2025) – thank you for Project Grant
Wonderheads Theatre Society (August 8, 2025) – thank you for Operating Grant

9. Motion to Close the Meeting

1. That the meeting be closed in accordance with the Community Charter, Part 4, Division 3, 90(1)(a) personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the regional district or another position appointed by the regional district; and
2. That Richard Gale, Acting Chair, Arts Advisory Council, be allowed into the closed portion of the meeting.

10. Adjournment

Next Meeting: October 22, 2025

Meeting Minutes

Arts Commission

Wednesday, June 25, 2025

4:00 PM

Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT

Members: J. Bateman (EP), M. Brame (EP), P. Brent (Acting Chair), S. Epp (EP), G. Lemon (EP),
K. Roessingh (EP)

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

AAC Guests: R. Gale (EP), J. Verano (EP)

EP – Electronic Participation

Regrets: M. Alto (Chair), C. Plant, C. Smart

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

1. Territorial Acknowledgement

Acting Chair Brent welcomed participants and provided a territorial acknowledgement, recognizing with respect the stewardship of First Nations throughout the region.

2. Approval of Agenda

**MOVED by Member Roessingh, SECONDED by Member Brame,
That the agenda for the June 25, 2025 Arts Commission meeting be approved.**
CARRIED

3. Adoption of Minutes

A correction was made to the minutes under 6.5 where the Commission members were referred to by first name instead of last name.

**MOVED by Member Brame, SECONDED by Member Roessingh,
That the minutes of the Arts Commission meeting of May 21, 2025 be adopted
as corrected.**
CARRIED

4. Chair's Remarks

Acting Chair Brent did not have any additional remarks.

5. Presentations/Delegations - none

6. Commission Business**6.1 Arts Advisory Council (AAC) Chair's Report (verbal)**

AAC Acting Chair R. Gale shared that, at their June 10th meeting, the AAC reviewed the recommendations from the April Project Grant adjudication, which will be presented later at this meeting. The AAC also received a discussion paper on the eligibility of Arts Training organizations, following direction given at the last Arts Commission meeting. The AAC appreciated the quality of the discussion paper and had a robust discussion, giving staff initial feedback. They look forward to the opportunity to continue the dialogue in the fall.

6.1.2 Arts Advisory Council Minutes: June 10, 2025 Meeting – received for information**6.1.3 Arts Advisory Council Activities by Council Summary - received for information****6.2 Manager's Report (verbal)**

C. Gilpin addressed several items:

- The Arts Champion Summit will take place on November 4th at the Baumann Centre with the theme: Creative Capacity – Growing Forward Together.
- On June 11th, the CRD Board approved the distribution of the *2024 Impact Report*, and it has resulted in two very positive news articles.
- Reporting on the ongoing advocacy to BC Arts Council, C. Gilpin reminded members that Chair Alto had met with the Minister of Tourism, Arts, Culture and Sport, Hon. Spencer Chandra Herbert on April 1st. Today, staff had a meeting with the Chair, Vice Chair and Victoria representative from the BC Arts Council. Overall, it is encouraging as we make slow-moving progress on this issue.
- A reminder that we take a summer break from meetings, and the next meeting is one week earlier in the month on September 17th.
- The Performing Arts Facilities Select Committee is meeting again on July 2nd to receive the consultants (Nordicity)'s report.

C. Gilpin clarified that all arts organizations who have received an Operating or Project Grant in the last five years are invited to the Arts Champion Summit – limited to 1 or 2 people per organization – and usually the turnout is between 80 and 100 people.

6.2.1 Outreach Report (attached)**6.3 April 2025 Project Grant Recommendations**

This was the last project-based grant intake of 2025. There were a diverse range of high-quality applications and 19 out of 32 are proposed to be funded. AAC Funding Chair J. Verano shared that the adjudication team worked hard to support a wide range of arts activities with a good geographic reach across the region. Two new applicant organizations are being funded, and the two highest scores were for poetry non-profits that support youth and equity-seeking groups.

**MOVED by Member Brame, SECONDED by Member Lemon,
That the April 2025 Project Grants Recommendations be approved as presented.**

CARRIED

6.4 Greater Victoria Regional Awards Funding Request

C. Gilpin reminded members that this comes up every year – the Arts Commission’s long-standing support sponsors an award and contributes to the event itself.

**MOVED by Member Lemon, SECONDED by Member Roessingh,
That \$6,000 be provided to ProArt Alliance of Greater Victoria to support the 2025
Greater Victoria Regional Arts Awards to convene and celebrate the CRD arts
community with \$5,000 dedicated to funding the CRD Arts Commission Regional Impact
Award and \$1,000 dedicated to supporting the production of the event. CARRIED**

7. New Business**8. Correspondence**

The Arts Commission received letters from Sooke Region Museum (Sooke Region Historical Society) and Pender Island Pride Society, thanking them for their IDEA grant awards. A third letter was received from the First Peoples’ Cultural Foundation, in gratitude for the donation made in honour of Sue Donaldson.

**MOVED by Member Roessingh, SECONDED by Member Brame,
That the Arts Commission receive this correspondence. CARRIED**

9. Adjournment

**MOVED by Member Brame, SECONDED by Member Bateman,
That the June 25, 2025 Arts Commission meeting be adjourned at 4:20 pm. CARRIED**

Chair

Recorder

Meeting Minutes Arts Advisory Council

Tuesday, September 9, 2025

5:00 PM

Via Video Conference

PRESENT

Members: R. Gale (Acting Chair), R. Ditor, C. Haska, E. Mushumanski, J. Noomen, A. Reid, S. Reid, J. Smillie, P. Tsolo, J. Verano

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

The meeting was called to order at 5:01 pm.

1. Territorial Acknowledgement

Acting Chair R. Gale provided a Territorial Acknowledgement, expressing that we are honoured by the welcome that we receive, and we respect those who have stewarded these lands and waters since time immemorial and continue to do so.

2. Approval of Agenda

The agenda for the September 9, 2025 Arts Advisory Council meeting was approved by acclamation.

3. Adoption of Minutes

3.1 Arts Advisory Council Minutes of May 13, 2025

MOVED by E. Mushumanski, SECONDED by C. Haska,

That the minutes of the Arts Advisory Council meeting of June 10, 2025 be adopted as circulated. CARRIED

3.2 Arts Commission Minutes of May 21, 2025

Received for information

4. Acting Chair's Report

Acting Chair R. Gale welcomed S. Reid back from her trip and thanked staff for providing him with meeting preparation materials.

5. Manager's Report

C. Gilpin reported on the following:

- Aventa Ensemble, one of our Operating clients, has put their activities on hold and will not be applying for a grant this year. This will make some funding available for potential new clients.

- The proposed merger between Victoria Baroque and the Early Music Society of the Islands did not come to fruition. Both organizations are still active and will apply to Operating grants separately as usual.
- Performing Arts Facilities Select Committee (PAFSC) update – there is positive momentum toward creating a new CRD service to support regional theatres (Royal, McPherson, Charlie White), as well as supporting a future theatre on the West Shore. The Select Committee will review the proposed service on October 1st.
- The call for new Arts Advisory Council (AAC) members resulted in 15 applications. Shortlisted candidates were interviewed, and recommended appointments will be presented to the Arts Commission at its next meeting.
- BC Arts Council's Regional Areas Policy – there will be no change to the policy at present, but there was a good effort made in advocating for the interests of our arts community.

6. 2026 Grant Program and Adjudication Schedule

It was noted that the Grow Forward Grant intake is being moved to the summer, to lighten the workload for staff and volunteers in the spring. Three AAC members each year will be asked to take on a second project-based grant adjudication.

MOVED by S. Reid, SECONDED by A. Reid,

That the Arts Advisory Council recommends to the Arts Commission:

That the 2026 grant program intake and adjudication schedule be approved as presented.

CARRIED

7. Arts Training Organizations and Eligibility

Following the discussion paper presented in June, this staff report proposes clarifying eligibility to the IDEA Grant program.

MOVED by E. Mushumanski, SECONDED by J. Noomen,

That the Arts Advisory Council recommends to the Arts Commission:

That the eligible activities for the IDEA Grant Program are expanded to include arts education activities including contests, competitions, and student shows.

CARRIED

8. **ABCs** (Activity by Council Summary) – was received for information, and members discussed arts activities they had attended since the last meeting, locally and across Canada.

R. Ditor joined the meeting at 5:39 pm.

J. Smillie left the meeting at 5:43 pm.

9. Discussion: Interim Funding Chair for Plenary Adjudication in November

C. Gilpin explained that we need to fill this role left vacant after S. Donaldson's passing. Normally the Operating Grant adjudication in November is facilitated by the funding chair. R. Ditor offered to fill the role in November. Next elections for chair, vice chair, and funding chair will take place in January after new members join the AAC.

10. Correspondence – thank you letters from Township Community Arts Council and Wonderheads Theatre Society were received.

11. Announcements and Reminders

- Arts Champions Summit will take place on November 4th at the Baumann Centre and AAC members are welcome to attend if they wish.
- New Totem pole created by Carey Newman is being unveiled outside of the Baumann Centre on September 19th.

12. Adjournment

**MOVED by S. Reid, SECONDED by C. Haska,
That the September 9, 2025 Arts Advisory Council meeting be adjourned at
5:59 pm. CARRIED**

Chair

Recorder

Arts Advisory Council Meeting: Tuesday, September 9, 2025

Activities by Council (ABCs)

Local:

Art Gallery of Greater Victoria	Meryl McMaster: Bloodline; Architectures of Protection; A View from Here: Reimagining the AGGV Collections; Lekwungen: A Place to Smoke Herring; Summer Small Works
ArtisTREE Festival	
Ballet Victoria	Carmina Burana, Frankenstein
Bastion Square	The Foundations
Belfry Theatre	La Bete & Blood Wedding, Great Works Theatre Festival
Broken Rhythms Dance	On Hold
Caravan World Rhythms	The Zawose Queens
Coda	Jazz n' Soul Duets with Noelle & Leif
Deluge Contemporary Art	Puppets Forsaken: The Noisebau
FernFest	Pastel Blank
Harbour Blues & Roots Festival	Shemekia Copeland
Intrepid Theatre (Victoria Fringe)	Hey Poopchik!, Kin, Useless, Rethinking Good Intentions, Lady in the Fountain, Space Queen, Joan Bessie Cabaret, 1ForUOne4Me, Candy Roberts is LARRY, Voices of Every Woman, the Magical World of Ventriloquism, the Disney Delusion, That's Gonna Leave a Mark, Enrichment Hour, Evie and Alfie: A Very British Love Story, Ducks, Beth and Josie Exposed, A Waste of Stage Time, Origins of the Coast, Shade Apparel, The Last 5.5 Years
TD Jazz Fest	Makaya McCraven; Marquis Hill; Madeleine Peyroux
People w/ Poise	A Cat Called Elephant: an EP and Chapbook release show
Madrona Gallery	Luke Ramsey: In It
Paper Street Theatre	Yes and Yesteryear
Parliamentary Plays	My Place in Democracy
Phillips Backyard Music Festival	Reverb Weekend
Royal Theatre	Book of Mormon

SNAFU	New Earth Bandits 2
St. Luke's Players	Drinking Habits
St. Michael's University School	The Curious Incident of the Dog in the Night-Time
Theatre SKAM	Spin the Bottle (with iuvenis Productions) The Strange Hour (with Spec Theatre)
Victoria Shakespeare Festival	Romeo & Juliet
Vox Humana	Vox Under the Stars
Xchanges Art Gallery	Eco Illuminescence: A Sensory Crossing by Anne K. Chou

Out of Town:

<u>Edmonton</u>	Edmonton Fringe Festival: Winchester Murder House; Rat Academy 2: gnaw and order
<u>Montréal</u>	Mural/Urban Art Festival (street tour/various locations) Musée McCord Stewart Montréal: Pounding the Pavement: Montreal Street Photography (various artists) Little Burgundy: Evolving Montreal. Photography by Andrew Jackson Costume Balls: Dressing Up History (various artists) Musée des Beaux-Arts Montréal: Berthe Weill: Art Dealer of the Parisian Avante-Garde Worlds of Wonder: The Surrealist Journey of Alan Glass Bad Girls Only: Women and the Seven Deadly Sins (various artists) Two by Two, Together: Combining Ideas through Mixed Media (various artists)
<u>Québec City</u>	Musee national des beaux-arts du Québec: Niki de Saint Phalle: the 1980s and 1990s: Art Unleashed Jean Paul Riopelle: Tribute to Rosa Luxembourg Decorative Arts and Design in Québec (various artists/ designers) Ilippunga – Inuit Art. The Brousseau Collection Us – A Whimsical Voyage (various artists)



Making a difference...together

OUTREACH REPORT TO THE ARTS COMMISSION MEETING OF WEDNESDAY, SEPTEMBER 17, 2025

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

RAISE AWARENESS ABOUT THE VALUE OF THE ARTS

Send quarterly e-newsletters

- June newsletter
 - Featured: 2024 *Impact Report*; LampPost Victoria spotlight
 - Sent to 861 subscribers; 64% open rate; 12% click rate
- July newsletter
 - Featured: Call for new AAC members; Arts news spotlight; 2024 Impact Report
 - Sent to 887 subscribers; 66% open rate; 9% click rate
- Aug newsletter
 - Call for new AAC members - deadline extension
 - Sent to 879 subscribers; 64% open rate / 7% click rate

LandMarks Public Art

- Met with City of Victoria staff and CRD web team to improve the functionality, accessibility and visibility of LandMarks Public Art Platform, both for public and for municipal partners

RE-EVALUATE THE ARTS & CULTURE SUPPORT SERVICE NAME & BRAND

Set scope of review and create engagement plan

- Continued research and project proposal process; scope and engagement plan to be identified in proposal

PLAN AND HOST A BIENNIAL ARTS CHAMPIONS SUMMIT

Plan summit logistics, content and speakers

- Photographer and illustrator hired and briefed
- Further development of event agenda:
 - Opening remarks by emcee (Chair Alto); Welcome by Songhees cultural carrier
 - 4 Community Presentations by arts groups
 - Isaac Thomas, Belfry - Rising Tides IBPOC arts managers mentorship program
 - Kegan McFadden and Heidi Bergstrom, Victoria Sustainable Arts Coalition - Cultural Land Trust project
 - Gillian Jones and Lindsay Delaronde, Dance Victoria – partnership with Visible Bodies Collective on Indigenous protocols work
 - Jamila Douhaibi and Erica Petty, ProArt Alliance – advocacy

- Group engagement activity: *Collaboration Classifieds* (The Solution Room)
 - Objective: spark new collaborative projects/solutions
 - Objective: everyone leaves with at least one new contact
- Arts Funder round-robin style question period
 - Objective: connect community with more sources of funding
 - Objective: bring all arts funding levels into one room
 - Objective: everyone leaves with one new connection to a funder
 - Objective: nudge other funders to prioritize CRD arts groups and community needs

Distribute invitations and promote event

- Four community presenters invited and confirmed
- Six arts funding organizations invited to participate in round-robin style question period – five confirmed attendance:
 - BC Arts Council
 - Canada Council
 - Canadian Heritage
 - Creative BC
 - Victoria Foundation
- Guest list finalized; invites sent, managing registrations with Eventbrite

PLAN AND DELIVER CAPACITY AND SKILL-BUILDING WORKSHOPS

Host workshop

- Workshop invitation sent directly to current and prospective Operating Grant clients
- Hosted workshop: presented slides via Zoom detailing eligibility, guidelines, common issues, application advice and 20-minute Q&A period
 - 16 registrants
 - 13 participants
- Follow up email with video recording sent to registrants

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, SEPTEMBER 17, 2025**

SUBJECT **2026 Budget for Arts and Culture Support Service**

ISSUE SUMMARY

The 2026 service plan and budget for the Arts and Culture Support Service has been prepared by staff and is ready for review by the Arts Commission in preparation for presentation to the CRD Committee of the Whole and subsequent adoption by the Board.

BACKGROUND

In the budget recommendation for 2026, the requisition increase for the Arts and Culture Service for participating areas is 2.87% (Appendix A). This is higher than the CRD Board's financial planning guidelines of 1.8%, but necessary to deliver the existing five granting programs, including the full version of the Grow Forward grant program. The total budgeted costs are \$3,375,641, 2.23% over 2025. Key budget components include:

- Grants budget of \$2,876,570, an increase of \$56,400, or 2.0%; and
- Administrative costs of \$498,021, an increase of \$17,335, or 3.6%.

The budget recommendation from the Arts Commission will be reviewed by the CRD Committee of the Whole on October 29th, 2025 as part of the provisional budget review process.

ALTERNATIVES

Alternative 1

The Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That the 2026 Arts & Culture Support Service Budget be approved as presented.

Alternative 2

The Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That the 2026 Arts & Culture Support Service Budget be approved as amended.

IMPLICATIONS

Financial Implications

On May 25, 2022, the Arts Commission approved the utilization of the Operating Reserve funds to support expenses related to the Equity, Diversity, Inclusion (EDI) Implementation Framework, including a doubling of the budget for Equity Grants and additional funds to support reducing barriers to access in the application and adjudication processes.

On October 23, 2024, the Arts Commission approved utilization of the Operating Reserve funds to support expenses related to the Grow Forward program, if necessary, including an increase

from the pilot program to the full version in 2026, dependent on the level of external funding partners. At this time, several discussions with external funding partners have been advanced but none have made a firm commitment to contribute to Grow Forward program in 2026.

The balance of the Operating Reserve is estimated to be \$313,205 by the end of 2025 including interest. Currently, \$37,700 of EDI initiatives are funded from the Operating Reserve on an annual basis. The Grow Forward program would require an additional \$15,000 from the Operating Reserve for 2026. In total, the Operating Reserve would be drawn down by \$52,700 in 2026 to support the budget for a portion of the expenses related to the EDI Implementation Framework, as well as the full version of the Grow Forward program.

Service Delivery Implications

The core budget will enable the Arts and Culture Support Service to deliver five key granting programs in 2026: Operating Grants; Project, Series and Extended Programming Grants; IDEA (Innovate, Develop, Experiment, Access) Grants; Equity Grants; and Grow Forward Grants. In 2026, the Arts and Culture Support Service will continue to develop and champion regional arts through convening events and workshops that champion the value of the arts and connect the region's arts communities to funding, while continuing to expand the reach of the service's robust social media channels and e-newsletter dedicated to CRD Arts.

The Grow Forward grant program received a high level of community demand in its pilot program, receiving 19 applications. Eight projects were funded that showed high potential for activating innovation, capacity-building, and collaboration within the sector. The main feedback from the program evaluation from applicants was that the request maximum should be increased in order to activate projects of a more substantial magnitude. The approved plan (from October 2024) is to increase the request maximum from \$5,000 to \$15,000, while also increasing the grant program budget from \$30,000 to \$75,000.

CONCLUSION

The Arts & Culture Support Service Budget for 2026 notes changes and additions in alignment with direction provided by the Commission and accommodates increases related to contract increases and internal allocations within the CRD approved Financial Planning Guidelines.

RECOMMENDATION

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

That the 2026 Arts & Culture Support Service Budget be approved as presented.

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

ATTACHMENT

Appendix A: 2026 Budget for the CRD Arts and Culture Support Service

CAPITAL REGIONAL DISTRICT

2026 BUDGET

Arts Grants and Development

ARTS COMMISSION REVIEW

Service: 1.297 Arts Grants and Development

Committee: Finance

DEFINITION:

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

SERVICE DESCRIPTION:

CRD municipalities invest in the arts for the economic impact and employment they provide, for the provincial and national visibility arts organizations provide to the region, and for providing a wide range of educational, participatory and audience opportunities for citizens and visitors, improving quality of life. This service provides grants for NFP arts sector organizations within the CRD. An arms length committee, the CRD Arts Advisory Council, adjudicates grant applications based on parameters and total budget limits set by the CRD Arts Commission. Operating grants provide annual, ongoing assistance to larger arts organizations that meet established criteria for artistic, organizational and financial accountability. Project grants support one-time projects, short series, or extended programming of smaller organizations. Equity grants support applicants from communities that are at risk of exclusion or have difficulty accessing funding support for systemic reasons. Incubator grants support new and emerging arts organizations. IDEA grants encourage the development of arts programming capacity within non-arts mandated not-for-profit organizations.

PARTICIPATION:

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

MAXIMUM LEVY:

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

MAXIMUM CAPITAL DEBT:

N/A

COMMISSION:

Arts

Change in Budget 2025 to 2026
Service: 1.297 Arts Grants and Development

Total Expenditure

Comments

2025 Budget

3,046,565

Change in Wages & Benefits:

Base wages & benefits change	14,093	Inclusive of estimated collective agreement changes
Step increase/paygrade change	6,998	

Total Change in Wages & Benefits	21,091
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Other Changes:

Standard Overhead Allocation	1,871	Increase in 2025 operating costs
Human Resources Allocation	323	Increase in 2025 wages & benefits
Software Licences	850	Estimated increase in licence fees
Transfer from Reserve	14,214	Decline in budgeted transfer from operating reserve
Arts direct grants	56,400	Increase in Growth Forward Grants, Commission recommended.
Meeting costs	(6,565)	No arts summit in 2026
Other Costs	(729)	

Total Other Changes	66,364
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2026 Budget

3,134,020

Summary of % Expense Increase

2026 Base salary and benefit change	0.5%
Standard Overhead Allocation	0.1%
Arts direct grants	1.9%
Transfer from Reserve	0.5%
Balance of increase	0.0%
% expense increase from 2025:	2.9%

% Requisition increase from 2025 (if applicable):	2.9%	<i>Requisition funding is (93)% of service revenue</i>
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Overall 2025 Budget Performance
 (expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$52,700 (1.7%) due mainly to an unbudget recovery from the Performing Arts Facilities feasibility study. This variance will be moved to Operating Reserve, which has an expected year end balance of \$260,000 before this transfer.

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2025 BOARD BUDGET	2025 ESTIMATED ACTUAL	2026 CORE BUDGET	2026 ONGOING	2026 ONE-TIME	2026 TOTAL	2027 TOTAL	2028 TOTAL	2029 TOTAL	2030 TOTAL
ARTS GRANTS										
<u>ARTS GRANTS:</u>										
Operating Grants	2,436,170	2,436,170	2,442,570	-	-	2,442,570	2,491,420	2,541,250	2,592,080	2,643,920
Project Grants	384,000	384,000	434,000	-	-	434,000	442,680	451,530	460,560	469,770
Total Grants Payment	2,820,170	2,820,170 0.00%	2,876,570 2.00%	-	-	2,876,570 2.00%	2,934,100 2.00%	2,992,780 2.00%	3,052,640 2.00%	3,113,690 2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	342,628	342,157	363,719	-	-	363,719	374,246	385,072	394,273	403,687
Standard Overhead Allocation	64,146	64,146	66,017	-	-	66,017	67,205	68,550	69,921	71,319
Human Resources Allocation	12,730	12,730	13,053	-	-	13,053	15,258	15,973	15,383	15,533
Building Occupancy Allocation	14,048	14,048	13,753	-	-	13,753	14,409	15,043	15,286	15,535
Other Allocations	4,154	3,604	-	-	3,604	3,604	-	-	-	-
Insurance Cost	750	750	850	-	-	850	895	941	989	1,040
Opearting Cost - Other	42,230	34,890	37,025	-	-	37,025	44,720	38,480	46,470	39,975
Total Administration Costs	480,686	472,325 -1.74%	494,417 2.86%	-	3,604	498,021 3.61%	516,733 3.76%	524,059 1.42%	542,322 3.48%	547,089 0.88%
TOTAL OPERATING COSTS	3,300,856	3,292,495 -0.25%	3,370,987 2.12%	-	3,604	3,374,591 2.23%	3,450,833 2.26%	3,516,839 1.91%	3,594,962 2.22%	3,660,779 1.83%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	52,733	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,030	1,030	1,050	-	-	1,050	1,070	1,090	1,110	1,130
TOTAL CAPITAL / RESERVES TRANSFER	1,030	53,763	1,050	-	-	1,050	1,070	1,090	1,110	1,130
TOTAL COSTS	3,301,886	3,346,258 1.34%	3,372,037 2.12%	-	3,604	3,375,641 2.23%	3,451,903 2.26%	3,517,929 1.91%	3,596,072 2.22%	3,661,909 1.83%
Internal Recoveries	(15,628)	(60,000)	(16,142)	-	-	(16,142)	(16,610)	(17,090)	(17,498)	(17,916)
OPERATING LESS RECOVERIES	3,286,258	3,286,258 0.00%	3,355,895 2.12%	-	3,604	3,359,499 2.23%	3,435,293 2.26%	3,500,839 1.91%	3,578,574 2.22%	3,643,993 1.83%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(66,914)	(66,914)	(52,700)	-	-	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)
Payments In Lieu of Taxes	(172,779)	(172,779)	(172,779)	-	-	(172,779)	(172,779)	(172,779)	(172,779)	(172,779)
						-				
TOTAL REVENUE	(239,693)	(239,693) 0.00%	(225,479) -5.93%	-	-	(225,479) -5.93%	(225,479) 0.00%	(225,479) 0.00%	(225,479) 0.00%	(225,479) 0.00%
REQUISITION	(3,046,565)	(3,046,565)	(3,130,416) 2.75%	-	(3,604)	(3,134,020) 2.87%	(3,209,814) 2.42%	(3,275,360) 2.04%	(3,353,095) 2.37%	(3,418,514) 1.95%
AUTHORIZED POSITIONS:	3.00	3.00	3.00	0.00	0.00	3.00	3.00	3.00	3.00	3.00

CAPITAL REGIONAL DISTRICT
FIVE YEAR CAPITAL EXPENDITURE PLAN SUMMARY - 2026 to 2030

Service No.	1.297	Carry	2026	2027	2028	2029	2030	TOTAL
	Arts Grants and Development	Forward						
		from 2025						

EXPENDITURE

Buildings	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$3,800	\$0	\$0	\$4,000	\$0	\$7,800
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Engineered Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicles	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$3,800	\$0	\$0	\$4,000	\$0	\$7,800

SOURCE OF FUNDS

Capital Funds on Hand	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debenture Debt (New Debt Only)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Replacement Fund	\$0	\$3,800	\$0	\$0	\$4,000	\$0	\$7,800
Grants (Federal, Provincial)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Donations / Third Party Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserve Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$3,800	\$0	\$0	\$4,000	\$0	\$7,800

Definitions for the 5-year Capital Plan

Asset Class	<p>Asset class is used to classify assets for financial reporting in accordance with the Public Sector Accounting Board (PSAB) 3150.</p> <p>L - Land S - Engineering Structure B - Buildings V - Vehicles E - Equipment</p>
Capital Expenditure Type	<p>Capital expenditure type is used for reporting on asset investments and may be used to justify operational needs for a service.</p> <p>Study - Expenditure for feasibility and business case report. New - Expenditure for new asset only Renewal - Expenditure upgrades an existing asset and extends the service ability or enhances technology in delivering that service Replacement - Expenditure replaces an existing asset</p>
Carryforward	Represents the carryforward amount from the prior year capital plan that is remaining to be spent. Forecast this spending over the next 5 years.
Funding Source	<p>Debt - Debenture Debt (new debt only) ERF - Equipment Replacement Fund Grant - Grants (Federal, Provincial) Cap - Capital Funds on Hand Other - Donations / Third Party Funding Res - Reserve Fund WU - Water Utility</p> <p>If there is more than one funding source, additional rows are shown for the project.</p>

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2026 - 2030

Service #:

1.297

Service Name:

Arts Grants and Development

PROJECT DESCRIPTION				PROJECT BUDGET & SCHEDULE									
Project Number	Capital Expenditure Type	Capital Project Title	Capital Project Description	Total Project Budget	Asset Class	Funding Source	Carryforward from 2025	2026	2027	2028	2029	2030	5 - Year Total
26-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 3,800	E	ERF	\$ -	\$ 3,800	\$ -	\$ -	\$ -	\$ -	\$ 3,800
29-01	Replacement	Computer and Printer	IT scheduled Routine Replacement	\$ 4,000	E	ERF	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ 4,000
													\$ -
													\$ -
			Grand Total	\$ 7,800			\$ -	\$ 3,800	\$ -	\$ -	\$ 4,000	\$ -	\$ 7,800

Service: 1.297 Arts Grants and Development

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

Project Number	29-01	Capital Project Title	Computer and Printer	Capital Project Description	IT scheduled Routine Replacement
Project Rationale	Computers and printers will be replaced based on equipment lifecycle assessment managed by IT department				

1.297 Arts and Cultural Grants
Operating Reserve Summary
2026 - 2030 Financial Plan

Profile

Arts and Cultural Grants

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

Operating Reserve Schedule - FC 105300

Operating Reserve Schedule Projected year end balance	Est Actual	Budget				
	2025	2026	2027	2028	2029	2030
Beginning Balance	317,386	313,205	270,505	217,805	165,105	112,405
Planned Purchase	(66,914)	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)
Transfer from Ops Budget	52,733					
Interest Income*	10,000	10,000				
Total projected year end balance	313,205	270,505	217,805	165,105	112,405	59,705

Assumptions/Background:

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

**1.297 Arts grants and Development
Asset and Reserve Summary
2026 - 2030 Financial Plan**

Asset Profile

Arts grants and Development

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

Equipment Replacement Fund Schedule (ERF)

ERF Fund: 1.297 Arts Grants and Development Equipment Replacement Fund

Equipment Replacement Fund	Est Actual	Budget				
	2025	2026	2027	2028	2029	2030
Beginning Balance	3,940	5,020	2,320	3,390	4,480	1,590
Planned Purchase (Based on Capital Plan)		(3,800)	-	-	(4,000)	-
Transfer from Ops Budget	1,030	1,050	1,070	1,090	1,110	1,130
Interest Income*	50	50	-	-	-	-
Ending Balance \$	5,020	2,320	3,390	4,480	1,590	2,720

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

**REPORT TO ARTS ADVISORY COUNCIL
MEETING OF TUESDAY, SEPTEMBER 09, 2025**

SUBJECT **Eligibility Review for Arts Training Organizations**

ISSUE SUMMARY

The Arts Commission directed the Arts Advisory Council to review the eligibility of arts training organizations for each of the granting programs of the Arts & Culture Support Service. The Arts Advisory Council has undertaken an initial review of background material and provided feedback to Capital Regional District (CRD) staff on possible next steps.

BACKGROUND

At the May 21st, 2025 meeting of the Arts Commission, a motion was passed:

That the Arts Commission ask staff to provide a discussion paper to the Arts Advisory Council for their consideration, resulting in a report back to the Arts Commission with any potential recommendations regarding arts training organizations.

It was further clarified that this report should include reviewing the current ineligibility of contests and competitions.

At the June 10th, 2025 meeting of the Arts Advisory Council (AAC), the AAC reviewed a discussion paper produced by CRD staff (who conducted research into the history of CRD funding for arts training organizations), discussed several options and their implications, and provided feedback to staff.

All current eligibility and assessment criteria for Operating and Projects grants have been designed for comparative evaluation of public programming, not arts education. However, the development aspect of IDEA Grants could allow for more support of arts education/development activities and, to an extent, this is already happening.

Historically, some arts training organizations received Operating Grants from 2000-2007. After an eligibility criteria review in 2003-2005, the Arts Commission approved a policy change to focus granting on public programming activities. After some operationalizing, three arts training organizations were excluded from Operating Grants in 2008 (Canadian College of Performing Arts, Victoria College of Arts, Victoria School of Writing) and the grant for Victoria Conservatory of Music was reduced from \$82,200 (2006) to \$55,000 (2007), focused only on supporting their public presentation activities.

The main reasons for excluding arts education were pragmatic: arts training organizations have access to tuition fees as earned revenue (within their control) and the CRD Arts & Culture granting budget is limited. Additionally, the CRD Arts & Culture Support Service is focused on public benefit, which is most directly aligned to public programming. Arts education may have indirect public benefits, but it primarily impacts the private individual who receives the training.

Currently, Operating and Projects granting programs have been designed to focus exclusively on public programming in the arts. There are specific exclusions in the program guidelines of arts education

activities that are the result of courses/curriculum. Arts training organizations are only eligible for support for activities that are public programming of artists who are not students.

In the Operating Grants program guidelines, the two relevant sections are:

CRD operating funding provides support to arts organizations whose primary mandate is public programming in the arts

This is in contrast to an arts training organization whose primary mandate is arts education; and, to clarify: *Training and educational organizations are not eligible unless they are determined to have public programming of regional significance. An organization will be determined to be primarily concerned with training or education if the majority of its earned revenue is derived from tuitions or other payments for educational or training services.*

An arts training organization may be eligible for funding for its public programming that is not related to the fulfillment of prescribed curriculum requirements or other educational activities. Recitals, exhibitions, and other presentations intended to present or showcase the ongoing or final results of courses, classes, workshops are ineligible for funding in this program.

These sections of the Operating Grant program guidelines make it very clear that arts education is not eligible for funding. The other granting programs have differing eligibility criteria, according to their purpose (see Table 1).

Table 1. Eligibility for Granting Programs

	Operating	Projects	Equity	IDEA	Grow Forward
Org must have Arts primary mandate	Yes	Yes	No	No	Yes
Org must have Public Programming in the Arts as primary mandate	Yes	Yes	No	No	No
Exclusion of arts training activities	Yes	Yes	No	No	No
Exclusion of contests/competitions	Yes	Yes	Yes	Yes	Yes

An environmental scan by staff, included in the discussion paper, found approximately 8 non-profit arts training organizations in the capital region and an additional 16 for-profit arts training organizations, which could quite easily become non-profits if significant granting support were to become available. Opening Project Grants to arts training organizations would overburden an already over-subscribed granting program.

ALTERNATIVES

Alternative 1

The Arts Advisory Council recommends to the Arts Commission:

That the eligible activities for the IDEA Grant Program are expanded to include arts education activities including contests, competitions, and student shows.

Alternative 2

That this report be referred to staff for additional information.

IMPLICATIONS

Financial Implications

Currently, all existing granting programs face high demand and are oversubscribed (i.e. the amount of funds requested significantly exceeds the funds available). This modification would result in a modest increase of applications (2-5) to the IDEA Grants program, which could be absorbed without an increase to the overall Arts & Culture Support Service budget.

Service Delivery Implications

The recommendation is to make some clarifications to IDEA Grants – where the objective is to support development – to explicitly allow for student shows as well as public arts events in contest or competition format (Table 2).

Table 2. Suggested Modifications to IDEA Grants

	Current	Proposed	Rationale
Eligibility: contests or competitions	Not eligible	Allow if part of developmental activity for arts students	Contests and competitions can be a format that motivates student development and camaraderie.
Eligibility: student shows	Not specified	Highlight that student shows (and recitals are eligible	This clarifies the eligibility of this activity.

The recommendation is also to maintain the status quo eligibility of all other granting programs. This keeps Arts Service resources focused on supporting public programming in the arts.

CONCLUSION

The Arts Advisory Council has undertaken a thorough review of how arts training organizations can apply to the granting programs of the Arts & Culture Support Service. The key finding is that these programs are focused on supporting arts programming activities and that this is the most effective focus for these funds; however, eligibility modifications to the IDEA Grants program could make certain activities by arts training organizations that contribute to the development of young artists in the region eligible for funding.

RECOMMENDATION

The Arts Advisory Council recommends to the Arts Commission:
That the eligible activities for the IDEA Grant Program are expanded to include arts education activities including contests, competitions, and student shows.

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

No attachments.

**REPORT TO ARTS ADVISORY COUNCIL
MEETING OF TUESDAY, SEPTEMBER 09, 2025**

SUBJECT **2026 Grant Program and Adjudication Schedule**

ISSUE SUMMARY

The Grow Forward Grants program has increased application volume in the spring granting cycle. To adjust to the higher administrative demands, staff are recommending that the Grow Forward intake is shifted from the spring to the summer, starting in 2026. All other granting intakes would be delivered at their regular times of the year.

BACKGROUND

Staff have analyzed the annual granting calendar and are recommending workload leveling for the Arts and Culture Division that would move the delivery of Grow Forward Grants five months later in the year, with a June launch (as opposed to a January launch), a mid-July grant deadline, and a late August adjudication meeting (see Appendix A for full grant program schedule). All the same granting programs would be delivered in 2026, only the timing of the delivery of Grow Forward Grants would be modified.

ALTERNATIVES

Alternative 1

The Arts Advisory Council recommends to the Arts Commission:

That the 2026 grant program intake and adjudication schedule is approved as presented.

Alternative 2

That this report be referred to staff for additional information.

IMPLICATIONS

Service Delivery Implications

The Grow Forward Grants program was a new pilot program in 2025, replacing the previous Incubator Grants program. Incubator Grants received, on average, two applications per year and was adjudicated together with Equity Grants (same assessment team and adjudication meeting, different scores and rankings). Nineteen applications were received at the inaugural intake of the Grow Forward Grants, which is significantly more applications to process than previously with Incubator Grants. At the same time, staff are also processing Equity Grants (16 per year average) and IDEA Grants (21 per year average), as well as fielding grant inquiries for April Project Grants (25 per year average).

This has produced a high level of administrative burden during a few weeks of the year, which could be easily solved by moving one granting intake to a different time of year when no other grant intakes are occurring. Equity Grants, IDEA Grants, and April Project Grants all support arts programming and eligible organizations can only receive one CRD arts grant per year for arts programming activities. Staff often work with prospective applicants to find the program that best fits their eligibility and project. It makes a lot of sense to have the intakes of these three granting programs launched at the same time (late January) so that staff can easily direct applicants to the most suitable granting program for their arts programming

needs.

On the other hand, Grow Forward Grants supports a completely different type of project: planning, mentoring, and capacity-building. Eligible organizations can receive a Grow Forward grant in addition to the one grant per year that they can receive for arts programming. There is no advantage to delivering this program at the same time as granting for arts programming. In fact, there is a distinct advantage to delivering it at a separate time of year when the focus can be on preparing and adjudicating these organizational and sectoral development projects.

The new approach would increase the number of project-based adjudication meeting days for the Arts Advisory Council from four (previously a double meeting for Equity and Incubator adjudications was held on the same day) to five. It would also necessitate that a separate assessment team was organized to adjudicate Grow Forward (not simply use the same group as Equity Grants). This, however, has the advantage of making both the Equity and Grow Forward grants adjudication packages a more reasonable size. With the growing demand for both programs, that double adjudication would quickly become a much greater amount of reading and scoring than any other project-based assessment.

CONCLUSION

In 2025, the Arts and Culture Support Service replaced the Incubator Grants program with the Grow Forward Grants program, which attracted more applicants, showing robust community demand. Because of the higher number of applications during a compressed period of the year, staff are recommending that Grow Forward Grants is delivered in the summer rather than the spring, when it had previously been scheduled. This workload leveling prevents an administrative bottleneck in the spring and allows more support for grant applicants.

RECOMMENDATION

The Arts Advisory Council recommends to the Arts Commission:
That the 2026 grant program intake and adjudication schedule is approved as presented.

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

Appendix A: 2026 Grant Adjudication Schedule

2026 Grant Adjudication Schedule

Operating Grants: Annual (Sept 2025)

Tu, Jan 13, 2026 AAC meeting
Th, Jan 28, 2026 AC meeting

JANUARY PG INFO SESSION

MONDAY, JANUARY 5 (10 days prior to deadline)

January Project Grants

Launch: Tu, Nov 18/ Deadline: Th, Jan 15 (8 wks + 2d)
Adj Team:

Tu, Feb 3 Send Adj package
Th, Feb 26 Submit Scores
Mon, Mar 2 Adj Meeting
Th, Mar 5 Send AAC agenda pkg
Tu, Mar 10 AAC mtg
Wed, Mar 25 AC mtg

EQ/IDEA INFO SESSION

THURSDAY, FEBRUARY 27 (2 wks prior to deadline)

Equity Grants

Launch: Tu, Jan 20/ Deadline: Mar 12 (7 wks + 2 d)
Adj Team:

Tu, Mar 31 Send Adj package
Th, Apr 23 Submit Scores
Mon, Apr 27 Adj Meeting**
Th, May 7 Send AAC agenda pkg
Tu, May 12 AAC mtg
Wed, May 27 AC mtg

IDEA Grants

Launch: Tu, Jan 20/ Deadline: Mar 12 (7 wks + 2 d)
Adj Team:

Th, Apr 2 Send Adj package
Th, Apr 30 Submit Scores
Mon, May 4 Adj Meeting**
Th, May 7 Send AAC agenda pkg
Tu, May 12 AAC mtg
Wed, May 27 AC mtg

APRIL PG INFO SESSION

THURSDAY, MARCH 20 (3 wks prior to deadline)

April Project Grants

Launch: Tu, Jan 20/ Deadline: Th, Apr 10 (11 wks + 2 d)
Adj Team:

Tu, Apr 28 Send Adj package
Th, May 21 Submit Scores
Mon, May 25 Adj Meeting
Th, June 4 Send AAC agenda pkg
Tu, June 9 AAC mtg
Wed, June 24 AC mtg

GF INFO SESSION

THURSDAY, JUNE 25 (3+ wks prior to deadline)

Grow Forward Grants

Launch: Tu, Jun 2/ Deadline: Th, Jul 16 (6 wks+)
Adj Team:

Th, Aug 6 Send Adj package
Th, Aug 27 Submit Scores
Mon, Aug 31 Adj Meeting**
Th, Sep 3 Send AAC agenda pkg
Tu, Sep 8 AAC mtg
Wed, Sep 23 AC mtg

OP INFO SESSION

THURSDAY, AUGUST 27 (2 wks prior to deadline)

Operating Grants (Annual Applications + MultiYear Interim Reports)

Launch: Th, July 2/ Deadline: Th, Sep 10 (10 wks)
Adj Team: Full AAC

Th, Oct 15 Send Adj package
Tu, Nov 24 Submit Scores
Th, Nov 26 Compiled Scores to AAC
Sat, Nov 28 Saturday Plenary/Adj Meeting
Th, Jan 8 Send AAC agenda pkg
Tu, Jan 12, 2027 AAC mtg
Wed, Jan 27, 2027 AC mtg



July 9, 2025

To: Chris Gilpin, Manager, CRD Arts and Culture
CRD Arts Advisory Council and Arts Commission Members

Re: CRD 2025 April Project Grant Application

On behalf of the President and the Board of Directors of the Township Community Arts Council (TCAC), we would like to express our gratitude for the \$10,000 award of the Project Grant.

This grant will be used specifically to partially fund two of our events that are free to the community: Memorial Park Music Fest, a series of eight free weekly concerts; and our Esquimalt Lantern Festival, which provides a wide variety of artistic entertainment, fun for all ages.

Full details on these events, as well as our full slate, can be found on our website. The vast majority of our events are free, which allows for wide community access to performing and visual arts in Esquimalt.

Thank you again from the Board of the Township Community Arts Council.

Marie Fidoe
Executive Coordinator
Township Community Arts Council

August 8, 2025

Arts Commission
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Dear Members of the Arts Commission,

On behalf of WONDERHEADS Theatre Society, we would like to extend our sincere thanks to the CRD Arts Commission and Advisory Council for your continued support of our work through the Operating Grant Program.

We recently received our 2025 operating grant payment and wanted to express our deep gratitude for the resources you make available to arts organizations in the region. Your support plays a vital role in helping us create, share, and sustain meaningful theatrical experiences for our community.

I'd like to emphasize that, at this time, other sources of operating support are particularly difficult to secure. BCAC's operating funding is currently closed to new applicants, and Canada Council's operating program is notoriously difficult to access, with limited funding, a full roster, and wait times that can stretch over many years. Your support of local companies - especially younger ones - is both essential and deeply appreciated.

Thank you for your dedication to fostering a thriving arts ecosystem in the Capital Region. We are honoured to be part of it and look forward to contributing to its continued growth.

With appreciation,



Kate Braidwood (she/her) and **Andrew Phoenix** (he/him)

Co-Founding Artistic Directors
WONDERHEADS Theatre Society
www.wonderheads.com