

ARTS COMMISSION

Notice of Meeting on **Wednesday, September 16, 2026, at 3:00 p.m.**
Room 488, 625 Fisgard Street, Victoria, BC; and Electronic Participation

M. Alto (Chair)	M. Brame	S. Gray	C. Plant	C. Smart
J. Bateman	R. Fawcett	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 16, 2026 Arts Commission meeting be approved.
3. Adoption of Minutes of June 24, 2026
Recommendation: That the minutes of the Arts Commission meeting of June 24, 2026, 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 8, 2026 - for information
 - 6.1.3. Arts Advisory Council *Activities by Council Summary*: September 8, 2026 – for information
 - 6.2. Manager's Report (verbal)
 - 6.2.1 Outreach Report (written)
 - 6.3 2026 Grow Forward Grant Recommendations
Recommendation: The Arts Advisory Council recommends to the Arts Commission:
That the 2026 Grow Forward Grant recommendations be approved as presented.

Attachments: Staff Report: 2026 Grow Forward Grant Recommendations
Appendix A: 2026 Grow Forward Grant Recommendations and Summaries

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

6.4 2027 Budget for Arts Development Service

Recommendation: The Arts Commission recommends the Committee of the Whole recommend to the Capital Regional District Board:
That the 2027 Arts Development Service Budget be approved as presented.

Attachments: Staff Report: 2027 Budget for Arts Development Service
Appendix A: 2027 Budget for Arts Development Service

6.5 Remuneration for Arts Commissioners

Recommendation: The Arts Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Arts Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of \$16,960 for per meeting payments to Commissioners.

7. New Business

8. Correspondence: Thank you letter from Wonderheads Theatre Society

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 Arts Advisory Council Chair Richard Gale, and Vice Chair Jedidjah Noomen, be allowed into the closed portion of the meeting.

10. Adjournment

Next Meeting: January 27, 2027

Meeting Minutes

Arts Commission

Wednesday, June 24, 2026

4:00 PM

6th Floor Boardroom
625 Fisgard St.
Victoria, BC V8W 1R7

PRESENT

Commissioners: M. Alto (Chair), J. Bateman (EP), R. Fawcett, S. Gray (EP), C. Green (EP),
G. Lemon (EP), K. Roessingh (EP)

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

Arts Advisory Council: R. Ditor, Funding Chair (EP); R. Gale, Chair

EP – Electronic Participation

Regrets: M. Brame, C. Plant, C. Smart

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

1. Territorial Acknowledgement

Chair Alto acknowledged that at the CRD head office, in the City of Victoria, we are on the territories of the Lək'wəŋən People, known as the Songhees and x̱wsepsum Nations. We are grateful for the privilege and responsibility of doing our work and raising our families on these lands.

2. Approval of Agenda

**MOVED by Commissioner Roessingh, SECONDED by Commissioner Fawcett,
That the agenda for the June 24, 2026 Arts Commission meeting be approved.
CARRIED**

3. Adoption of Minutes

**MOVED by Commissioner Roessingh, SECONDED by Commissioner Fawcett,
That the minutes of the Arts Commission meeting of May 27, 2026 be
adopted as circulated.
CARRIED**

4. Chair's Remarks

Chair Alto noted that she met with the Interim Chair of the BC Arts Council, Marnie Hamagami, and had a fulsome conversation about the relationship between the Council and the Arts Commission.

5. Presentations/Delegations

none

6. Commission Business**6.1 Arts Advisory Council (AAC) Update****6.1.1 Arts Advisory Council Chair's Report (verbal)**

R. Gale, Chair of the AAC, noted that at their June meeting, the AAC reviewed the April Project grant recommendations, and two-thirds of applicants were successful, many of them for young or growing organizations. The AAC also participated in the project-based grants review and are in full support of the recommendations coming to the Commission today.

6.1.2 Arts Advisory Council Minutes: June 9, 2026 – received for information**6.1.3 AAC Activities by Council Summary: June 9, 2026 – received for information****6.2 Manager's Report (verbal)****6.2.1 Outreach Report (written)**

C. Gilpin provided an update on the following:

- Earlier this month, the CRD Board approved the Arts Commission's recommendation to deny View Royal's request to change their participation level from Tier 1 to Tier 2. View Royal now has multiple notices of motion on their July Council meeting agenda.
- Langford has adopted its first Arts & Cultural development plan and voted to not join the Arts Development service at this time. They are also scaling back support for the West Shore Arts Council and the Juan de Fuca Performing Arts Centre Society.
- From the Outreach report: we have now implemented the new name of the granting service (Arts Development Service) and our division (CRD Arts).
- There was a convening of the BC Arts Council with members of the local arts community, to get feedback on draft strategic priorities. The initial analysis is that they are remarkably similar to the previous strategic plan. Feedback opportunities are available until the end of July. Current provincial fiscal plan shows a 10% decrease to the BCAC budget.
- Next AC meeting scheduled for July 22nd will be online only, if it is necessary to hold it.
- The following AC meeting will be on September 16th – this is the third Wednesday of the month (moved up to accommodate budget approvals) – and it is during UBCM, so please let us know if you cannot attend, because we do need to ensure quorum.

Chair Alto asked for an email address for the BCAC for folks to give feedback. She also stated that it may be prudent to consider having September meeting online only to facilitate the participation of those attending the Union of BC Municipalities convention.

6.3 2026 April Project Grant Recommendations

Twenty-seven applications were received by the deadline and eighteen are recommended for funding. Thanks again to the Arts Advisory Council for their hard work.

**MOVED by Commissioner Lemon, SECONDED by Commissioner Fawcett,
That the 2026 April Project Grant recommendations be approved as presented.
CARRIED**

6.4 Project-Based Grant Programs Review

These recommendations were built on community feedback and discussions held by the Arts Advisory Council, as well as changes made to Operating Grants last year.

**MOVED by Commissioner Roessingh, SECONDED by Commissioner Fawcett,
That the modifications to the Equity, IDEA, and Projects grant programs be
approved as presented. CARRIED**

6.5 CRD Arts Development: 2025 Impact Report

Commissioners were pleased with the quality of this year's Impact Report; they appreciated seeing the Arts Vibrancy report highlighted, along with other vital information.

**MOVED by Commissioner Gray, SECONDED by Commissioner Green,
The Arts Commission recommends to the CRD Board that staff distribute the
CRD Arts Development: 2025 Impact Report virtually through the CRD website
and as physical copies to all councils and electoral area directors to raise
awareness about the positive impact of the Arts Development Service
throughout the capital region. CARRIED**

7. New Business none

8. Correspondence none

9. Adjournment

**MOVED by Commissioner Roessingh, SECONDED by Commissioner Lemon,
That the June 24, 2026 Arts Commission meeting be adjourned at 4:19 pm.
CARRIED**

Next meeting: Wednesday, July 22, 2026 – electronic only meeting

Chair

Recorder

Meeting Minutes Arts Advisory Council

Tuesday, September 8, 2026

5:00 PM

Via Video Conference

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

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

Regrets: T. Wong

1. **Territorial Acknowledgement** – R. Gale opened with a territorial acknowledgement; it is a beautiful day and we are grateful for these lands that have been so well stewarded.

2. **Approval of Agenda**

**MOVED by R. Ditor, SECONDED by C. Haska,
That the agenda for the September 8, 2026 Arts Advisory Council meeting be
approved. CARRIED**

3. **Minutes**

**MOVED by J. Noomen, SECONDED by E. Mushumanski,
That the June 9, 2026 minutes of the Arts Advisory Council be approved as presented.
CARRIED**

The Arts Commission Minutes of May 27, 2026 were received for information.

4. **Chair's Report**

R. Gale welcomed the group and commented that the Grow Forward adjudication was a very pleasant experience.

5. **Manager's Report**

C. Gilpin reported on the following:

- View Royal update: after the Arts Commission decided to recommend that the Board reject View Royal's request to move to Tier 2, the Board voted to affirm their decision.
- Municipal Elections are coming up – Sept 11th is the close of nominations, the campaign period begins September 19th and election day is October 17th. AAC members are free to act as individual voters, but are not permitted to speak for or represent the CRD.

6. 2026 Grow Forward Grant Recommendations

There was some discussion about the intake, with adjudicators responding to questions.

MOVED by C. Haska, SECONDED by R. Ditor,

The Arts Advisory Council recommends to the Arts Commission:

That the 2026 Grow Forward Grant recommendations be approved as presented.

CARRIED

7. 2027 Grant Adjudication Schedule

Please let Erin know as soon as possible if any changes need to be made.

8. Impact Measurement Discussion Paper

Some topics arising in the discussion:

- Data collection can be done well if there is a clear research question.
- Audience attendance needs context: size of venue, population of area, how niche the activity is, whether a large audience is preferable over a smaller engaged one?
- How do we measure for qualitative data?
- How does the economy impact arts participation?
- There is a difference between what we ask of recipients of project-based grants, and what we ask of our Operating grant clients.
- What if we asked organizations to articulate their goals for a particular activity and how it aligns with their strategic plan? We could ask Operating clients to create their own 2-3 impact measurements and then report out on them every year.

AAC members were reminded they can always email the Arts Manager with ideas to be considered when we are looking at policy changes in the future.

9. ABCs (Activity by Council Summary)

ABCs were received.

10. Correspondence Thank you letter from Wonderheads Theatre Society was received.**11. Adjournment**

MOVED by S. Reid, SECONDED by E. Mushumanski,

That the September 8, 2026 Arts Advisory Council meeting be adjourned at 5:50 pm.

CARRIED

Chair

Recorder

Arts Advisory Council Meeting: Tuesday, September 8, 2026

Activities by Council (ABCs)

Local:

Art Gallery of Greater Victoria	From Brush to Block; As Waters Merge; Family Visits; A View From Here; AGGV Paint-In
Belfry Theatre	Tomatoes Tried to Kill Me but Banjos Saved My Life Women in the Fur Trade
Bema Productions	Fortune
Bragi Theatre	Consider the Dongfish
Broadway in Victoria	Kinky Boots at the Royal Theatre
Cinecenta	Cinema Paradiso, Network, The Samurai and the Prisoner
The Coda	An Evening with Astrocolor (with KNKX)
Dance Victoria	Matriarchs Uprising – Zaagi'didwin: Our Mothering Heart
Fernwood Neighbourhood House	FernFest
The Flying Saucers	
Gage Gallery	Karen Guildbault: Sea of Dreams
Goldfinch Art Gallery	To See is To Remember: An Art Exhibition by Marlene Howell
Jeremy Scippio (comedy)	Hecklers
Legacy Art Gallery	آبِ رَوَان Aab-e-Ravaan: Language Like Water
Mayne Island Conservancy W̱SÁNEĆ Tribal School & MI Truth & Reconciliation Circle	KEŠENTEL – Walking Together/ Standing Together/ Supporting & One Another 2026 National Indigenous Peoples Day Celebrations on SḴTAḴ / Mayne Island
Nova Arts Hub	Sarah Jim: Giving Love to the Land (a seed bomb making workshop)
Old Hat Arts	The Longest Day Festival (Mayne Island)
Paper Street Theatre	Yes and Yesteryear

Philips' Backyarder Weekend

SilverCity Victoria Cinemas	Hadestown (film)
Sue Decker Band	performance at Cameron Bandshell
Timetheft Theatre	Four out of Five Dentists
Usual Suspects	
Victoria Conservatory of Music	OperaFest 2026: Dido & Aeneas
Victoria Film Festival	Free-B Film Festival @ Cameron Bandshell: Labyrinth and others
Victoria Fringe Festival	Alisha's Light: Forever 57; Bad Stoic; A Cabaret of Legends; Diary of a Madman; Eclectic Chairs 2; The Ice Keeps, I'm Actually Right About Everything: A Bisexual Love Story; Immune to Affect; The Joy; A Kid Napping; No Die! From Amsterdam to an African Misadventure; Reclaimed! A Woodsical; Rhymes With Ducks; Romeo and Juliet, Part 1 – Shakespeare: Say It!; Sam Bennison Needs a Friend; Sister Sophia Kicks the Habit; Superhero Percussion: All the Hits!; Tango After Midnight; Woman Against Gravity; Womb Service; The Year I Turned 40; You're Just... Different: An Autism Journey
Victoria Jazz Society	Béla Fleck, Edmar Castañeda & Antonio Sánchez: BEATrio Maruja Limón Miles Electric Band (Celebrating 100 Years of Miles Davis)
Victoria Shakespeare Society	A Midsummer Night's Dream
Victoria Summer Music Festival	Poeiesis Quartet
Victoria Theatre Collective	All the City's A Stage: 1 st Annual Awards Evening
+ "So Much World Cup Soccer" @ Bastion Square, Langford Station, various bars around town	

Out of Town:

Vancouver, BC

The Pearl	Goat
-----------	------

Point Roberts, WA

Strings and Things Music Festival

Seattle, WA

Marion Oliver McCaw Hall Auditorium	NieR: Orchestra Concert 12026 [YoRHa]
-------------------------------------	---------------------------------------

OUTREACH REPORT TO THE ARTS COMMISSION MEETING OF WEDNESDAY, SEPTEMBER 23, 2026

The following is a summary of recent progress on activities outlined in the Arts & Culture Support Service's 2024-2027 Communications and Outreach Plan:

RAISE AWARENESS ABOUT THE VALUE OF THE ARTS

Send quarterly e-newsletters

- July e-newsletter
 - Featured: BC Arts Council survey promotion, Impact Report promotion, arts name and brand update
 - Sent to 1,151 subscribers; 60% open rate; 7% click rate
- September e-newsletter
 - Featured: Roadmap to Infrastructure Grants resource introduction, landmarks highlight, Impact story highlight, career pathways interview feature

CHANGE TO ARTS DEVELOPMENT SERVICE NAME & BRAND

Implementation Update

- Implemented internal division name change to the Arts division
- Continued implementation of plan for service name change awareness campaign:
 - Website and social media updates
 - E-newsletter announcements
 - Creation of new service resource documents including grant program brochure, promotional stickers, 2027 grant calendar and grant eligibility guide
 - Specific acknowledgement instructions included into all grant info sessions and workshops

PLAN AND DELIVER CAPACITY AND SKILL-BUILDING WORKSHOPS

Promote & host grant information and workshop sessions

- Online Grow Forward Grant workshop on June 25
 - Separate session rather than a joint with Equity and IDEA programs
 - Includes guidelines, budget tutorial, application advice and 20-minute Q&A period
 - Promoted in e-newsletter, and on social media, published in CRD events calendar
 - 34 registrants, 15 attendees
- Online Operating Grant workshop on August 27
 - Includes guidelines, common issues, application advice and Q&A period
 - All 34 current Operating clients invited
 - 12 registrants, 5 attendees
- Both sessions recorded; recording made available to registrants who could not attend

EXPANDED PROMOTION OF GRANT INTAKES AND FUNDING OPPORTUNITIES

Develop / update funding resources

- Roadmap to Infrastructure Funding resource completed and outreach campaign to be launched in mid/late September
- Digital grant eligibility guide and hard copy grant program brochure updated
- 2027 Grant Calendar draft created, launch pending final adjudication schedule approval

2026 Grant Intakes

- Grow Forward Grant intake closed
 - Digital ad reach: 2,244
 - Online info session June 25, 15 attendees
 - 17 applications, 10 successful (59% success rate)
- Operating Grant launched and closed
 - Direct email invite to attend workshop and apply sent to 34 prospective applicants
 - Newly introduced online workshop August 27, 5 attendees

PRODUCE ANNUAL IMPACT REPORT

Publish & launch report

- Digital copies distributed with customized letter to arts service organizations, grant recipients, councils and electoral area directors of participating and non-participating jurisdictions
- Hard copies printed and distributed by request
- Continued promotion of the report via social media and e-newsletter features of highlighted Impact Stories

**REPORT TO ARTS ADVISORY COUNCIL
MEETING OF TUESDAY, SEPTEMBER 08, 2026**

SUBJECT 2026 Grow Forward Grant Recommendations

ISSUE SUMMARY

The adjudication committee for the 2026 Grow Forward Grants 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 Development Service. Section 5 of the Bylaw states: “The Council shall act as an arm’s length adjudicating body for the Arts Development Funding Programs.” 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.

Grow Forward began as a pilot program in 2025. Grow Forward Grants provide funding to arts organizations for capacity-building, planning, mentorships, sectoral initiatives, and the process of investigating, identifying, planning and executing significant and strategic adaptations in their operations.

Seventeen applications were received at the 2026 intake of the Grow Forward grant program (see Table 1). The timing of the intake was moved from a March deadline in 2025 to July in 2026.

Table 1. Grow Forward Grants: Recent Funding History

Year	# eligible applications	# awards	Success Rate	Total Request	Total Awarded	Average Request	Average Award
2025	19	8	42%	\$83,030	\$30,000	\$4,370	\$3,750
2026	17	10	59%	\$186,760	\$75,000	\$10,986	\$7,500

An adjudication committee of three Council members met in August 2026 to consider 17 applications. The adjudicators provided a ranking of all applications by priority for funding and then these rankings were compiled and averaged. Applications were discussed to ensure the scores reflected the information provided.

Rankings were reviewed to ensure there was a consensus on the merits of each proposal relative to the program’s published goals and intended outcomes; to discuss EDI and regional distribution considerations; and to support a diversity of high-quality projects across the region.

In Grow Forward Grants, 10 applications are recommended for funding at various levels. The highest-ranking applications would receive a greater proportion of their requested amount with some scaling back to applications that were ranked highly but not at the very top. 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:
That the 2026 Grow Forward Grant recommendations be approved as presented.

Alternative 2

That this report be referred to staff for additional information.

IMPLICATIONS

Financial Implications

Ratification and approval of these recommendations will allocate \$75,000 to the 2026 Grow Forward Grant program, which is equal to the amount in the preliminary 2026 budget for this intake (see Table 2 for all granting program budgets and allocations).

Table 2. Update on Arts Granting Budget for the CRD Arts Development Service

Granting Program	2026 Budget	2026 Allocated	2026 Paid Out
Operating Grants	\$2,432,570	\$2,432,570	\$2,432,570
Project Grants	\$280,000	\$280,000	\$280,000
Equity Grants	\$50,000	\$50,000	\$50,000
IDEA Grants	\$33,000	\$33,000	\$33,000
Grow Forward Grants	\$75,000	\$75,000	\$0
Total	\$2,870,570	\$2,870,570	\$2,795,570

Grow Forward Grants will be paid out by the end of September 2026, pending approvals.

Service Delivery Implications

In October 2024, the Arts Commission approved the replacement of the Incubator grant program, which received between zero to three applications per year, with the Grow Forward grant program. Staff projected 12-15 applications in the pilot year of Grow Forward, and 19 were received in the pilot intake, showing that this program was aligned to a community need. For 2026, the Grow Forward intake was shifted to later in the year to balance administrative demands on staff and the capacity of the adjudicators (the Arts Advisory Council).

CONCLUSION

The adjudication committee has assessed all applications received at the 2026 Grow Forward Grant deadline. The 10 projects recommended for grants will fulfil the desired purpose and outcomes of the Grow Forward Grants program.

RECOMMENDATION

The Arts Advisory Council recommends to the Arts Commission:
That the 2026 Grow Forward Grant recommendations be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager, Arts Development Service
---------------	--

ATTACHMENTS

Appendix A: 2026 Grow Forward Grant Recommendations and Summaries

2026 Grow Forward Grants

	Non-profit Organization	Jurisdiction	Grant Request	Grant Rec'md
1	Alter Arts Society	Victoria	\$15,000	\$0
2	Arts & Community Infrastructure	Victoria	\$15,000	\$10,500
3	Bayanihan Cultural & Housing	Victoria	\$12,000	\$6,000
4	BC Black History Awareness	Victoria	\$7,250	\$7,250
5	Broken Rhythms	Saanich	\$11,910	\$0
6	Creative Momenta	Victoria	\$15,000	\$0
7	Garden City Electronic Music	Victoria	\$10,000	\$0
8	GV Performing Arts Festival	Victoria	\$15,000	\$0
9	Island Chamber Winds	SGL	\$8,100	\$3,750
10	Metchosin ArtPod	Metchosin	\$8,000	\$4,000
11	Pandora Arts Collective	Victoria	\$5,000	\$0
12	ProArt Alliance of Greater Victoria	Victoria	\$10,000	\$10,000
13	SingYourJoy Young Adult Chorus	Oak Bay	\$7,500	\$0
14	Three on the Tree Productions	SGL	\$5,000	\$3,000
15	Ubuntu Afro-Caribbean Performance	Victoria	\$12,000	\$5,000
16	VI Caribbean Hub	Victoria	\$15,000	\$10,500
17	Victoria Arts Council	Victoria	\$15,000	\$15,000
Total:			\$186,760	\$75,000

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
ALTER ARTS SOCIETY	Victoria	15,000	0

Funding History: 2021 JanPG: \$0; 2021 AprPG: \$7200; 2022 JanPG: \$7200;
2023 EQ: \$0; 2023 JanPG: \$8000; 2024 JanPG: \$6000;
2025 JanPG: \$0; 2026 AprPG: \$10,000

Project Summary *Arts Reinvestment Circuit (ARC) Project*

- 1) Developing a model/tool to map spending patterns that arts organizations can use to see what percentage of their spending is remaining within the arts, non-profit, and public sectors, and what percentage is leaving.
- 2) Use that information to identify specific spending areas to redirect toward the arts/non-profit/public sectors in the next fiscal cycle.
- 3) Share results to demonstrate the “velocity of money” within the sector to build the case for systemic change and increased sector funding.

Comments on Recommendation

This application received a score in the bottom tier of all applications received at this granting intake. While there were some alignments to the goals of the program including planning and strategic adaptation, the application lacked evidence of buy-in or need from the sector. The application could have benefited from more clarity around who is being paid as the contractor for this project, and how community engagement will happen.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
ARTS & COMMUNITY INFRASTRUCTURE	Victoria	15,000	10,500

Funding History: 2025 GF: \$4000

Project Summary *Art Proxima Series: Arts Sector Capacity & Infrastructure Initiative*

A year-round initiative designed to strengthen relationships, knowledge-sharing, and collaboration across Greater Victoria’s arts and community sector, while informing the development of ACI Foundations’ forthcoming 2 - 5 year Strategic Plan. Recurring gatherings, cross-sector conversations and the annual Arts Spaces Forum bring together stakeholders to explore shared challenges and opportunities.

Comments on Recommendation

This application received a score in the middle tier of all applications received at this granting intake. The recommendation is for funding support at a scaled amount of grant request based on similar reductions to other applicants that scored in the same tier.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
BAYANIHAN CULTURAL & HOUSING SOCIETY	Victoria	12,000	6,000

Funding History: 2021 EQ: \$5000; 2023 EQ: \$5000; 2024 EQ: \$5000; 2025 EQ: \$0;
2025 GF: \$3750; 2026 EQ: \$5000

Project Summary *Going and Growing: Arts Leadership and Business Mentorship Program*

BCC will engage an experienced arts business consultant to mentor leaders and artists in organizational development, partnership building, marketing, fundraising, revenue diversification, and financial sustainability. A project manager will support the initiative by engaging participants, coordinating activities, tracking progress, and ensuring successful delivery of project outcomes.

Comments on Recommendation

This application received a score in the middle tier of all applications received at this granting intake. The recommendation is for funding support at a scaled amount of grant request based on similar reductions to other applicants that scored in the same tier.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
BC BLACK HISTORY AWARENESS SOCIETY	Victoria	7,250	7, 250

Funding History: 2023 EQ: \$8000; 2024 EQ: \$7500; 2025 EQ: \$8000; 2026 EQ: \$7000

Project Summary *Transforming Victoria's Core*

BCBHAS is partnering with REP Here in Canada (a non-profit that supports immigrants, refugees and newcomers) to open the Black & Here Community Centre. As they move forward, they want to hire a consultant to review governance documents, train staff, hold community engagement sessions, and support the new collaboration. Succession planning and supporting staff in HR, engagement, admin, and digital infrastructure is also included in the project.

Comments on Recommendation

This application was in the top three ranked applications received at this granting intake. This application demonstrated a high degree of alignment to the goals and intended outcomes of the Grow Forward Grant program. The recommendation is for funding support at the full amount of the grant request.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
BROKEN RHYTHMS VICTORIA SOCIETY	Saanich	11,910	0

Funding History: 2020 EQ: \$0; 2020 AprPG: \$7500; 2021 AprPG: \$10,000;
2022 AprPG: \$9000; 2023 AprPG: \$5000; 2024 AprPG: \$10,500;
2026 JanPG: \$6930

Project Summary *5 Year Strategic Plan*

BRVS will hire an experienced arts consultant to facilitate the development of a strategic plan to guide our artistic, operational, financial, and organizational development. A key goal is to build up the organizational capacity needed to transition from an artist-led model to one supported by dedicated administrative leadership.

Comments on Recommendation

This application received a score in the bottom tier of all applications received at this granting intake. While there were some alignments to the goals of the program including planning, the application lacked a clear and well-articulated project plan. The application could have benefited from a smaller scope with more concrete outcomes.

2026 Grow Forward Project Grants – Recommendation Summaries

CREATIVE MOMENTA SOCIETY	Jurisdiction	2026 Request	2026 Recommendation
	Victoria	15,000	0

Funding History: 2025 EQ: \$0; 2025 GF: \$5000

Project Summary *Disability Arts Regional Network*

CMS will host two disability-centered online events that offer disability arts communities a chance to meet, share knowledge, and strengthen connection through collaborating on accessibility. The gatherings will be on zoom, a maximum of two hours, with a mix of full-group discussion and small group breakout rooms. The goals are to create new sectoral initiatives and new collaborations and partnerships, facilitate knowledge-sharing, and develop organizational capacity.

Comments on Recommendation

This application received a score in the bottom tier of all applications received at this granting intake. While there were some alignments to the goals of the program including sectoral connections, the application lacks details about how the two gatherings differ from each other, and what the concrete goals are. The application could have benefited from a wider impact and a scaled budget.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
GARDEN CITY ELECTRONIC MUSIC SOCIETY	Victoria	10,000	0

Funding History: 2020 JanPG: \$3000; 2021 JanPG: \$6000; 2022 JanPG: \$10,000;
2023 JanPG: \$ 12,000; 2024 JanPG: \$8000; 2025 JanPG: \$15,000;
2026 JanPG: \$7200

Project Summary *GCEMS Administrative Development*

GCEMS is requesting \$5,000 to add to a BC Arts Council Arts Impact Grant to fund the first year of an Executive Director, and \$5,000 to engage a consultant to facilitate a board retreat that supports the board and the new ED through the governance transition. If the BCAC grant application is unsuccessful, they would redirect the GF grant toward winding down the Society, as it can no longer continue as a volunteer-run organization.

Comments on Recommendation

This application received a score in the bottom tier of all applications received at this granting intake. While there were some alignments to the goals of the program including capacity building, the application lacked regional impact and contained uncertain outcomes. The application could have benefited from details on how each path would impact this year's arts activities, and more details in the project plan.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
GREATER VICTORIA PERFORMING ARTS FESTIVAL	Victoria	15,000	0

Funding History: OP client since 2002. OP 2014 – 2024: \$8000 per year; OP 2025: \$0; IDEA 2026: \$2,500

Project Summary *GVPAF Leadership Continuity & Operational Sustainability Project*

GVPAF will hire a consultant to work with the festival manager, board officers, section heads, and volunteers to document key roles, responsibilities, and operating procedures. The project will review how volunteers are recruited, supported, and communicated with, and identify areas for improvement. In addition, we will create simple frameworks and resources that support collaboration and shared promotion.

Comments on Recommendation

This application received a score in the bottom tier of all applications received at this granting intake. While there were some alignments to the goals of the program including capacity-building, the application did not explain why this phase of organizational development was occurring at this time. This application could have benefited by a clear and intentional approach to EDI.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
ISLAND CHAMBER WINDS SOCIETY	SGI	8,100	3,750

Funding History: 2024 INC: \$2500; 2025 AprPG: \$8550; 2026 AprPG: \$8000

Project Summary *Networking Event*

This project involves an ongoing series of events to bring together people who work in the classical music industry - there will be six events that start this November and finish with our third annual networking social in September 2027. The goal is to build community and create professional connections, whether for private projects, or larger collaborative relationships.

Comments on Recommendation

This application received a score in the middle tier of all applications received at this granting intake. The recommendation is for funding support at a scaled amount of grant request based on similar reductions to other applicants that scored in the same tier.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
METCHOSIN ARTPOD	Metchosin	8,000	4,000

Funding History: 2026 JanPG: \$4800

Project Summary *ArtPod Studio Expansion Project*

A physical expansion has raised the need for a strategic plan to build administrative practices and adjust organizational structures. This proposal targets capacity building for financial recordkeeping and grant writing, and creating technology infrastructure for organization, planning, and advertising.

Comments on Recommendation

This application received a score in the middle tier of all applications received at this granting intake. The recommendation is for funding support for the eligible portion of the grant request. According to the Grow Forward guidelines, expenses related to “website or app development and design for basic informational or promotional purposes” are ineligible for funding.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
PANDORA ARTS COLLECTIVE SOCIETY	Victoria	5,000	0

Funding History: 2025 IDEA: \$2100

Project Summary *Collective ReVisions: Growing PACS*

An outside educational consultant will lead processes to develop a strategic plan, create an orientation manual for board members, review and refresh bylaws, and provide professional development for new and existing board members on governance, finance, and fundraising.

Comments on Recommendation

This application received a score in the bottom tier of all applications received at this granting intake. While there were some alignments to the goals of the program including capacity-building, the application lacked details about the process or selection criteria for new board members. This application could have benefited by clarifying how the organization will continue to be sustainable in its current structure.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
PROART ALLIANCE OF GREATER VICTORIA	Victoria	10,000	10,000

Funding History: 2020 IDEA: \$0; funded the CRD Arts Commission Regional Impact Award at the Greater Victoria Regional Arts Awards from 2020-2026

Project Summary *Regional Arts Network Coordinator*

A coordinator will be hired to develop an inventory of arts organizations and stakeholders, undertake outreach to build participation, convene gatherings, establish communication systems, and develop a framework that enables the network to inform, engage, and mobilize participants around shared regional priorities.

Comments on Recommendation

This application was in the top three ranked applications received at this granting intake. This application demonstrated a high degree of alignment to the goals and intended outcomes of the Grow Forward Grant program. The recommendation is for funding support at the full amount of the grant request.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
SINGYOURJOY YOUNG ADULT CHORUS	Oak Bay	7,500	0

Funding History: 2023 AprPG: \$3500; 2024 AprPG: \$9500; 2026 AprPG: \$0

Project Summary *Revealing Best Practices in SYJ Operations*

This project would pay for some hours for the Co-Directors, as well as for an outside consultant, to create an operational handbook for future reference by choral directors and volunteers. It would begin with a survey for all choir members, a full-day workshop for Board members, the development of an action plan and implementation of recommendations.

Comments on Recommendation

This application received a score in the bottom tier of all applications received at this granting intake. While there were some alignments to the goals of the program including capacity-building, the application lacked details about shared understandings of the Standard Operating Procedures (SOPs). This application could have benefited by clarifying the approach to EDI, and commenting on the financial status of the organization.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
THREE ON THE TREE PRODUCTIONS SOCIETY	SGI	5,000	3,000

Funding History: 2020 AprPG: \$1675; 2023 JanPG: \$2300; 2024 JanPG: \$2000;
2025 AprPG: \$4000; 2026 AprPG: \$0

Project Summary *Youth Arts Admin Mentorship*

Funding would support hourly wages for 1 – 3 mentees, and hourly wages for staff needed to administer the program, which formalizes pairing a 18-30 year old early career arts administrator with a paid contract staff member to gain experience. The mentorship would include very specific tasks and more general goals, for a mentorship of 3 – 8 months.

Comments on Recommendation

This application received a score in the middle tier of all applications received at this granting intake. The recommendation is for funding support at a scaled amount of grant request based on similar reductions to other applicants that scored in the same tier.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
UBUNTU AFRO-CARIBBEAN PERFORMANCE	Victoria	12,000	5,000

Funding History: 2026 JanPG: \$6900

Project Summary *Building Ubuntu: Leadership, Mentorship and Sustainability Initiative*

This project funds the transition from a founder-led organization to a community-led organization with strong governance and sustainable practices. Over 12 months, the project includes an organizational assessment, governance and strategic development, mentorship and leadership development, improving organizational systems, and developing partnerships.

Comments on Recommendation

This application received a score in the middle tier of all applications received at this granting intake. The recommendation is for funding support at a scaled amount of grant request based on similar reductions to other applicants that scored in the same tier.

2026 Grow Forward Project Grants – Recommendation Summaries

	Jurisdiction	2026 Request	2026 Recommendation
VANCOUVER ISLAND CARIBBEAN HUB	Victoria	15,000	10,500

Funding History: 2024 JanPG: \$6000; 2025 JanPG: \$8000; 2025 GF: \$5000;
2026 JanPG: \$8000

Project Summary *Caribbean Hub Growth & Sustainability Initiative*

VICH will begin by engaging external consultants to assess the current business model, revenue streams, branding, and organizational capacity. Next is consultation with stakeholders, evaluating rebranding, and leading to the development of a regional growth and sustainability strategy. Finally, the creation of recommendations and an implementation roadmap will be presented to key stakeholders and actions begin.

Comments on Recommendation

This application received a score in the middle tier of all applications received at this granting intake. The recommendation is for funding support at a scaled amount of grant request based on similar reductions to other applicants that scored in the same tier.

2026 Grow Forward Project Grants – Recommendation Summaries

VICTORIA ARTS COUNCIL	Jurisdiction	2026 Request	2026 Recommendation
	Victoria	15,000	15,000

Funding History: OP client since 2002; OP 2015-2023: \$24,000; OP 2024-2026: \$37,600

Project Summary

Four core organizations: Victoria Arts Council, Flux Gallery, Xchanges Galley, and Vancouver Island School of Art are preparing to acquire a building as their new site of operations and are taking a proactive approach to working with Indigenous communities to ensure they develop policies will reflect a decolonial framework. A professional Indigenous lead consulting group will assist with developing mentorships, forming strategic partnerships, and engaging in sectoral initiatives.

Comments on Recommendation

This application was in the top three ranked applications received at this granting intake. This application demonstrated a high degree of alignment to the goals and intended outcomes of the Grow Forward Grant program. The recommendation is for funding support at the full amount of the grant request.

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, SEPTEMBER 16, 2026**

SUBJECT 2027 Budget for Arts Development Service

ISSUE SUMMARY

The 2027 budget for the Arts Development 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 2027, the requisition increase for the Arts Development Service for participating areas is 2.7% (Appendix A). This is higher than the base inflation rate adjustment of 2.1% in the financial planning guidelines for the 2027 CRD budget, but necessary to adjust to the staffing cost increase associated with the new 3-year collective agreement and deliver the existing five granting programs. The total budgeted costs are \$3,481,114, 3.1% over 2026. Key budget components include administrative costs of \$534,504, an increase of \$36,483, or 7.3%; and grant program costs of \$2,938,570, an increase of \$62,000, or 2.2%.

The budget recommendation from the Arts Commission will be considered by the CRD Committee of the Whole on September 23rd, 2026, 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 2027 Arts Development 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 2027 Arts Development Service Budget be approved as amended.

IMPLICATIONS

Financial Implications

On May 27th, 2026, the Arts Commission reviewed a staff report on “Financial Planning for Budget 2027 Including Phase Out Options for Transfer from Arts Development Service Operating Reserve.” This report analyzed the financial planning parameters of the recent history of the Arts Development Service (2022-26), noting that the service has been within the core inflationary adjustment as approved by the CRD Board in four out of the past five years, demonstrating significant fiscal discipline in financial planning. The report also outlined three approaches for phasing out the operating reserve transfer, noting that, as the transfer is phased out, cost pressures increase on requisition to make up the difference.

In this proposed budget for 2027, the operating reserve transfer is kept at the same level as 2026. What is different, compared to previous budgets, is that this budget proposes a plan for reducing the operating reserve transfer over the next five years, from \$46,451 in 2027 down to \$14,697 in 2031 (see last page of Appendix A for details). This is possible while maintaining a healthy operating reserve balance and minimizing impacts to requisition.

On June 9th, 2026, the Arts Commission approved the recommendations in a staff report on “Project-Based Grant Programs Review,” which included policy modifications to Projects, IDEA, and Equity Grants, as well as budget recommendations for those programs (see Table 1 below). This report was reviewed, and substantially generated, by the Arts Advisory Council.

Table 1. Financial Planning by Grant Program

Grant Program	Budget 2026	Budget 2027	Increase
Equity	\$50,000	\$60,000	\$10,000
IDEA	\$33,000	\$45,000	\$12,000
Projects	\$280,000	\$300,000	\$20,000
Grow Forward	\$75,000	\$75,000	\$0
Operating-annual	\$929,690	\$949,690	\$20,000
Operating-multi ¹	\$1,502,880	\$1,502,880	\$0
Total	\$2,876,570	\$2,938,570	\$62,000

These approved budget recommendations have been incorporated into the proposed budget. Compared to 2026, \$62,000 in additional grant funds represents a 2.16% increase to that component of the Arts Development Service’s budget, which is near the core inflationary adjustment of 2.1% in the financial planning guidelines.

Service Delivery Implications

The proposed budget will enable the Arts Development Service to deliver five key granting programs in 2027: Operating Grants; Project, Series and Extended Programming Grants; IDEA (Innovate, Develop, Experiment, Access) Grants; Equity Grants; and Grow Forward Grants. In 2027, the Arts Development 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 increases to grant program budgets will increase the total number of grants distributed from ~100 to ~110, a 10% increase. The additional funding will also significantly increase the applicant success rate in IDEA Grants from approximately 50% to 70%, along with smaller increases to the success rates of Projects and Equity Grants, activating more high-quality arts events across the capital region.

CONCLUSION

The Arts Development Service budget for 2027 incorporates direction provided by the Commission throughout the past year and accommodates increases related to contract increases and internal allocations within the CRD approved Financial Planning Guidelines.

¹ Multi-year operating grant clients are only eligible for increases in “intake years”, which occur every three years. The next intake year will have applications due in fall 2027 as part of Budget 2028.

RECOMMENDATION

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

That the 2027 Arts Development Service Budget be approved as presented.

Submitted by:	Chris Gilpin, MPA, Manager, Arts
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: 2027 Budget for the CRD Arts Development Service

CAPITAL REGIONAL DISTRICT

2027 BUDGET

Arts Grants and Development

ARTS COMMISSION REVIEW

September 2026

Service: 1.297 Arts Grants and Development

Commission: Arts

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. Grow Forward grants support capacity-building, planning, mentorships, and sectoral initiatives. 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 2026 to 2027
Service: 1.297 - ARTS GRANTS

Total Expenditure

Comments

2026 Budget

3,375,641

Change in Wages & Benefits:

General wages & benefits change

37,569

Inclusive of estimated collective agreement changes & step increases

Total Change in Wages & Benefits

37,569

Other Changes:

Operating Grants

20,000

Inflationary growth recommended by Commission

Project Grants

42,000

Inflationary growth recommended by Commission

Meeting Expense

6,970

Biennial Arts summit

Other Costs

(1,066)

Total Other Changes

67,904

2027 Budget

3,481,114

Summary of % Expense Change

2027 General wages & benefits change

1.1%

Operating Grants

0.6%

Project Grants

1.2%

Other expenses

0.2%

% expense increase from 2026:

3.1%

% Requisition increase from 2026 (if applicable):

2.7%

Requisition funding is 92.4% of service revenue

Overall 2026 Budget Performance

(expected variance to budget and surplus treatment)

There is an estimated one-time favourable variance of \$816 due mainly to saving in operating costs. This variance will be moved to Operating Reserve, which has an expected year end balance of \$268,000 before this transfer.

			BUDGET REQUEST				FUTURE PROJECTIONS			
	2026 BOARD BUDGET	2026 ESTIMATED ACTUAL	2027 CORE BUDGET	2027 ONGOING	2027 ONE-TIME	2027 TOTAL	2028 TOTAL	2029 TOTAL	2030 TOTAL	2031 TOTAL
ARTS GRANTS										
<u>ARTS GRANTS:</u>										
Operating Grants	2,442,570	2,442,570	2,462,570	-	-	2,462,570	2,511,820	2,562,060	2,613,300	2,665,570
Project Grants	434,000	434,000	476,000	-	-	476,000	485,520	495,230	505,130	515,230
Total Grants Payment	2,876,570	2,876,570 0.00%	2,938,570 2.16%	-	-	2,938,570 2.16%	2,997,340 2.00%	3,057,290 2.00%	3,118,430 2.00%	3,180,800 2.00%
<u>ADMINISTRATION COSTS:</u>										
Salaries and Wages	363,719	371,184	401,288	-	-	401,288	408,905	416,652	424,553	432,613
Standard Overhead Allocation	66,017	66,017	67,492	-	-	67,492	68,909	70,287	71,693	73,127
Human Resources Allocation	13,053	13,053	13,139	-	-	13,139	13,418	13,689	13,926	13,881
Building Occupancy Allocation	13,753	13,753	14,035	-	-	14,035	14,634	14,874	15,120	15,371
Other Allocations	3,604	3,604	-	-	-	-	-	-	-	-
Insurance Cost	850	850	950	-	-	950	999	1,050	1,103	1,159
Operating Cost - Other	37,025	28,744	37,600	-	6,970	44,570	38,364	46,535	39,965	48,573
Total Administration Costs	498,021	497,205 -0.16%	534,504 7.33%	-	6,970	541,474 8.73%	545,229 0.69%	563,087 3.28%	566,360 0.58%	584,724 3.24%
TOTAL OPERATING COSTS	3,374,591	3,373,775 -0.02%	3,473,074 2.92%	-	6,970	3,480,044 3.12%	3,542,569 1.80%	3,620,377 2.20%	3,684,790 1.78%	3,765,524 2.19%
<u>CAPITAL / RESERVE TRANSFER</u>										
Transfer to Operating Reserve Fund	-	816	-	-	-	-	-	-	-	-
Transfer to Equipment Replacement Fund	1,050	1,050	1,070	-	-	1,070	1,090	1,110	1,130	1,150
TOTAL CAPITAL / RESERVES TRANSFER	1,050	1,866	1,070	-		1,070	1,090	1,110	1,130	1,150
TOTAL COSTS	3,375,641	3,375,641 0.00%	3,474,144 2.92%	-	6,970	3,481,114 3.12%	3,543,659 1.80%	3,621,487 2.20%	3,685,920 1.78%	3,766,674 2.19%
Internal Recoveries	(16,142)	(16,142)	(38,092)	-	-	(38,092)	(38,806)	(39,529)	(40,267)	(41,020)
OPERATING LESS RECOVERIES	3,359,499	3,359,499 0.00%	3,436,052 2.28%	-	6,970	3,443,022 2.49%	3,504,853 1.80%	3,581,958 2.20%	3,645,653 1.78%	3,725,654 2.19%
FUNDING SOURCES (REVENUE)										
Transfer from Operating Reserve Fund	(46,451)	(46,451)	(46,451)	-	-	(46,451)	(34,838)	(26,129)	(19,597)	(14,697)
Payments In Lieu of Taxes	(179,028)	(179,028)	(179,028)	-	-	(179,028)	(179,028)	(179,028)	(179,028)	(179,028)
						-				
TOTAL REVENUE	(225,479)	(225,479) 0.00%	(225,479) 0.00%	-	-	(225,479) 0.00%	(213,866) -5.15%	(205,157) -4.07%	(198,625) -3.18%	(193,725) -2.47%
REQUISITION	(3,134,020)	(3,134,020)	(3,210,573) 2.44%	-	(6,970)	(3,217,543) 2.67%	(3,290,987) 2.28%	(3,376,801) 2.61%	(3,447,028) 2.08%	(3,531,929) 2.46%
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 - 2027 to 2031

Service No.	1.297	Carry Forward from 2026	2027	2028	2029	2030	2031	TOTAL
	Arts Grants and Development							

EXPENDITURE

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

SOURCE OF FUNDS

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

Definitions for the 5-year Capital Plan

Asset Class	Asset class is used to classify assets for financial reporting in accordance with the Public Sector Accounting Board (PSAB) 3150. L - Land S - Engineering Structure B - Buildings V - Vehicles E - Equipment Vehicle projects must comply with the CRD Green Fleet Policy. If you have any questions about vehicle costs and procurement schedules, please reach out to the Manager, Corporate Fleet (Michael Sunshine).
Capital Expenditure Type	Capital expenditure type is used for reporting on asset investments and may be used to justify operational needs for a service. 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
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	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 If there is more than one funding source, use additional rows for the project.

CAPITAL REGIONAL DISTRICT

5 YEAR CAPITAL PLAN

2027 - 2031

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 2026	2027	2028	2029	2030	2031	5 - Year Total
29-01	Replacement	Computer and Printer	IT scheduled Routine Replacemen	\$ 4,000	E	ERF		\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000
													\$ -
													\$ -
			Grand Total	\$ 4,000			\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ 4,000

Service:	1.297	Arts Grants and Development
----------	-------	-----------------------------

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 grants and Development
Asset and Reserve Summary
2027 - 2031 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				
	2026	2027	2028	2029	2030	2031
Beginning Balance	5,008	2,308	3,408	4,478	1,568	2,678
Planned Purchase (Based on Capital Plan)	(3,800)		-	(4,000)		-
Transfer from Ops Budget	1,050	1,050	1,070	1,090	1,110	1,130
Interest Income*	50	50	-	-	-	-
Ending Balance \$	2,308	3,408	4,478	1,568	2,678	3,808

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

1.297 Arts and Cultural Grants
Operating Reserve Summary
2027 - 2031 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				
	2026	2027	2028	2029	2030	2031
Beginning Balance	343,401	306,950	268,499	233,661	207,533	187,936
Planned Purchase	(46,451)	(46,451)	(34,838)	(26,129)	(19,597)	(14,697)
Transfer from Ops Budget						
Interest Income*	10,000	8,000				
Total projected year end balance	306,950	268,499	233,661	207,533	187,936	173,239

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.

**REPORT TO ARTS COMMISSION
MEETING OF WEDNESDAY, SEPTEMBER 16, 2026**

SUBJECT **Remuneration for Arts Commissioners**

ISSUE SUMMARY

The Capital Regional District Board recently updated its remuneration policy for members of CRD Boards and Commissions. Pursuant to the new policy provisions, the Arts Commission must consider whether it wishes to remunerate Commissioners by providing per meeting payments.

BACKGROUND

The Capital Regional District (CRD) Board Remuneration and Travel Expense Reimbursement Policy (Policy) was reviewed earlier this year using the external consulting firm of Western Compensation and Benefits Consultants, and changes to the Policy were adopted for implementation on January 1, 2027.

Under the new provisions of the Policy, remuneration is provided to all CRD Board Directors, Commissioners of the Regional Water Supply Commission and Commissioners of the Salt Spring Island Local Community Commission. Commissioners of delegated Commissions are eligible for per meeting remuneration payments, at a prescribed rate established in the policy, where approved by the Commission and Regional Board.

On June 10, 2026, the CRD Board resolved the following:

1. *That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and*
2. *That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and*
3. *That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.*
4. *That the review occurs in the final year of each Board term to take effect for the following Board term.*

As a result, the CRD Board is requesting that each delegated CRD Commission consider by resolution whether Commissioners receive per meeting payments, at the Board-approved per meeting rate of up to two hundred twelve dollars (\$212.00) per meeting, to be paid from the Commission's service budget.

ALTERNATIVES

Alternative 1

The Arts Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Arts Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of \$16,960 for per meeting payments to Commissioners.

Alternative 2

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

Several CRD Commissions have expressed interest in providing a per meeting payment in recognition of the significant time commitment and expectations of Commissioners. Currently, per meeting payments for the Arts Commission are ineligible according to CRD Board Policy: Remuneration and Travel Expense Reimbursement, Schedule 2 in Appendix A (footnotes 4 & 6).

The Policy's amended Schedule 1 in Appendix A contains a new Section 15, for Commissioners where approved by the Board and Commission, to be eligible for per meeting payments of \$212 consisting of:

1. \$142 per meeting remuneration for attendance; and
2. Up to \$70 reimbursement per meeting for eligible expenses.

Financial Implications

The Arts Commission has nine appointed Commissioners, with ten regularly scheduled meetings annually, although, with cancellations, there have only been five or six annual meetings in each of the past three years. Assuming full attendance, the Commission would require up to \$1,696 per meeting, to a maximum of \$16,960 annually from its service budget if the maximum number of regular monthly meetings (10) were held. Special meetings would be in addition to this amount. The financial impact to the service budget would be the maximum annual cost of \$16,960, which would represent an additional 0.5% increase to requisition in Budget 2027. Adopting this recommendation would change the Arts Development Service's total requisition increase for Budget 2027 from 2.7% to 3.2%.

The new policy also increases the remuneration and travel expenses for the Chair of the Arts Commission from a total of \$3,607 to \$4,139, starting on January 1st, 2027; however, this expense is paid for by the Board budget, not the Arts Development Service budget and does not carry a financial implication specific to this service budget. The Chair of the Arts Commission would not receive a per meeting payment in addition to the annual Chair fee, if the recommendation passes.

Bylaw No. 4143 (CRD Arts Commission Bylaw) section 1. (a), allows for additional Commissioners to be appointed to represent newly participating areas when they join the Arts Service, which would increase the per meeting expenses. There are no additional appointments

scheduled for 2027 for the Arts Commission at this time.

CONCLUSION

The Capital Regional District Board has requested that delegated Commissions consider the updated provisions in the CRD Board Remuneration and Travel Expense Reimbursement Policy and confirm whether all Commissioners of the Arts Commission be eligible to receive per meeting payments as remuneration for their attendance at Commission meetings.

RECOMMENDATION

The Arts Commission recommends to the Capital Regional District Board:

1. That effective January 1, 2027, all Commissioners of the Arts Commission be eligible to receive per meeting payments pursuant to the CRD Board Remuneration and Travel Expense Reimbursement Policy.
2. That the 2027-2031 Financial Plan be updated to include an annual cost of \$16,960 for per meeting payments to Commissioners.

Submitted by:	Chris Gilpin, MPA, Manager, Arts
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer & General Manager, Finance & Technology
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT

Appendix A: Staff Report to Board (June 10, 2026) – 2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update

**REPORT TO CAPITAL REGIONAL DISTRICT BOARD
MEETING OF WEDNESDAY, JUNE 10, 2026**

SUBJECT **2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update**

ISSUE SUMMARY

To provide the updated CRD Board Remuneration and Travel Expense Reimbursement Policy, effective the 2027-2030 CRD Board term.

BACKGROUND

The CRD Board has approved a CRD Board Remuneration and Travel Expense Reimbursement Policy ("Policy"). This Policy applies to CRD Board Directors, Commission members, First Nations Members, and certain Board appointees to external Boards. The Policy was initially established in 2016 and is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. As a foundation of the Policy, the remuneration philosophy established by the CRD Board is as follows:

1. a base Director annual stipend as the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments;
2. an additional annual stipend to Electoral Area Directors to provide overall remuneration consistent with the average (median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments;
3. an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees;
4. additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission;
5. per meeting payments to Alternate Directors consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible; and
6. that the annual cost of living adjustment based on the Victoria Consumer Price Index (CPI) continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

Capital Regional District Board – June 10, 2026
2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update 2

The regular review of the Policy was undertaken in early 2026 and the results of that review were presented to the CRD Board on May 13, 2026 (Appendix B). At that Board meeting, the Board moved:

That with the information and recommendations as provided by the consultants at the meeting of May 13, 2026, that staff be directed to update the CRD Board Remuneration and Travel Expense Policy for CRD Board consideration.

Staff have updated the Policy with the information from the consultants to be effective starting the 2027-2030 CRD Board term (Appendix A).

In the Policy update starting in January 2027, staff are recommending that the remuneration philosophy be amended to remove the additional stipend paid the CRD Directors appointed to local and sub-regional Commissions, and rather enable Commissions to consider payment to all Commissioners from service budgets at the per meeting rate should they elect to do so and where approved by the CRD Board.

ALTERNATIVES

Alternative 1

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Alternative 2

1. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
2. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 3

The Capital Regional District Board approve that the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached, amended to continue to include per meeting payments to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

Alternative 4

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

IMPLICATIONS

Alignment with Existing Plans & Strategies

The CRD Board established a comprehensive remuneration Policy. The Policy ensures relative market consistency based on the overall remuneration philosophy. On May 13, 2026 the CRD Board approved the consultant's recommendations for remuneration effective January 1, 2027, requiring updates to the Policy.

Since the Policy was implemented, several CRD Commissions have expressed desire in considering per meeting payments recognizing the significant commitment and expectations of many Commissioners. Currently payments to commissions are permitted as follows: the Regional Water Supply Commissioners receive per meeting payments; CRD Board Directors appointed to a local or sub-regional Commission are eligible for per meeting payments; and the elected Salt Spring Island Local Community Commissioners receive annual stipends. Concern from some Commissions have been raised that this model of payment has created inconsistency.

Financial Implications

The approved implementation date for remuneration adjustments would be for the new Board term 2027-2030, starting in January 2027. Based on current level of effort, total 2027 remuneration aligned with Policy would be adjusted by approximately: \$140,000 for the Board expenditure service; \$50,000 for Electoral Areas; and \$25,000 for the Regional Water Supply. Remuneration for the calendar years 2028-2030 would be adjusted based on the year end Victoria Consumer Price Index in accordance with Policy. Mileage and related allowances are updated annually and will continue to be incorporated into the Policy once these are determined by the Government of Canada.

Should meeting payments for Commissioners be approved, the per meeting costs at the per meeting rate would be budgeted within service budgets, with actual costs subject to the numbers of Commissioners, the number of annual meetings, and attendance.

CONCLUSION

The CRD Board has established a CRD Board Remuneration and Travel Expense Reimbursement Policy. The Policy is derived from a remuneration philosophy that recognizes the significant commitment and expectations of a CRD Director, and gross remuneration which is comparable with other organizations. In a review of the comparable organizations, it has been determined that adjustments to remuneration are required and that the Policy be updated accordingly to be commensurate with the 2027-2030 Board term. Staff have updated the Policy based on the direction of the CRD Board.

RECOMMENDATION

1. That the CRD Board remuneration philosophy be revised to remove the per meeting payments to CRD Directors appointed to local and sub-regional Commissions; and
2. That that the CRD Board remuneration philosophy be revised to authorize CRD Commissions to provide per meeting payments for all Commissioners as may be approved by the Commission and the CRD Board and paid at the per meeting rate from the Commission's service budget; and
3. That the CRD Board Remuneration and Travel Expense Policy be approved effective January 1, 2027, as attached.

Capital Regional District Board – June 10, 2026
2027-2030 CRD Board Remuneration and Travel Expense Reimbursement Policy Update 4

Submitted by:	Chris Neilson, MBA, CPHR, Senior Manager, People, Safety and Culture
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Ted Robbins, B. Sc., C. Tech., Chief Administrative Officer

ATTACHMENT(S)

Appendix A: CRD Board Remuneration and Travel Expense Reimbursement Policy (effective January 1, 2027) (redlined)

Appendix B: CRD Board Remuneration and Travel Expense Report, Western Compensation and Benefits Consultants, April 23, 2026



CAPITAL REGIONAL DISTRICT BOARD POLICY

Policy Type	<i>Board</i>		
Section	<i>Executive Services, People, Safety & Culture (PS&C)</i>		
Title	BOARD REMUNERATION AND TRAVEL EXPENSE REIMBURSEMENT		
Adoption Date	September 9, 2015	Policy Number	BRD03
Last Amended	January 20 <u>TBD</u> , 2026	Amended By	PS&C <u>Board</u>
Policy Owner	People, Safety & Culture (PS&C)		

1. POLICY:

Board of Directors Remuneration and Travel Expense Policy.

2. PURPOSE:

To outline the Board remuneration and travel expense reimbursement guidelines. The CRD Board approved a new Board remuneration framework on September 9, 2015. A primary driver for establishing a CRD Board remuneration philosophy was to recognize the significant amount of commitment required of Directors and to design an approach that would assist with engagement as well as attendance.

3. SCOPE:

The policy applies to all CRD Board Directors, Commission members, First Nations Members and certain Board appointees to external Boards.

4. DEFINITIONS:

“Board Remuneration”: means any compensation paid to Board Directors, certain Commission members, First Nations Members and Board appointees to external Boards as approved by the CRD Board in exchange for undertaking CRD business activities.

5. PROCEDURE:

Human Resources, in consultation with Finance and Technology and Corporate Services, is responsible for the control, coordination, and implementation of the policy. Modifications to the overall policy are to be approved by the Capital Regional District (CRD) Board.

- a) All Board Directors, certain Commission members, Municipal Councillors, First Nations Members and certain Board appointees to external Boards shall receive an annual stipend and/or a payment per meeting and travel expenses as per CRD Board Remuneration and Travel Expense Policy - Schedule 1.
- b) Eligibility for payments is defined in CRD Directors Appointments by Committees, Commissions to External Board - Schedule 2.

- c) The remuneration amounts will be adjusted annually, by Financial Services, based on the Consumer Price Index for the Victoria area for the twelve months ending December 31 of the preceding year – Schedule 3.
- d) The remuneration structure will be reviewed periodically as directed by the Board.

6. SCHEDULES:

- 1. CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY
- 2. REMUNERATION ELIGIBILITY TABLE
- 3. CRD BOARD REMUNERATION PHILOSOPHY

7. AMENDMENTS:

Adoption Date	Description
September 9, 2015 (Revised April 18, 2016)	<i>Approved by the Board</i>
April 12, 2017 (eff. January 1, 2017)	<i>Amendment 1, approved by the Board</i>
May 9, 2018 (eff. January 1, 2019)	<i>Amendment 2, approved by the Board</i>
February 10, 2020 (Schedule 1 and 2 updates)	<i>Amendment 3, approved by Human Resources (eff Jan.2020 Schedule 1; Dec.2019 Schedule 2)</i>
January 13, 2021 (Schedule 2 update)	<i>Amendment 4, approved by the Board</i>
February 2, 2021 (Schedule 1 update)	<i>Amendment 5, approved by Human Resources (eff. Jan.2021)</i>
January 24, 2022 (Schedule 1 update)	<i>Amendment 6, approved by Human Resources (eff. Jan.2022)</i>
January 20, 2023 (Schedule 1 update)	<i>Amendment 7, approved by Human Resources (eff. Jan.2023)</i>
June 2023	<i>Amendment 8, approved by the Board (eff. June 2023)</i>
January 19, 2024 (Schedule 1 update)	<i>Amendment 9, approved by Human Resources (eff. Jan.2024)</i>
December 11, 2024	<i>Amendment 10, approved by the Board (eff. Jan.1, 2025 - Schedule 1: SSI Electoral Area Director, Local Community Commission Commissioner)</i>
January 22, 2025 (Schedule 1 update)	<i>Amendment 11, approved by Human Resources (eff.Jan. 2025)</i>

January 20, 2026 (Schedule 1 update)	<i>Amendment 12, approved by People, Safety & Culture (eff. Jan. 2026)</i>
<u>TBD, 2026</u> <u>(Schedule 1 update;</u> <u>Schedule 2 update;</u> <u>Schedule 3 update)</u>	<u><i>Amendment 13, approved the the Board (eff. Jan. 2027)</i></u>

8. REVIEWS:

Review Date	Description:
Annually	<i>Review annually for schedule(s) update</i>

9. RELATED POLICY, PROCEDURE OR GUIDELINE:

- *Bylaw No. 3828, "Board Procedures Bylaw, 2012"*

SCHEDULE 1

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

*Effective January 1, 2026
(E&OE)*

	REMUNERATION	EXPENSE ALLOWANCE	TOTAL
ANNUAL STIPENDS			
Paid periodically throughout the year (currently, biweekly)			
CRD / CRHD Board Directors	16,347 <u>18,845</u>	8,174 <u>9,105</u>	24,521 <u>27,590</u>
<i>Includes all CRD/CRHD Board meetings, Committee of the Whole Meetings, and two Standing Committee* commitments *where defined as a standing committee in bylaws or terms of reference AND members are appointed by the Board Chair</i>			
Electoral Area Directors (additional)			
- JDF Electoral Area; SGI Electoral Area	31,512 <u>39,729</u>	15,756 <u>19,567</u>	47,268 <u>59,295</u>
- SSI Electoral Area	24,692 <u>32,874</u>	12,346 <u>16,191</u>	37,038 <u>49,065</u>
CRD Board Chair (additional)	24,042 <u>21,120</u>	12,021 <u>11,880</u>	36,063 <u>36,000</u>
CRD Board Vice-Chair (additional)	4,807 <u>5,113</u>	2,404 <u>2,518</u>	7,211 <u>7,631</u>
CRHD Board Chair (additional)	5,113 <u>4,807</u>	2,518 <u>2,404</u>	7,631 <u>7,211</u>
<i>(Not paid if the CRHD Board Chair is also the CRD Board Vice-Chair)</i>			
Board Standing Committee Chair, CRD Arts Commission Chair & Solid Waste Advisory Commission Chair (additional) (when appointed by CRD Board Chair)	2,405 <u>2,773</u>	1,202 <u>1,366</u>	3,607 <u>4,139</u>
Additional Board Standing Committee(s) (additional)	5,113 <u>4,807</u>	2,518 <u>2,404</u>	7,631 <u>7,211</u>
<i>(Payable if Standing Committee Membership exceeds the two remunerated in Section 1)</i>			
Salt Spring Island Local Community Commissioner	8,954 <u>10,167</u>	4,477 <u>5,008</u>	13,431 <u>15,175</u>
<i>(Payable to all elected LCC commissioners, except the Electoral Area Director)</i>			
PER MEETING PAYMENTS			
Paid for scheduled attendance at a meeting, except where such meeting has been cancelled in advance (see Footnote 2 – Eligibility Verification)			
Alternate CRD/CRHD Board Director and Acting Standing Committee Chair	73 <u>142</u>	37 <u>70</u>	110 <u>212</u>
CRD Board Directors—Local & Sub-Regional Commission/Committee Meetings	73	37	110
Does not apply when:			
i. Commission /Committee within the responsibilities of the Electoral Area Director			
ii. Remuneration is already paid by the Commission			
iii. The Committee/Commission is not eligible for payment by Act, Regulation, Bylaw or other			

11 10	First Nation Member appointees to eligible CRD Committee	14273	7037	110212
12 11	CRD Board Directors – appointed by CRD to External Board Does not apply when: i. External Board falls within the responsibilities of the Electoral Area Director ii. Remuneration is already paid by the External Board iii. The External Board is not eligible for payment by Act, Regulation, Bylaw or other	14273	7037	110212
13 12	CRD Municipal Directors who vote on Part 26 Decisions of Juan de Fuca Electoral Area Applies only when: a. Attendance at a JDFA land use committee meeting of which the director is a member b. Attendance at any land use public hearing of the JDFA regarding an area where the director is eligible to vote on decisions at the CRD Board Does not apply to the Electoral Area Director	14273	7037	110212
14 13	Alternate CRD Electoral Area Director attending formal Local and Sub-Regional Commission meetings in place of the Electoral Area Director	14273	7037	110212
15 14	All Commissioners - Regional Water Supply Commission	14273	7037	110212
15	<u>Commissioners – where approved by the Board and Commission</u>	142	70	212
16	Forum of Councils – First Nations, Municipal Councilors and Directors	14273	7037	110212

TRAVEL EXPENSES

(see Footnote 3 regarding claim process)

17	All Director, LCC Commissioner, or First Nation Member Travel - to and from meetings where the Director, LCC Commissioner or First Nation Member is a member	\$0.67	Per km. for regularly constituted meetings of Board, Commissions, Standing, and Select Committees
----	---	--------	---

DIRECTOR TRAVEL

Within Capital Region/Vancouver Island and Lower Mainland

18	Travel by Personal Automobile	\$0.67	Per kilometre
19	Travel by Bus, Train, Ferry, Air (economy class)	Actual expense	Payable upon receipt

DIRECTOR TRAVEL

Outside Capital Region/Vancouver Island and Lower Mainland

20	Travel by Personal Automobile	\$0.67	Per kilometre
21	Travel by Bus, Train, Ferry, Air (economy class), Car Rental (mid-size)	Actual expense	Payable upon receipt

22	Electoral Area Director Travel - within Electoral Area	\$0.67	For travel greater than 10km from EA Director's residence within the EA or their office, provided the destination is a place to conduct EA business
23	CRD Board Chair, CRHD Board Chair, Standing Committee Chair - including Acting Chairs	\$0.67	For any business travel of the Board or Standing Committee, provided the expenses are incurred outside the municipality or EA which the Chair represents
MEALS			
24	For Travel Requiring Greater-Than 24 Hours from Place of Residence	\$84.00	Per diem allowance for meals, gratuities, parking, local calls
	For Travel Requiring Less-than 24 Hours from Place of Residence		
25	- Breakfast	\$18.00	See Footnote 1
26	- Lunch	\$24.00	See Footnote 1
27	- Dinner	\$42.00	See Footnote 1
OTHER			
28	Seminars, Courses, Conferences, Meetings	Actual Cost	Registration Fees paid for single participation (Receipt required)
29	Accommodation	Actual Cost	Based on single occupancy
30	Taxi Expenses	Actual Cost	Receipts are required
31	Long Distance Telephone Calls	Actual Cost	Receipts are required

FOOTNOTES

(1) Meal payments will be paid as follows:

If Departure Prior to:	7:00am	Breakfast, Lunch, Dinner
	12:00noon	Lunch, Dinner
	6:00pm	Dinner
If Return After:	12:30pm	Breakfast, Lunch
	6:00pm	Breakfast, Lunch, Dinner

(2) Eligibility Verification:

For attendance at meetings, seminars, courses, conferences and/or meetings outside of CRD facilities, claimants will confirm their attendance on the CRD Travel Expense Report Claim form and eligibility of expense claims will be approved by Legislative Services.

(3) Travel Expense Claims Process:

Claims for travel expenses are submitted to *Legislative Services* for approval on the CRD Travel Expense Report Claim form within thirty (30) *calendar days* of the period in which the expenses were incurred.

SCHEDULE 2

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Director Remuneration Eligibility Table (E&OE)

Regional Board and Standing Committees	See Footnote
Capital Regional District Board	1
Capital Regional Hospital District Board	1
Capital Region Housing Corporation Board	1, 6
Climate Action Inter-Municipal Task Force	7
Committee of the Whole	1
Core Area Liquid Waste Management Committee	1, 2, 8
Electoral Areas Committee	1, 2, 8
Environmental Services Committee	1, 2, 8
Finance Committee	1, 2, 8
Governance and First Nations Relations Committee	1, 2, 8
Hospitals and Housing Committee	1, 2, 8
Planning and Protective Services Committee	1, 2, 8
Regional Parks Committee	1, 2, 8
Solid Waste Advisory Committee	7
Transportation Committee	1, 2, 8

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*
8. *Payments to be made to respective First Nations Governments on behalf of First Nation Member appointees following attendance at the meeting. Payments for attendance and expenses shall not exceed \$8,250 per year per First Nation. Note that First Nation participation is only permitted where the specific Committee Terms of Reference allow.*

Director Appointments to Local & Subregional Commissions**See
Footnote**

Accessibility Advisory Committee	7
Arts Advisory Council	7
Arts Commission	4,6
Beddis Water Service Commission	4
Cedar Lane Water Service Commission	4
Cedars of Tuam Water Service Commission	4
East Sooke Fire Protection and Emergency Response Service Commission	4
East Sooke Advisory Planning Commission	4
Fernwood and Highland Water Local Service Commission	4
Fulford Water Service Commission	4
Galiano Island Parks and Recreation Commission	4
Ganges Sewer Local Services Commission	4
Juan de Fuca Board of Variance	4
Juan de Fuca Electoral Area Parks and Recreation Advisory Commission	4
Juan de Fuca Land Use Committee	4
Juan de Fuca Water Distribution Commission	4
Lyall Harbour/Boot Cove Water Local Services Committee	4
Magic Lake Estates Water and Sewer Committee	4
Malahat Advisory Planning Commission	4
Malahat Fire Protection and Emergency Response Service Commission	4
Maliview Sewer Local Service Commission	4
Mayne Island Parks and Recreation Commission	4
North Galiano Fire Protection and Emergency Response Service Commission	4
Otter Point Advisory Planning Commission	4
Otter Point Fire Protection and Emergency Response Service Commission	4
Pender Islands Parks and Recreation Commission	4

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

Director Appointments to Local & Subregional Commissions (con't)	See Footnote
Peninsula Recreation Commission	36
Port Renfrew Fire Protection and Emergency Response Service Commission	4
Port Renfrew Utility Services Committee	4
Regional Transportation Advisory Committee	7
Regional Water Supply Commission	5
Saanich Peninsula Wastewater Commission	36
Saanich Peninsula Water Commission	36
Salt Spring Island Local Community Commission	1,4
Saturna Island Parks and Recreation Commission	4
Shirley Fire Protection and Emergency Response Service Commission	4
Shirley/Jordan River Advisory Planning Commission	4
Skana Water Service Committee	4
Sooke and Electoral Area Parks and Recreation Commission	3,4,6
Southern Gulf Islands Community Economic Sustainability Commission	4
Southern Gulf Islands Electoral Area Emergency Advisory Commission	4
Southern Gulf Islands Harbours Commission	4
Southern Gulf Islands Public Library Commission	4
Sticks Allison Water Local Service Committee	4
Surfside Park Estates Water Service Committee	4
Victoria Family Court and Youth Justice Committee	6
Water Advisory Committee	6
Wilderness Mountain Water Service Commission	4
Willis Point Advisory Planning Commission	4
Willis Point Fire Protection and Recreation Facilities Commission	4

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

Regional Board Appointments to External Boards	See Footnote
Capital Region Emergency Services Telecommunications	5
Greater Victoria Coalition to End Homelessness Society	6
Greater Victoria Harbour Authority Board	3,5
Greater Victoria Labour Relations Association	3
ICET – Island Costal Economic Trust Central South Island Regional Advisory Committee	6
Island Corridor Foundation Board	5
Municipal Finance Authority	5
Pender Islands' Fire Protection Society	4
South Island Reconciliation Advisory Committee	3
Royal and McPherson Theatres Society Advisory Committee	7
Royal and McPherson Theatres Society Board	3
Sooke Historical Society	4
Vancouver Island and Costal Communities Climate Leadership Plan Steering Committee	6
Vancouver Island Regional Library Board	4

Footnotes:

1. *Within Director's core responsibilities*
2. *Eligible for additional Standing Committee payment, if Director already sits on two (2) Standing Committees*
3. *Eligible for per meeting payment*
4. *Not eligible for payment: Commission/Board falls within the responsibilities of an Electoral Area Director*
5. *Not eligible for payment: Commission/Board already makes a payment for attendance*
6. *Not eligible for payment: Commission/Board ineligible by Act, Regulation, Bylaw, or other*
7. *Not eligible for payment: Sub-Committee to a Standing Committee or other*

SCHEDULE 3

CRD BOARD REMUNERATION AND TRAVEL EXPENSE POLICY

CRD Board Remuneration Philosophy

(Effective January 1, ~~2016~~2027)

- a base Director annual stipend as the average paid to CRD member councillors, which recognizes attendance at all Board meetings and Committee of the Whole meetings plus two Standing Committee commitments; and
- an additional annual stipend to Electoral Area Directors which recognizes all additional Electoral Area work including Electoral Area Commission commitments; and
- an additional annual stipend to the CRD Board Chair consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees; and
- additional annual stipends to recognize the additional commitments of the: CRD Board Vice-Chair; Capital Region Hospital District Chair; Standing Committee Chairs; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair ~~amended effective January 1, 2017~~; and CRD Directors who are involved on more than two Standing Committees; and
- an annual stipend to Commissioners of the Salt Spring Island Local Community Commission as a percentage of the base CRD Director annual stipend and which recognizes all responsibilities of a Commissioner; and
- per meeting payments to CRD Directors appointed to ~~local and sub-regional Commissions~~ and external boards (except where remuneration is already paid and/or not eligible); and
- per meeting payments to Alternate Directors consistent with payments made by other Regional Districts; and
- that the annual cost of living adjustment based on the Victoria Consumer Price Index continue to be applied, and that a regular review be undertaken every three (3) to five (5) years to ensure remuneration remains comparable.

April 23, 2026

Mr. Chris Neilson
Senior Manager - People, Safety & Culture
Capital Regional District
625 Fisgard Street
Victoria, BC V8W 1R7

Via E-Mail [cneilson@crd.bc.ca]

Dear Chris:

We are pleased to present our conclusions, informed by the Capital Regional District's ("CRD") Board Remuneration Philosophy and based on the results of the market survey regarding remuneration for members of the CRD Board of Directors.

Background

The CRD is a regional government which serves approximately 440,000 residents from three electoral areas and 13 municipal governments throughout the Capital Region. The CRD is governed by a 24-member Board of Directors, who also serve as members of the Regional Hospital Board and the Capital Region Housing Corporation Board. The CRD Board is comprised of Municipal Directors who are appointed by their respective municipal councils, along with Directors from the electoral areas. CRD governance also includes Commissioners for a significant number of sub-regional and local area services.

The CRD Board Remuneration and Travel Expense Policy ("Policy") applies to CRD Directors and Alternates, certain Commissioners and other elected or appointed officials. The Policy specifies a review will be undertaken every three to five years to ensure remuneration remains comparable. Western Compensation & Benefits Consultants ("WCBC") was retained by the CRD to conduct the market comparison review in 2026 and ensure appropriate alignment with the philosophy statements in the Policy.

Western Compensation & Benefits Consultants

WCBC is a Canadian consulting firm founded in Vancouver over 40 years ago, serving clients across Canada and internationally. The firm provides advice on all aspects of compensation and benefits, as well as related human resources matters. WCBC's professional staff hold relevant degrees and recognized designations in areas such as human resources, compensation, group benefits, accounting, economics, and management consulting. The firm has extensive experience working with organizations in the public, private, and not-for-profit sectors, supporting the development of practical, evidence-based compensation programs. WCBC has successfully provided compensation consulting assistance to a wide range of BC regional districts, municipalities and related entities.

Work Completed

To assess whether the remuneration provided for the CRD Board of Directors aligns with the CRD Board Remuneration Philosophy, WCBC completed the following tasks.

Discussions With CRD

At the outset of the project, WCBC had discussions with CRD's Senior Manager, People, Safety & Culture. WCBC obtained and reviewed background information and documentation on CRD's current board remuneration and travel expense policy and discussed appropriate comparison organizations.

Conducted Market Survey

WCBC prepared survey materials and subsequently contacted and included the following seven regional districts and 13 member municipalities in the market survey.

Regional District	Municipality
♦ Comox Valley Regional District	♦ City of Colwood
♦ Fraser Valley Regional District	♦ City of Langford
♦ Regional District of Fraser-Fort George	♦ City of Victoria
♦ Regional District of Nanaimo	♦ District of Central Saanich
♦ Regional District of North Okanagan	♦ District of Highlands
♦ Regional District of Okanagan-Similkameen	♦ District of Metchosin
♦ Sunshine Coast Regional District	♦ District of North Saanich
	♦ District of Oak Bay
	♦ District of Sooke
	♦ District of the Corporation of Saanich
	♦ Town of Sidney
	♦ Township of Esquimalt
	♦ View Royal

Completed Analysis and Prepared Report

WCBC compared the CRD's current remuneration, expense reimbursement, and related practices to those of the survey organizations. Following a discussion with the Senior Manager, People, Safety & Culture, WCBC developed the conclusions set out herein to support alignment with the CRD Board Remuneration Philosophy.

Conclusions

The following conclusions are based on the CRD’s Board Remuneration Philosophy, as established by the CRD Board. In developing the conclusions, WCBC considered the results of the market survey, the extent to which current and proposed remuneration aligns with the stated Philosophy, and where appropriate, the existing relationships between roles to ensure internal consistency. Each component of remuneration is addressed below, with reference to the relevant Philosophy provisions supporting the conclusions.

Base Director

The CRD Board Remuneration Philosophy states that a base Director annual stipend should be the average (applied as median) paid to CRD member councillors, which recognizes attendance at all CRD Board meetings and Committee of the Whole meetings plus two Standing Committee commitments.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to CRD Member Councillors	Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$27,590	\$18,845	\$9,105	\$27,590

CRD’s base Director’s annual stipend is currently \$24,521. However, in accordance with the Philosophy it should be \$27,590. Therefore, a base Director’s annual stipend should be increased by \$3,069.

Electoral Area Directors

The CRD Board Remuneration Philosophy states that an additional annual stipend for Electoral Area Directors should provide overall remuneration consistent with the average (applied as median) paid to CRD member mayors, which recognizes all additional Electoral Area work including Electoral Area Commission commitments.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to CRD Member Mayors	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$59,295	\$39,729	\$19,567	\$59,295

CRD’s annual stipend for Electoral Directors (other than the SSI Electoral Area Director) is currently \$47,268 and therefore it should be increased by \$12,027.

CRD Board Chair

The CRD Board Remuneration Philosophy states that an additional annual stipend for the CRD Board Chair should be consistent with payments made by other Regional Districts, which recognizes all Board Chair responsibilities including all ex-officio responsibilities on Standing Committees.

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$36,000	\$24,120	\$11,880	\$36,000

The CRD Board Chair's annual stipend is currently \$36,063 and therefore it should be decreased by \$63.

Other Additional Annual Stipends

The CRD Board Remuneration Philosophy states that additional annual stipends should recognize the additional commitments of the: CRD Board Vice-Chair; Capital Regional Hospital District Chair; CRD Directors appointed as a Commission Chair, when such Commission Chair appointment is made directly by the CRD Board Chair; Standing Committee Chairs; CRD Directors who are involved on more than two Standing Committees; and Commissioners of the Salt Spring Island Local Community Commission.

Each additional annual stipend is discussed below.

CRD Board Vice-Chair

The results of the market survey and the resulting conclusions are set out below:

Median Paid to Regional District Board Vice-Chairs	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$7,631	\$5,113	\$2,518	\$7,631

The CRD Board Vice-Chair's annual stipend is currently \$7,211 and therefore it should be increased by \$420.

Capital Region Hospital District Chair

The CRD compensates the Capital Region Hospital District ("CRHD") Chair at the same level as the CRD Board Vice-Chair. Among the comparison regional districts, most compensate their Hospital District Chair at a level below that of the Vice-Chair, with one regional district providing higher remuneration for the role. If the median of the comparator group were used as the basis for determining remuneration, the CRHD Chair compensation would be approximately half of its current level. WCBC has considered the relationship between the

roles on the CRD Board of Directors and concluded that maintaining the remuneration provided for the CRHD Chair at the same level as the CRD Board Vice-Chair would be appropriate.

CRD Directors Appointed as Commission Chairs

The CRD provides an additional annual stipend to CRD Directors appointed as Commission Chairs when such Commission Chair appointment is made directly by the CRD Board Chair.

No direct comparisons for this role were identified among the regional districts surveyed. Accordingly, WCBC considered the existing relationship between the Commission Chairs additional annual stipend and the base Director annual stipend. At present, Commission Chairs receive an additional annual stipend that is approximately 15% lower than the base Director annual stipend.

Applying this same relationship, the resulting conclusions are set out below:

15% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$4,139	\$2,773	\$1,366	\$4,139

CRD’s annual stipend for Commission Chairs is currently \$3,607 and therefore should be increased by \$532.

Standing Committee Chairs

As discussed earlier herein, the base Director stipend covers service on up to two Standing Committees. Where the CRD Board Chair appoints a Director as a Standing Committee Chair and the Director’s total committee commitments exceed two, an additional annual stipend is provided.

The CRD provides an additional stipend for Standing Committee Chairs, set at the same level as the Commission Chairs additional annual stipend, where applicable. Among the comparison regional districts, additional compensation for committee chair roles is uncommon, and where such compensation exists, it is in the form of a fee per meeting attended. If the comparison group were used as the basis for determining this additional stipend, the resulting amount would be significantly lower than the current level. WCBC has considered the relationship between roles on the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Chair additional annual stipend aligns with the Commission Chair additional annual stipend would be appropriate.

CRD Directors Involved on More Than Two Standing Committees

Where a CRD Director’s membership exceeds two Standing Committees, an additional annual stipend is provided.

The CRD provides an additional annual stipend for Standing Committee Members, set at the same level as the CRD Board Vice-Chair stipend, where applicable. There are no comparisons for this among the regional districts. WCBC has considered the relationship

between roles at the CRD Board of Directors and concludes that maintaining the current approach where the Standing Committee Member additional annual stipend aligns with the CRD Board Vice-Chair additional annual stipend would be appropriate.

Commissioners of the Salt Spring Island Local Community Commission

The CRD provides an additional stipend to members of the Salt Spring Island Local Community Commission (“LCC”). This stipend is paid to all elected LCC Commissioners, excluding Electoral Area Directors.

No direct comparators for this role were identified among the regional districts included in the market survey. Accordingly, WCBC considered the existing relationship between the LCC Commissioner additional annual stipend and the base Director annual stipend. At present, LCC Commissioners receive an annual stipend that is approximately equal to 55% of the base Director amount.

Applying this same relationship, the resulting conclusions are set out below:

55% of Base Director Annual Stipend (based on conclusions)	Additional Annual Stipend Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$15,175	\$10,167	\$5,008	\$15,175

CRD’s annual stipend for the Salt Spring Island Local Community Commissioners is currently \$13,431 and therefore it should be increased by \$1,744.

Alternate Directors

The CRD Board Remuneration Philosophy states that per meeting payments to Alternate Directors should be consistent with payments made by other Regional Districts, and to CRD Directors appointed to local and sub-regional Commissions and external Boards except where remuneration is already paid and/or not eligible.

The results of the market survey and the resulting conclusions are set out below:

Median Regional District Per Meeting Payments	Per Meeting Payment Based on Philosophy		
	Remuneration	Expense Allowance	Total
\$212	\$142	\$70	\$212

CRD’s per meeting fee for Alternate Directors is currently \$110 and therefore should be increased by \$102.

Annual Cost-of-Living Adjustments

The CRD Board Remuneration Philosophy states that stipends are to be adjusted annually based on the Victoria Consumer Price Index (CPI). This approach is a common practice among the comparison organizations. All regional districts apply annual increases linked to CPI, and most municipalities follow a similar approach, with only a few using alternative methodologies.

Recognizing its alignment with both the CRD's stated Philosophy and prevailing market practice, WCBC recommends that CRD continue to determine annual adjustments based on CPI.

Summary of Conclusions

The following table summarizes the above conclusions.

Annual Stipends			
	Remuneration	Expense Allowance	Total
CRD/CRHD Board Directors	\$18,845	\$9,105	\$27,590
Additional Stipends			
Electoral Area Directors	\$39,729	\$19,567	\$59,295
CRD Board Chair	\$24,120	\$11,880	\$36,000
CRD Board Vice-Chair	\$5,113	\$2,518	\$7,631
CRHD Board Chair	\$5,113	\$2,518	\$7,631
Commission Chairs	\$2,773	\$1,366	\$4,139
Board Standing Committee Chair	\$2,773	\$1,366	\$4,139
Additional Board Standing Committee(s)	\$5,113	\$2,518	\$7,631
Salt Spring Island Local Community Commissioner	\$10,167	\$5,008	\$15,175
Per Meeting Payments			
Alternate Directors	\$142	\$70	\$212

We would be pleased to discuss this report with you.

Yours sincerely,



Barry D. Cook



Linda M. Reid

August 17, 2026

CRD Arts Development Service
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 thank the CRD Arts Development Service for its ongoing support of our work through the Operating Grant Program.

We recently received our 2026 operating grant payment, and we wanted to write to you to share our gratitude for this vote of confidence in our organization. This support gives us real stability as we carry out our work this year.

Other avenues of operating support are extremely challenging to access, and the CRD's continued investment in local companies is invaluable.

In 2025, WONDERHEADS achieved several major milestones, both structurally and artistically. Notably, we moved into our own arts space at The Shire Arts Hub in Esquimalt. As our organization has grown, so too has our need for consistent access to artistic space, and this move gives us the ability to build, create, rehearse, and teach, continuing to serve as a vital part of the CRD's artistic community. It is also our priority to make this space available to other artists in our region for their creative work.

Thank you for your continued commitment to a thriving arts ecosystem in the Capital Region. We're proud to be part of it, and we look forward to another year of creating and sharing our work with the community.

With appreciation,



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

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