



Information Note Advice to Minister

Organization: BC Arts Council

Date: August 18, 2017

Background / Facts:

- According to the *Arts Council Act (1995)*, the BC Arts Council's (Council) mandate is to:
 - provide support for arts and culture in British Columbia,
 - provide persons and organizations with the opportunity to participate in arts and culture in British Columbia; and,
 - provide an open, accountable and neutrally-administered process for managing funds for arts and culture in British Columbia.
- Council operates at arm's-length from government, which in practice means that it has the authority to establish independently its priorities, policies and funding programs and to make grant decisions.
- Council uses a peer-review decision making process, which engages panels of artists and arts administrators in the awarding of grants.
- In 2016/17, the Council received 2,935 requests totalling \$46.3 million and approved 1,402 grants equalling \$24 million to applicants including:
 - artists and practitioners in 226 communities throughout British Columbia,
 - more than 200 core-funded professional arts and cultural organizations,
 - 65 co-op placements, internships and residencies,
 - 106 festivals,
 - 27 national or international appearances/tours,
 - 68 community arts councils,
 - 46 arts presenters; and,
 - 62 school districts.

Current issues:

- Mandate commitment to double the current grants budget to \$48M over four years.
- The need to appoint a new chair, vice-chair and governance committee chair (all three appointments expire 31 December 2017)
- The 2016/17 BC Arts Council Annual Report must be tabled by the Minister in the Legislative Assembly within 120 days after the end of the fiscal year for which the report and statement are made if the Legislative Assembly is then sitting, or within 15 days after the opening of the following session.
- The Council is currently developing its 2018-2022 Strategic Plan with four new directions: Sustainability and Creative Development; Equity, Diversity and Access; Indigenous Arts; and Regional and Community Arts.
- Council staff are working on an implementation plan to support the increase in funding and the new strategic directions.

Attachment(s):

1. Membership List
2. Membership Bios

Attachment 1: Membership List



Name	Position	Date First Appointed	Date of Reappointment	Term Expiry
Beckerman, Merla	Chair	2010-10-04	2016-12-31	2017-12-31
Blair, Claudia	Member	2013-12-31	2015-12-31	2017-12-31
Harris, Gordon	Member	2010-10-07	2016-12-31	2017-12-31
Jackson, Susan	Member	2016-07-21		2017-12-31
Marchand, Lori	Vice Chair	2010-10-07	2016-12-31	2017-12-31
Marcotte, Cindy L.	Member	2014-12-19	2016-12-31	2017-12-31
Wosk, Yosef	Member	2016-11-01		2017-12-31
Cross, Joseph	Member	2012-12-31	2015-07-31	2018-07-31
Molnar, Emily	Member	2012-12-31	2015-07-31	2018-07-31
Moore, Donna A.	Member	2012-07-31	2016-07-31	2018-07-31
Moriyama, Derral	Member	2014-07-31	2015-07-31	2018-07-31
Smith, Joseph M.	Member	2012-07-31	2015-07-31	2018-07-31
Cannell, Thomas	Member	2013-12-31	2015-12-31	2018-12-31
Nocente, Pauline B.	Member	2013-12-31	2015-12-31	2018-12-31
Bailey, Lindsay	Member	2015-07-31	2016-07-31	2019-07-31

Attachment 2: Membership Bios

Merla Beckerman (West Vancouver) ***Chair***

Merla Beckerman is an advisor and consultant who has been actively involved in the arts, as a professional and volunteer. She was Chair of the Vancouver Art Gallery Board and served as a Trustee for twelve years. She was appointed Vice-chair of the National Gallery of Canada and was chair of the Acquisition, Governance and Communication committees.

Ms. Beckerman's past community involvement includes serving as a Board Member of Arts Umbrella, the West Vancouver Community Foundation and as Trustee of the Canadian Craft Museum and an Executive member of the Contemporary Art Society of Vancouver. She is a Past Commissioner of the West Vancouver Parks and Recreation Board and was recognised as North Shore YMCA Volunteer of the Year.

Ms. Beckerman produced "Table of Honour", a provincial competition for the design and execution of tableware for Government House, Victoria. She is the Founding Chair of St. Paul's Hospital Foundation Art Committee and is currently the Chair of the Ambleside Arts Advisory Council. Ms. Beckerman was a Partner in Contemporary Art Collections.

Lori Marchand (Kamloops) ***Vice-Chair***

Lori Marchand is the general manager for the Western Canada Theatre in Kamloops. She has contributed to the success of the Southern Interior's largest professional theatre company for several years. Ms. Marchand previously worked for Odyssey Productions and Broadway North Theatre Company, both in Prince Albert, Saskatchewan.

Publicity and marketing have been a major part of her responsibilities with all three theatre companies.

Lindsay Bailey (Vancouver)

Lindsay Bailey is a lawyer with leading art and entertainment boutique firm, Taylor Klein Oballa LLP ("TKO") with offices in Toronto and Vancouver. She specializes in business and intellectual property law with a focus on the creative sectors in British Columbia. Ms. Bailey works with a range of clients across various creative sectors, from the visual arts, film/TV, music, fashion, design and new media. Prior to joining TKO, Ms. Bailey managed her own firm, Lindsay Bailey Law Corporation, with previous experience as an associate with a leading national law firm in Toronto as well as a business law boutique in Vancouver.

Active in her community, Ms. Bailey serves on the board of directors of Femmarte, a private art investment club whose mandate has been to support the careers of women artists in Canada today. Ms. Bailey will sit on one of the International Trademark Association's leadership committees for the upcoming term and she has previously served on the board of Cineworks. She lectures frequently on various areas of critical impact to cultural sectors, such as on the areas of copyright and trademark law, and digital and social media literacy. Ms. Bailey is an avid art collector with a focus on emerging and mid-career Canadian artists, indigenous Canadian artists, and female Abstract Expressionist painters.

Ms. Bailey holds her Juris Doctorate from Dalhousie University where she was the Co-Editor in Chief of the Dalhousie Journal of Legal Studies, a student editor for the Canadian Journal of Law & Technology, and the founder of the Student Association of Law & Technology and its inaugural conference. She received her Bachelor of Arts in Art History from the University of British Columbia.

Claudia Blair (Williams Lake)

Claudia is the Executive Director for the Williams Lake & District Chamber of Commerce. During her role in the Chamber, as well as operating the Visitor Centre, she has worked with the community in many areas. She is one of the last remaining members of the network council who designed and implemented the Visitor Centre network with the province of British Columbia. She was honoured with the 2007 BC Chamber Executive of the Year and in 2013 received the Queen Elizabeth 11 Diamond Jubilee medal.

In the past Ms. Blair has served as Director on many boards including the Cariboo Chilcotin Tourism Association, BC Chamber Executives, Festivals BC and the College of New Caledonia, as well as some community organizations. As an event organizer, she has travelled throughout British Columbia, Alberta and the United States doing trade shows to promote our community and region. Volunteering for the 2010 Olympics was one of the biggest highlights and gave her a chance to promote our country to the world. Ms. Blair appreciates the significant value that arts and culture bring to every community.

Thomas Cannell (Vancouver)

Born on Musqueam traditional territory in 1980, Coast Salish artist Thomas Cannell has lived his entire life on the Musqueam Reserve in Vancouver immersed in the time-honored art and cultural traditions of his ancestors.

On his own, and in collaboration with his mother and mentor, renowned artist Susan Point, Mr. Cannell has created numerous large-scale public art works in a variety of mediums as well as a number of limited edition prints striking for their use of unexpected colours not typically associated with Coast Salish art. His work is featured in galleries in Vancouver, Victoria and Seattle and has toured in Canadian exhibitions and catalogue publications.

Mr. Cannell graduated from Capilano University and in 2014 Mr. Cannell was awarded the British Columbia Creative Achievement Award for First Nations Art.

Joseph Cross (Cranbrook)

Joseph Cross is a self-taught Cranbrook artist. He is an active member of the community and has taught art locally. Mr. Cross currently exhibits in the Webster Galleries in Calgary and Fisher Peak Gallery in Cranbrook.

His recent accomplishments include being a 2011 finalist in the International Art Magazine with *Mt. Assiniboine Reflection*, 2009 and 2011 exhibitions of David Thompson paintings, and in 2009 and 2011, he was commissioned for five portraits of past presidents with the Northern Alberta Institute of Technology.

Mr. Cross is currently a board member with the Cranbrook Community Forest Society.

Gordon Harris (Vancouver)

Gordon Harris is the President and CEO of the SFU Community Trust, where he is responsible for UniverCity, a multi-award-winning sustainable community being developed to complement and generate endowment wealth for Simon Fraser University.

An urban planner, development strategist and real estate market analyst, Mr. Harris is also a popular lecturer, and a leading commentator on the challenges of planning for an aging population. Mr. Harris is a Fellow of the Canadian Institute of Planners and is a member of the National Capital Commission Advisory Committee on Planning, Design, and Realty. He is also a member of the BC Arts Council; the Urban Development Institute; the Urban Land Institute; and the Canadian Urban Institute.

In 2013 Mr. Harris was awarded the Queen Elizabeth II Diamond Jubilee Medal for his lifetime contributions to community building in Canada.

Susan Jackson (Vancouver)

Susan Jackson's professional background includes 20+ years of arts administration and consulting experience in the British Columbia arts and nonprofit sectors. Since 2012, Ms. Jackson has served as Executive Director of the YVR Art Foundation overseeing grants, scholarships and exhibition opportunities for British Columbia and Yukon First Nations artists. Previously, she held leadership roles at Emily Carr University of Art + Design, Knowledge Network, Vancouver Symphony Orchestra and the Craft Council of BC. Ms. Jackson's community work includes volunteering at Vantage Point, where she has co-developed and facilitated educational workshops for arts organization leaders. She has a Master of Business Administration from the University of British Columbia and a Bachelor of Arts from the University of Victoria.

Cindy Marcotte (Prince George)

Cindy L. Marcotte is a professional musician and recording artist. Presently, she is also holds a Marketing and Promotion position at Dan Marcotte Law Corporation. She has performed across Canada and the United States with the popular musical trio The Pucks (formerly Group du Jour) at venues and music festivals including main stage performances at the Commonwealth Games, the Canada Games, and the Western Canadian Music Awards, receiving regional, national and international airplay. Since 1990 she has been an actor, musician and dancer in numerous community musical and dramatic theater productions.

Ms. Marcotte has served in various volunteer capacities with the Spirit of the North Healthcare Foundation, the Prince George Community Foundation and the Prince George Children's Festival. Ms. Marcotte is also a member of the Society of Composers, Authors and Music Publishers of Canada (SOCAN), the Music BC Industry Association (Music BC), Canadian Academy of Recording Arts and Sciences (CARAS) and Vancouver Musicians Association.

Emily Molnar (Vancouver)

Emily Molnar is the Artistic Director of Ballet BC and a Rehearsal Director with various independent projects. In addition, she is an instructor in creative process classes and workshops and repertoire classical and contemporary classes. Previously, Ms. Molnar was the Director of Arts Umbrella Apprentice Dance Company. She has served as a jury member for the Canada Council for the Arts, the BC Arts Council, City of Vancouver, and the Clifford E. Lee Award 2010.

In 2009, Ms. Molnar was invited by the New York City Ballet to participate in their inaugural selection committee for the New York Choreographic Institute's 2009/2010 sessions. She is an active mentor, advocate, and lecturer on dance and in 2003 was named Artist in Residence at Arts Umbrella. Ms. Molnar graduated with Honors from The National Ballet School in Toronto.

Donna A. Moore (Kelowna)

Donna Moore is the former Executive Director of the Kelowna Art Gallery. Previously, she was Head of Public Programming at the Kelowna Art Gallery and a Reference Librarian at Okanagan College. Throughout her career, Ms. Moore held positions on Federal, Provincial and Municipal boards and committees. Ms. Moore served on the Professional Development Committee for the Canadian Art Directors Organization, and as a Council member for the British Columbia Museums Association. On the municipal front, Ms. Moore was a committee member on Kelowna's Public Art Committee, Parks Alive, and Minor Hockey Association's Memorial Cup. She was also a member of the Kelowna Executive Directors Roundtable. Still active in the community, Ms. Moore was recently a Juror for a Public Art banner competition.

Ms. Moore holds her Bachelor of Fine Arts from the Vancouver School of Art (now Emily Carr University of Art and Design).

Derral Moriyama (Vancouver)

Derral Moriyama is currently Senior Vice President of Business Development for Western Canada at Bank of Montreal (BMO) and MNP Accounting Firm. Mr. Moriyama has over 33 years of experience in the banking industry. He has held a number of senior positions in Commercial and Corporate Banking, Natural Resource Account Management, Risk Management and Retail Banking. Active in his community, Mr. Moriyama is Chair of Northstar Trade Finance. His board and committee experience includes serving on the Vancouver Board of Trade, the Vancouver Foundation, BC Football Hall of Fame, the Vancouver Aquarium, the Canadian Forces Liaison Council, the National Nikkei Museum, the New Car Dealers Association of BC and the RCMP Diversity Council. He was Co-Chair of the Arts Club and Bard on the Beach Capital Campaign for the West First Theater project.

Mr. Moriyama holds his Master of Business Administration from the University of Toronto and has completed executive development programs at the Kellogg School of Business in Chicago as well as the Banff School of Management.

Pauline Nocente (Vancouver)

For the past 25 years, Pauline Nocente has been an active member of the British Columbia Arts community, from her student days as Commissioner of the UBC AMS Art Gallery, to her recent position on the U.E.L.'s Advisory Design Panel overseeing and making recommendations regarding the architecture, urban planning and design of the University Endowment Lands. Through her children, she is involved in several artistic endeavours, including the Goh Ballet, Arts Umbrella, the Mozart School of Music, Christianne's Lyceum of Literature and Arts, the Vancouver Academy of Music and the Vancouver Bach Choir.

Ms. Nocente has been a Member of the B.C. Law Society since 1998. After articling at a downtown Vancouver law firm, she practised law for eight years. She spent five years at the Department of Justice defending the decisions of federal administrative tribunals before the Federal Court and the Federal Court of Appeal, and three years at a full service firm as a litigator in BC Supreme Court.

Joseph M. Smith (Union Bay)

Joe Smith is a fine artist and business consultant who lives in Union Bay, British Columbia. After studying at the Montreal Museum of Fine Art, he began his working career as a staff artist at The Gazette in Montreal illustrating for both the news and advertising departments. In addition to his regular job he also worked as a freelancer taking on graphic design assignments for a variety of companies and printers. From Montreal, he moved to Toronto where he was promoted to the National Office of the Southam Newspapers as creative director. His duties involved all aspects of advertising design including photography, the creation and development of audio visuals as well as traveling across the country giving creative seminars and workshops. He was promoted to the position of Public Relations and Promotion Manager at The Spectator in Hamilton, Ontario. In 1996 he decided to leave the corporate world and get back to his roots as a fine artist yet still utilizing his business skills as a consultant. In 2002 he and his wife moved to Vancouver Island.

He has participated in many juried shows as well as had numerous solo exhibitions. Actively involved in the community he is a Past President of the Comox Valley Chamber of Commerce, operates a studio and gallery in Union Bay, writes a monthly business column, teaches a course in marketing at North Island College and operates as a marketing and communications consultant for a select group of clients. Giving back to the community is important to him. He has been involved with many community based organizations including; President of The Association of Canadian Clubs, Co-chair of the Canadian Country Music Awards, President of the Hamilton Gallery of Distinction, Vice-President of the Oakville Art Society, is currently chair of the Originals Only Art Show committee and a board member of the Comox Valley Community Foundation.

Yosef Wosk (Vancouver)

Yosef Wosk was the Director of Interdisciplinary Programs in Continuing Studies and still serves as Shadbolt Fellow and Adjunct Professor in the Department of Humanities at Simon Fraser University where he developed seminal programs such as The Philosophers' Cafe and The Canadian Academy of Independent Scholars. In addition to being an ordained rabbi and receiving two honorary doctorates, he holds Ph.D.'s in Religion & Literature as well as in Psychology, and Master's degrees in Education and in Theology. Mr. Wosk has founded and supported hundreds of libraries worldwide, endowed Vancouver's Poet Laureate, and has lectured at a number of universities and institutes of higher learning throughout the world. Identified as one of the top ten thinkers and most thoughtful citizens in the province, he is an appointed member of The Order of British Columbia, a recipient of both the Queen's Golden and Diamond Jubilee Medals and included in Canadian Who's Who. Active in communal affairs, especially in the areas of education, libraries, museums, the arts, social services, heritage conservation, gardens, philanthropy and religion, Mr. Wosk is a media commentator, public speaker and published author. Photo Credit: Joshua Berson

BC ARTS COUNCIL COMPOSITION

1. List of the BC Arts Council members for the last 10 years. (please see Appendix 1)
2. Any terms of reference for this board in addition to the *Arts Council Act*.

The most complete description of the board composition is within the BC Arts Council *Charter*:
(Please see Appendix 2)

Governance Principles:

Activities of the BC Arts Council are guided by five established principles:

1. **Representation:** The Board broadly represent the arts and cultural community, reflects the province's regional and ethnic diversity, and equitably represents gender.
2. **Strategic Leadership:** The Board establishes strategic direction and provides policy direction to staff.
3. **Accountability:** The Board recognizes that it is accountable to the people of British Columbia through the legislature.
4. **Peer evaluation:** The Board is committed to a grant adjudication process that is independent, competitive, and transparent and relies on the expertise of peers drawn from within the arts and cultural community.
5. **Consultation:** The Board recognizes that community consultation is required to ensure policies and programs are responsive to community need and is committed to fulfil this obligation.

Board Members:

The Act provides for the appointment of 15 Board members. Members, including the chair and vice-chair, are appointed by the Lieutenant Governor in Council to terms ranging from one to three years, and may not sit for more than six years in total. Collectively these members are expected to have expertise in all forms of art and the regional aspects of arts and culture including the essential features of the cultural diversity and artistic communities of British Columbia.

3. Any background around the history of the artistic mediums represented on the board i.e. dance, music, theatre, literary, visual arts etc, and any other community groups represented. (Please see Appendix 3).

A brief review of Appendix 3 reveals the variety of artistic disciplines represented on the BC Arts Council over the last decade. Balancing the representation from the arts and culture sector are several members with backgrounds in governance, law and business. The current board has a majority of specialists in visual arts and considerable expertise in governance.

For several years, the council has lacked representation from southern Vancouver Island, literary arts, museums, media arts, culturally diverse groups and youth. As of December 31, 2017, there will be no Indigenous representation on the council.

4. Any other policy background you may have on the BC Arts council applicable to the board composition.

Please note that the BC Arts Council By-laws provide background on the board's governance policy and committee structure. (Please see Appendix 4).

BC Arts Council Board Membership

Name	Years
Wendy Elizabeth MacRitchie	(2006)-2009
Stephen Foster	2007-2011
Marilyn Timms	2007-2011
Bill Usher	2007-2011
Jackson Davies (Vice-Chair)	2007-2013
Donald Shumka (Chair)	2007
Alma Lee (Vice-Chair)	2007
Michael Audain	2007
Jane Danzo (Vice-Chair)	2007
Salvador Ferreeras	2007
Neelamjit Dhillon	2007
Marie Clements	2007
David Ross	2007
Graham Kelsey	2007
Ronald Smith	2008-2012
Stanley Hamilton (Chair)	2008-2015
Michael Tindall	2008-2014
Connie Watts	2008-2013
Christos Dikeakos	2008-2012
Russell John Anthony	2009-2015
Karen Young	2009-2011
Barbara Adams	2011-2013
Merla Beckerman (Chair)	2011-2017
Gordon Harris	2011-2017
Lori Merchand (Vice-Chair)	2011-2017
Joseph Cross	2012-2018
Emily Molnar	2012-2018
Donna A. Moore	2012-2018
Joseph Smith	2012-2018
Claudia Blair	2013-2017
Thomas A. Cannell (resigned 2017)	2013-2017 (2018)
Pauline Nocente	2013-2015
Derral Moriyama	2014-2018
Cindy Marcotte	2014-2017
Lindsay Jean Bailey	2015-2019
Jane McDonald	2015-2016
Susan Hadden Jackson	2016-2017
Yosef Wosk	2016-2017
Lindsay Jean Bailey	2015-2019

BC Arts Council Board Charter

Introduction

The BC Arts Council is a crown agency of the Province of British Columbia responsible to the people of B.C. through the Legislature. This Charter communicates the vision, mission, membership, roles, and responsibilities of Council and articulates the principles-based best practice governance model that:

- fosters the independent and arm's length status of Council envisaged in the enabling Act;
- defines Council's roles and responsibilities;
- provides a consistent, coherent and comprehensive accountability framework;
- facilitates effective strategic decision-making by Council;
- strengthens confidence within the arts and culture community by virtue of its stewardship and the integrity of the organization's activities and processes; and
- serves the public interest and advances the overall public policy objectives of Council's mandate.

Mandate of the BC Arts Council

The BC Arts Council is established under the *Arts Council Act* (RSBC, Chapter 19) with a mandate to support the province's arts and cultural communities. The mandate is prescriptive, but not limiting. While the legislation clearly directs Council to support arts and culture in B.C. it does not regulate or restrict its priorities, goals or strategies.

In executing its legislated mandate, Council has adopted the following mission statement:

The mission of Council is to engage all British Columbians in a healthy arts and cultural community that is recognized for excellence

In pursuing its mission, the work of Council is guided by six core values:

- Artistic excellence in all art forms.
- Vibrant arts and cultural communities central to the creation of a healthy society.
- Breadth of artistic activity - from emerging to established, from classical to experimental and from traditional to contemporary.
- Inclusiveness, while respecting B.C.'s Aboriginal arts and culture.
- Clear goals, developed in consultation with the arts and cultural communities, to guide short and long-term operations.

- Fair and transparent administrative and adjudicative processes which adhere to the principles of accountability, independence, recognition of merit, and equality of opportunity.

Governance Model

Council conducts its activities in accordance with best practices that would normally apply to a public sector organization.

Public sector organizations are characterized as having some or all of the following attributes: the organization is established by legislative authority; the mandate reflects a provincial interest or policy; the government has a controlling interest, most commonly through the appointment of at least a majority of the “Board” members; the government is the prime source of funding for the organization; and they tend to be separate legal entities governed by a Board of Directors. The BC Arts Council shares many of these important traits where the appointed Council members fulfill the role of the Board of Directors. Throughout this Charter the appointed members of Council are referred to as the “Board”.

Public sector organizations also tend to have their own staff and, in some cases, sources of funds other than direct provincial support. Council staffing is provided through the BC Arts Council Office of the responsible ministry and its sole source of funding is the government.

Most independent entities have a major responsibility for the audit function. In the case of Council, this function is performed within the government. The Act does however provide that Council must: *“within 90 days after the close of each fiscal year, submit to the minister (a) an annual report on the status of arts and culture in British Columbia during the preceding fiscal year, and (b) a financial statement showing all money allocated by the council during the preceding fiscal year”*. In addition Council has a broader responsibility to manage the funds provided in a prudent, open and transparent manner expected of any public or quasi-public organization.

Accountability

As a public sector organization, Council is accountable to the people of British Columbia through the Legislature. Council also has a responsibility to maintain the public trust and account fully and openly for its operations and decisions. Toward this end, and along with the enabling *Arts Council Act*, Council is also governed by other legislation, including:

- Auditor General Act
- Budget Transparency and Accountability Act
- Financial Administration Act
- Financial Disclosure Act.
- Financial Information Act
- Multiculturalism Act.
- Ombudsman Act.
- Public Sector Employers Act.
- Freedom of Information and Protection of Privacy Act.
- Human Rights Code

Governance Principles

Activities of the BC Arts Council are guided by five established principles:

1. **Representation:** The Board broadly represent the arts and cultural community, reflects the province's regional and ethnic diversity, and equitably represents gender.
2. **Strategic Leadership:** The Board establishes strategic direction and provides policy direction to staff.
3. **Accountability:** The Board recognizes that it is accountable to the people of British Columbia through the legislature.
4. **Peer evaluation:** The Board is committed to a grant adjudication process that is independent, competitive, and transparent and relies on the expertise of peers drawn from within the arts and cultural community.
5. **Consultation:** The Board recognizes that community consultation is required to ensure policies and programs are responsive to community need and is committed to fulfil this obligation.

Board Members

The Act provides for the appointment of 15 Board members. Members, including the chair and vice-chair, are appointed by the Lieutenant Governor in Council to terms ranging from one to three years, and may not sit for more than six years in total. Collectively these members are expected to have expertise in all forms of art and the regional aspects of arts and culture including the essential features of the cultural diversity and artistic communities of British Columbia.

Within its legislative mandate The Board has authority to establish its own priorities, policies and funding programs, and to make grant decisions independent of government. This ensures a neutrally governed process for managing funds for British Columbia arts and culture, and allows The Board to make judgments and to base its funding decisions on the evaluation of artistic excellence and the goals and strategic direction of Council. At the same time, as with all public sector organizations, The Board is expected to ensure its strategic initiatives are consistent with its legislated mandate which, in its broadest terms, is to support arts and culture in British Columbia.

Only The Board members take part in Council votes. Council has established committees, with written terms of reference, composed of appointed Board members, but with the ability to access non-members selected for their knowledge and expertise. The terms of reference for all committees are available to the public.

Responsibilities of The Board

The Board provides the overall governance of the BC Arts Council and is committed to executing its responsibilities in a manner that is consistent with best practices. The responsibilities of the Council's board include:

- Respecting and fulfilling the mandate as set out in the Act.
- Developing a culture of an open, transparent, efficient and effective organization that supports the arts and culture communities throughout British Columbia.
- Developing written bylaws, an appropriate code of ethical conduct and an organizational structure to effectively execute its responsibilities.
- Providing strategic direction and counsel to management through a strategic plan and implementation plan that reflects the mandate of Council and the changing face of arts and culture in British Columbia.
- Establishing processes to ensure the effective renewal of Council including identification of the skills required and a recommended process for the orderly succession of Council board members.
- Monitoring and improving the quality of The Board, ensuring appropriate orientation and ongoing professional development of Board members.
- Establishing an effective committee structure, with written terms of reference that engages all Board members while ensuring each committee has the skills and expertise to undertake the assigned responsibilities.
- Establishing and monitoring sound fiscal policies that provide careful stewardship of the organization's assets and liabilities.
- Developing an effective and efficient model for working with the Executive Director and staff for the mutual success of Council.
- Ensuring that the grant peer review process of Council is fair, timely, accountable and free from interference.
- Developing clear, timely, effective and inclusive communication policies relating to the activities of Council.

Appointed members of The Board report to, and are responsible and accountable to, The Board as a whole.

Strategic Direction

A central responsibility of The Board includes overseeing and approving the over-arching strategic policies and developing, approving and assessing the implementation of the strategic plan. The strategic plan establishes the organization's goals, objectives, priorities and performance indicators and is intended to provide management and staff with overall guidance and direction while serving as a benchmark for measuring the performance of The Board and management. The strategic plan and annual implementation priorities are public documents and reflect the broad public policies for arts and culture in British Columbia and the changing face of arts and culture in British Columbia. The plan also forms the basis of the Council's annual report to the Legislature.⁵

The Chair

The Lieutenant Governor in Council designates an appointed Board member to be the Chair of the Council. Term begins with the appointment and continues until changed by the Lieutenant Governor in Council. The Chair is responsible to provide overall leadership to The Board and serves as the official spokesperson for Council. The Chair reports to, and is responsible and accountable to, The Board.

The Vice Chair

The Lieutenant Governor in Council designates an appointed Board member to be the Vice Chair of the Council. The term of office shall begin upon appointment. The Vice Chair shall assume the responsibilities of the chair in the absence of the Chair. The Vice Chair reports to, and is responsible and accountable to, the Board.

Responsibility of Board Members

Board members are responsible to act in the best interests of the B.C. Arts Council; a principle founded on the conviction that decisions taken in the best interests of Council will also uphold the best interests of Council's clients and stakeholders. The board is responsible for ensuring that all Board members behave in an ethical and responsible manner when discharging their duties. To this end Council has adopted, as part of its bylaws, a "Conflict of Interest and Standards of Ethical Conduct Policy".

Board members are expected to be scrupulous in distinguishing between the overall interests of Council and those of particular stakeholders. Additionally, all Board members are bound by a duty of care.

The Executive Director and Staff

The BC Arts Council Office is a Branch of Government within the responsible ministry.. The Council Office is responsible for: the day-to-day operations; program implementation and review; and the administration of the Council.

Conflict of Interest

Each Board Member is required to sign a Conflict of Interest Disclosure form every year, and to disclose any new conflicts as they arise throughout the year. The Board's Conflict of Interest Guidelines are included in Conflict of Interest Guidelines and Standards of Ethical Conduct Policy that form part of Board's bylaws.

Peer Assessment

The principle of independent peer review as the basis for assessing grant applications is central to the BC Arts Council, and the key principle sustaining Council's open, neutral and accountable process. It is The Board's responsibility to develop policies that ensure all qualified grant applicants are considered by appropriate peer review panels working with clear and transparent guidelines for assessment.

The Executive Director is responsible for ensuring compliance with Council's approved peer assessment policies.

Board Meetings

The Board meets in person a minimum of four times a year. The Chair, in consultation with the Executive Committee of the Board, may organize teleconferences as needed. As a public sector organization, Board meetings are generally open to the public. Rules for Board meetings are detailed in The Board's bylaws.

Assessment of Board Performance

While the Board does not have the capacity to add or remove appointed Board members, it does have the responsibility to recommend the matrix of skills required and the names of potential Board members. It also evaluates the performance of appointed Board members and shares this information the Minister's office in a timely manner.

Financial Reporting

The Board ensures there are clear fiscal policies in place to address the financial reporting requirements under the Act.

Advocacy and Research

The Board has an important role in advocacy for arts and culture in British Columbia and to this end provides a strong voice in support of arts and culture in British Columbia. The Board also has a commitment to assemble and distribute existing research and, where necessary, undertake original research that will help build support for arts and culture throughout the province.

Communications

The Board engages in two fundamental forms of communication. The first is the internal communication between The Board, the Ministry and Minister. The internal communication is governed by best practices appropriate to a public sector organization. The second focuses on external communication with clients, artists, arts organizations, the arts and culture community as a whole, the media and the public. The Board has a responsibility to communicate with all stakeholders in a manner that facilitates consultation and collaboration on matters of research, public education and advocacy and the activities and strategic direction of Council.

The Chair is the spokesperson for The Board. The Executive Director is the spokesperson on all operational matters.

BC Arts Council Member list: 2007 – 2017

Name	Years
Wendy Elizabeth MacRitchie	Governance/ Regional
Stephen Foster	Indigenous/ Media Arts
Marilyn Timms	Visual Arts/ Regional
Bill Usher	Music/ Regional
Jackson Davies (Vice-Chair)	Media Arts
Donald Shumka (Chair)	Governance/Business
Alma Lee (Vice-Chair)	Literary Arts
Michael Audain	Governance/ Business
Jane Danzo (Vice-Chair)	Governance/Business/CRD
Salvador Ferreeras	Music/Diversity
Neelamjit Dhillon	Music /Diversity
Marie Clements	Indigenous/ Theatre/Media Arts
David Ross	Theatre/ Regional
Graham Kelsey	Community Arts/ Governance/ Regional
Ronald Smith	Publishing/ Regional
Stanley Hamilton (Chair)	Governance/ Business/ Academic
Michael Tindall	Governance/ Regional
Connie Watts	Indigenous/ Visual Arts
Christos Dikeakos	Visual Arts
Russell John Anthony	Governance/ Law
Karen Young	Governance/ Regional
Barbara Adams	Visual Arts/ CRD
Merla Beckerman (Chair)	Governance
Gordon Harris	Governance
Lori Merchand (Vice-Chair)	Indigenous/Theatre/Regional
Joseph Cross	Visual Arts/ Regional
Emily Molnar	Dance
Donna A. Moore	Visual Arts/Regional
Joseph Smith	Visual Arts/Regional
Claudia Blair	Regional
Thomas A. Cannell (resigned 2017)	Indigenous/Visual Arts
Pauline Nocente	Governance/Law
Derral Moriyama	Governance/Business/Diversity
Cindy Marcotte	Music/Regional
Lindsay Jean Bailey	Governance/Law
Jane McDonald	Governance
Susan Hadden Jackson	Governance/Visual Arts
Yosef Wosk	Philanthropy
Lindsay Jean Bailey	Governance/ Law

BC Arts Council Board Bylaws

1. Preamble

- 1.1 The BC Arts Council is crown agency of the Province of British Columbia, established under the *Arts Council Act* with a mandate to support the province's arts and cultural communities. Council's general role is to cultivate short and long-term success consistent with its mandate and objectives, and to do so in an accountable manner.
- 1.2 Unless otherwise stated in these bylaws, the current edition of *Robert's Rules of Order Newly Revised* shall govern The Board and The Board committee meetings.

2. Definitions

In these Bylaws:

Act means the *Arts Council Act*

Chair means the Chair of the BC Arts Council

Charter means the BC Arts Council Charter

Conflict of interest means a real, potential, deemed or perceived conflict of interest.

Council means the BC Arts Council

Board means the appointed Members of Council

Executive Committee means the Executive Committee of Council **Executive**

Director means the Executive Director of the BC Arts Council **Government** means the Government of British Columbia.

Lieutenant Governor means the British Columbia Lieutenant Governor in Council. **Member**

means the Chair, Vice Chair or any other person appointed to Council **Minister** means the

Minister of Tourism, Culture and the Arts

Office refers to the BC Arts Council office, Ministry of Tourism, Culture and the Arts

Secretary means a person appointed to serve as Secretary of Council

Vice Chair means the Vice Chair of the BC Arts Council

3. Members

- 3.1 The Board consists of not more than fifteen Members (broadly representative of the regions and the artistic communities of British Columbia) appointed by the Lieutenant Governor in Council.
- 3.2 Each Member has a responsibility first and foremost to the welfare of Council and must function primarily as a Member of Council, not as a member of any particular constituency.
- 3.3 In the event a Member perceives a conflict of interest, the Member shall act in accordance with Section 13.
- 3.4 If a Member expresses publically a dissenting view from a decision which was duly made by Council, the Member shall clarify that this position is that of the Member and not of Council and shall be obliged to qualify the dissenting view by indicating recognition of the Council's majority decision.
- 3.5 Members are expected to attend all regular Board meetings, and participate in all assigned committees, working groups and task force sessions. The Board will publish annually the attendance records for each Member.
- 3.6 Members shall read and submit to the Office a signed copy of the Council's Conflict of Interest Guidelines and Standards of Ethical Conduct policy for Members.
- 3.7 The performance of Members will be assessed annually in accordance to Board policy for Member performance evaluation.
- 3.8 Members report to, and are responsible and accountable to, The Board.

4. Chair

- 4.1 The Lieutenant Governor designates a Member to be the Chair of Council. The term of office shall begin upon the date of appointment and end with the termination of the appointment. The term of office of the Chair shall not normally exceed two years.
- 4.2 The Chair is an ex-officio member of any and all committees with the exception of the Executive Committee, of which the Chair shall be a full voting member.
- 4.3 The role of the Chair is to provide leadership to Council. Specific responsibilities include:
 - a) Coordinating the planning of The Board activities.
 - b) Preparing, in consultation with the Executive Committee, the agendas for The Board meetings and Executive Committee meetings.
 - c) Presiding at Board meetings and Executive Committee meetings and ensuring all business is conducted in accordance with best practices.
 - d) Ensuring that new Members receive an orientation to The Board and the Office.
 - e) Ensuring Members understand their role on The Board and are assigned equitable assignments reflecting their particular interests, background and skills.

- f) Ensuring that Members have the information needed to make informed decisions.
- g) Ensuring that Members are honoring their Board commitments and obligations.
- h) Under the advice of the Governance Committee, appointing committees and ensure that all committees are properly served by Members, other community representatives and staff.
- i) Maintaining contact with committee chairs to ensure that they have sufficient support and that they complete their assigned tasks in a timely manner.
- j) Representing the Board at public functions and before public bodies.
- k) Maintaining an open dialogue with participants of the arts and culture community.
- l) Developing and maintaining an open dialogue with the Minister.

4.4 The Chair is the spokesperson for the Board.

4.5 The Chair reports to, and is responsible and accountable to, the Board.

5. Vice Chair

5.1 The Lieutenant Governor designates a Member as Vice Chair of Council. The term of office shall begin upon the date of appointment and ends upon termination of the appointment. The term of office of the Vice Chair shall not normally exceed two years.

5.2 The Vice Chair shall assume the responsibilities of the Chair in the absence of the Chair.

5.3 In the event of the Chair resigning or being unable to fulfill the duties of Chair, the Vice Chair shall assume the role of Chair until such time as the Lieutenant Governor appoints a new Chair.

5.4 The Vice Chair reports to, and is responsible and accountable to, the Board.

6. General Responsibilities of the Board

6.1 The Board is responsible for the ongoing governance including overseeing and approving the overarching policies of the Council, formulating strategic directions, and developing, approving and assessing the implementation of the strategic plan. The strategic plan encompasses the Council's activities and establishes the organization's priorities, objectives, strategies, performance indicators and desired impact.

6.2 The responsibilities of the Board include:

- a) Respecting and fulfilling the mandate as set out in the Act.
- b) Developing a culture of an open, transparent, efficient and effective organization in support of the arts and cultural communities throughout British Columbia.

- c) Adopting written bylaws, an appropriate code of ethical conduct and an organizational structure to effectively execute its responsibilities.
- d) Providing strategic direction and advice to management through a strategic plan and implementation plan that reflects the mandate of Council and the changing face of arts and culture in British Columbia.
- e) Providing recommendations to help ensure the effective renewal of the Board including identification of the skills required and a process for the orderly succession of Members.
- f) Monitoring and improving the quality of Council, ensuring appropriate orientation and ongoing professional development of Members.
- g) Ensuring all committees have written terms of reference and that the committees engage all Members while ensuring each committee has the skills and expertise to undertake the assigned responsibilities.
- h) Establishing and monitoring sound fiscal policies that provide careful stewardship of the organization's assets and liabilities, including stewardship of all funds.
- i) Maintaining a clear and effective model for working with the Executive Director and staff for the mutual success of Council.
- j) Ensuring that the grant peer review process of Council is fair, timely, accountable and free from interference
- k) Developing clear, timely, and effective communication policies that include communication with all stakeholders.

6.3 The performance of the Board is evaluated annually in accordance with the Board's performance evaluation policy.

7. The Executive Director

7.1 The Executive Director is a government employee, assigned by the Ministry to be the senior executive officer responsible for the organization and operation of the Council and the Office. In this capacity, the Executive Director supports the Board and is the Board's point of contact with the Council office and Ministry.

7.2 The Executive Director attends Board meetings, and where appropriate, Board committee meetings, to help ensure the Board and the committees have the information to fulfil their mandate in an effective and efficient manner.

7.3 The Executive Director is a non-voting member of the Board and the Executive Committee and an ex-officio member of all other committees.

8. Executive Committee

8.1 The Council Executive committee is comprised of the Chair, Vice Chair and Executive Director.

- 8.2 The Council Executive committee is the governing body of the Board between meetings. It takes any action and renders any decisions that may be required to carry out the business of the Board and meet the mission, mandate and goals of Council.

9. Board Meetings

- 9.1 Council shall hold regular Board meetings not less than four times per year
- 9.2 Consultation with the Executive Committee and the schedule for the following four Board meetings shall be reported on Council's website.
- 9.3 A special meeting of the Board shall be held upon the call of the Chair or on the written request of at least five Members. The purpose of the special meeting shall be set forth in the notice and no additional business shall be transacted at that special meeting.
- 9.4 A majority of Members shall constitute a quorum.
- 9.5 Each Member shall have one vote and the vote of the majority present shall decide. In case of an equality of votes for and against a motion, the question is resolved in the negative and the Chair shall so declare.
- 9.6 Voting shall be by a show of hands or oral vote, unless a motion to vote by ballot is approved by a majority in attendance. Where expressly requested, a poll may be taken.
- 9.7 Teleconference and videoconferencing participation may only occur with the advance permission of the Chair.
- 9.8 There shall be no voting by proxy.
- 9.9 No Board meeting shall occur in the absence of both the Chair and the Vice Chair. If, in the course of a properly constituted meeting, both the Chair and Vice Chair become absent, the meeting shall adjourn.
- 9.10 Recording equipment may be used during the open meeting with the permission of the Chair.
- 9.11 Subject to the provisions of the *Freedom of Information and Protection of Privacy Act*, the minutes of Board meetings shall be made public immediately following approval of the minutes by the Board.
- 9.12 Meetings of the Board shall be open to the public except for those items which the Chair or Board determines shall be considered in-camera. The review of peer assessment results will not be open to the public.

10. Agenda

- 10.1 Agendas for Board meetings shall be established by the Chair in consultation with the Executive Committee.
- 10.2 In order to be placed on the agenda, an item must be submitted to the Executive Committee at least 14 days before the Board meeting.
- 10.3 The agenda and materials for Board meetings, except for material relating to an in camera session, shall be available for viewing online at least three days prior to the Board meeting.
- 10.4 The agenda and supporting documentation shall normally be delivered to Members ten days in advance of the Board meeting.
- 10.5 A proposal to change the order of agenda items may be made at the beginning of a meeting and shall require a majority vote to approve.
- 10.6 No motions may be brought forward at a regular Board meeting unless the matter is on the agenda, except that urgent matters may be added to the agenda by a majority vote.
- 10.7 Matters coming to the Board from the Office, the Minister or Government shall normally be presented by the Executive Director.

11. In Camera Board meetings

- 11.1 Subject to the provisions of *the Freedom of Information and Protection of Privacy Act*, agenda items shall be considered *in camera* if they fall within one or more of the following classifications:
 - a) Items which are subject to solicitor/client privilege.
 - b) Items where disclosure could harm the interests of the Council or Board.
 - c) Items where disclosure could be harmful to individual or public safety, including issues regarding the discipline of Members.
 - d) Items where the disclosure of information could reasonably be expected to result in the premature disclosure of a proposal or project or in undue financial loss or gain to a third party.
 - e) Items where protection of a third party's personal information and privacy is involved.
- 11.2 Materials for distribution to The Board for *in camera* Board meetings are confidential and *in camera* discussions of the Board are confidential, unless the Board approves a motion to do otherwise.
- 11.3 The Chair may invite the Executive Director and other non-staff persons to attend *in camera* sessions of the Board.
- 11.4 With the consent of the Chair, and on the advice of the Executive Director, staff may be invited to attend *in camera* sessions of the Board.

12. Conflict of Interest and Standards of Ethical Conduct

- 12.1 Council will establish a Conflict of Interest and Standards of Ethical Conduct policy for Members that is consistent with best practices.
- 12.2 All Members are required to read the Conflict of Interest and Standards of Ethical Conduct policy and annually provide a written statement to the Executive Director and Chair that either states they are in conformity with the policy or states all known and potential conflicts.
- 12.3 It is the responsibility of all Members to immediately identify in writing to the Executive Director and Chair any known or potential conflict of interest as they arise throughout the year.
- 12.4 When the Chair and Executive Director becomes aware of a known or potential conflict of interest, the matter will immediately be addressed by the Executive Committee in accordance to the Conflict of Interest and Standards of Ethical Conduct Policy.
- 12.5 When the Chair and Executive Director become aware of a breach in ethical conduct or conduct that places the Council in disrepute, the matter will immediately be addressed by the Executive Committee in accordance to the Conflict of Interest and Standards of Ethical Conduct Policy.
- 12.6 The decisions of the Executive Committee in respect of conflict of interest and breaches in ethical conduct are immediately reported to the Governance Committee and the Governance Committee will recommend any additional or alternative actions at the next Board meeting.

13. Committees

- 13.1 The Board is authorized to appoint committees to carry out the Board's functions and each committee will have written terms of reference.
- 13.2 The Board will maintain the following five standing committees of the Board: Executive Committee, Governance, Finance, Programs and Communication Policy committees.
- 13.3 The written terms of reference for each committee are public.
- 13.4 Committee meetings follow the same rules of order as Board meetings, with exceptions as noted in the bylaws.
- 13.5 Standing committees shall meet not less than four times per year, and prior to the regular Board meeting. The schedule for standing committee meetings shall be established by the chair of each committee.

- 13.6 The majority of committee members shall constitute a quorum.
- 13.7 No committee meeting shall occur in the absence of the committee chair.
- 13.8 Committee members report to, and are responsible and accountable to, the committee on all matters relating to the committee work.
- 13.9 Committee meetings may take place by teleconference or videoconference.

14. Responsibilities of the Committee Chairs

- 14.1 Committee chairs are appointed by the Chair in consultation with the Governance Committee. The committee chair's term of office shall begin upon appointment and may be terminated at any time by the Chair.
- 14.2 The committee chair is a full voting member of the committee.
- 14.3 The role of the committee chair is to provide leadership to the committee. Specific responsibilities include:
 - a) Coordinating the planning of the committee meetings.
 - b) Preparing, in consultation with the Executive Director, the agendas for committee meetings.
 - c) Presiding at committee meetings, and making sure that they run smoothly, that the established Rules of Order are followed and that the bylaws are upheld.
 - d) Ensuring that committee members have the information they need to make informed decisions.
 - e) Taking charge of the delegation of responsibilities and making sure that they are allocated equitably among the committee members.
 - f) Ensuring that individual committee members are honoring their committee commitments and obligations.
 - g) Maintaining contact with the Chair.

15. Invitations to Arts and Culture Events

- 15.1 In the case where complimentary tickets to client performances are offered to Members, these may be accepted: if to do so assists Members in the exercise of Council responsibilities; if it does not create or appear to create an obligation to the donor of the tickets; and if attendance conforms to Council's policy on attendance to arts and culture events.
- 15.2 If Council is expected to pay any incidental expenses associated with acceptance by Members of complimentary tickets to client performances, the Member must submit a budget to the Executive Director and receive prior approval.

- 15.3 Members who receive invitations to attend arts and cultural events other than the complimentary tickets offered by clients of Council are to refer such invitations to the Chair. The Executive Committee will determine whether attendance at such events is consistent with Council policy and who-if anyone-should represent Council at the event.
- 15.4 Members are not to solicit complimentary tickets to attend arts and cultural events.
- 15.5 Individual Members accepting complimentary tickets to client events must report the invitations to the Office.
- 15.6 The Office will provide a summary report of all invitations accepted by Members to The Board at each regular Board meeting to help ensure attendance is balanced across the various areas within the mandate of Council.

16. Member Expenses

- 16.1 Council will develop and maintain a policy on expenses incurred by Members and such policy shall at all times conform to approved government policies.
- 16.2 Travel and business expenses incurred by Members attending meetings of The Board, Board committee meetings or events where they are asked by the Chair to represent The Board shall be reimbursed in accordance with Council policies.

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17. Miscellaneous Matters

- 17.1 Amendments to the bylaws shall require a two-thirds vote provided that a notice of motion to amend these bylaws has been included with the call of the meeting.
- 17.2 The fiscal year of the Council shall be the twelve (12) months ending the 31st day of March.
- 17.3 The mailing address of Council is: PO Box 9819 Stn Prov Govt, Victoria, B.C., V8W 9W3.

Appendix B: Terms of Reference Executive Committee

- 1. The Executive Committee is a standing committee of Council and reports to Council at each regular Board meeting and as otherwise required by the Chair.
- 2. The Executive Committee is subject to the bylaws of the Board.

3. The Executive Committee will include the Chair of Council (who shall be the chair of the Executive Committee), the Vice Chair and the Executive Director.
4. Duties of the Executive Committee include:
 - a) The Executive Committee acts on behalf of the board between Board meetings.
 - b) The Executive Committee is responsible to handle issues relating to conflict of interest and breaches of the ethical conduct until such time as the Governance Committee completes its investigation and recommends action to the Board.

Appendix B: Terms of Reference Governance Committee

5. The Governance Committee is a standing committee of the Board and reports to Council at each regular Board meeting and as otherwise required by the Chair.
6. The Governance Committee is subject to the bylaws of the Board.
7. The Governance Committee will include the Vice Chair of Council (who shall be the chair of the Governance Committee) and at least two other Members. The Executive Director is an *ex officio* member of the Committee.
8. The Governance Committee may include non-Council members where particular expertise is required, on the consent of the chair of the committee and with the understanding that that all non-Council members are bound by the same rules and obligations as Members.
9. Staff may participate in Committee meetings in an advisory capacity, with the consent of the committee chair and Executive Director, but do not sit as members of the committee
10. Membership on the committee will be staggered to ensure continuity.
11. Duties of the Governance Committee include:
 - c) Reviewing the skills and experience required by the Board.
 - d) Identifying potential new Members for recommendation to Government.
 - e) Reviewing the relevance of individual committees and committee terms of reference.
 - f) Managing evaluations of the Board, committees, the Chair, the Vice Chair and Members performance.
 - g) Articulating roles and responsibilities for the Board, its committees, the Chair and Members and recommend to the Board any needed changes.
 - h) Preparing for, and recommending to, the Board changes to the bylaws.

- i) Providing oversight to the organization's Conflict of Interest and Standards of Ethical Conduct policy, reviewing breaches of those standards and making recommendations to the Board regarding disciplinary action where appropriate.
- j) Recommending to the Board annual objectives for the Governance Committee to advance the Strategic Plan.

Appendix C: Terms of Reference Finance Committee

1. The Finance Committee is a Standing Committee of the Board and will report to the Council at each Board meeting and as otherwise required by the Chair.
2. The Finance Committee is subject to the bylaws of the Board.
3. The Finance Committee will include the Vice Chair of Council and at least three other Members. The Executive Director is an *ex officio* member of the Committee.
4. The Finance Committee may include non-Council members where particular expertise is required, on the consent of the chair of the committee and with the understanding that that all non-Council members are bound by the same rules and obligations as Members.
5. Staff may participate in Finance Committee meetings in an advisory capacity, with the consent of the committee chair and Executive Director, but do not sit as members of the committee
6. Membership on the committee will be staggered to ensure continuity.
7. Duties of the Finance Committee include:
 - a) Overseeing the preparation and presentation of Council's request for the annual provincial government appropriation, as well as any extraordinary requests for funding from the provincial government.
 - b) Overseeing the preparation of the draft annual budget distribution of Council's annual appropriation among programs and other activities and initiatives of the Council.
 - c) Monitoring budget compliance throughout the fiscal year.
 - d) Reviewing financial and performance audits and reporting to Council on matters arising.
 - e) Recommending investment guidelines and receiving annual information on investment performance pertaining to the BC150 Fund.
 - f) Recommending to the Council board annual objectives for the Finance Committee to advance the Strategic Plan.
 - g) Ensuring financial reporting as required by the Act are prepared and submitted on time.
 - h) Reviewing and recommending fundraising strategies for Council, if required.

Appendix D: Terms of Reference Program Committee

1. The Program Committee is a Standing Committee of the Board and will report to Council at each Board meeting and as otherwise required by the Chair.
2. The program Committee is subject to the bylaws of the Board.
3. The Program Committee will include a minimum of five Members. The Executive Director is an *ex officio* member of the Committee.
4. The Program Committee may include non-Council members where particular expertise is required, on the consent of the chair of the committee and with the understanding that that all non-Council members are bound by the same rules and obligations as Members.
5. Staff may participate in program Committee meetings in an advisory capacity, with the consent of the committee chair and Executive Director, but do not sit as members of the committee
6. Membership on the committee will be staggered to ensure continuity.
7. Duties of the Program Committee include:
 - a) Overseeing policies and procedures relating to the number of, composition of, and terms of reference for, program advisory committees and juries.
 - b) Adjudicating funding requests outside the normal purview of the advisory committees and/or juries.
 - c) Recommending responses to program reviews and monitoring the implementation of program policies and procedures.
 - d) Recommending policies and procedures relating to new program initiatives.
 - e) Monitoring and where necessary recommending changes to, the advisory committee and jury structures.
 - f) Recommending annual objectives for the Program Committee to advance the Strategic Plan.
 - g) In consultation with Council Executive, recommending appointments to the discipline advisory committees.

Appendix E: Terms of Reference Communications Policy Committee

1. The Communication Policy Committee is a standing committee of the Board and will report to Council at each regular Board meeting and as otherwise required by the Chair.
2. The Communications Policy Committee is subject to the bylaws of the Board.
3. The Communications Policy committee will include four Members. The Executive Director is an *ex officio* member of the Committee.
4. The Communications Policy Committee may include non-Council members where particular expertise is required, on the consent of the chair of the committee and with the understanding that that all non-Council members are bound by the same rules and obligations as Members.
5. Staff may participate in Communications Policy Committee meetings in an advisory capacity, with the consent of the committee chair and Executive Director, but do not sit as members of the committee
6. Membership on the committee will be staggered to ensure continuity.
7. Duties of the Communications Policy Committee include:
 - a) Providing strategic direction on issues relating to Council's board communications.
 - b) Recommending to the Board strategic policies to promote consultation and collaboration with stakeholders throughout the province.
 - c) Assisting the Executive Director in developing policies and procedures relating to Council's communication activities to ensure they are consistent with the Strategic Plan and the approved implementation plan.
 - d) Recommending to the Board annual objectives for the focus, content, production and distribution of the Board's communications to advance the mandate of Council.
 - e) Assisting in developing a strategic research agenda for Council and identifying opportunities to advance the research agenda of Council.
 - f) Recommending to the Board strategic policies to advance public education and advocacy concerning arts and culture in British Columbia.