

**METRO VANCOUVER REGIONAL DISTRICT
REGIONAL CULTURE COMMITTEE**

REGULAR MEETING

Thursday, September 10, 2020

1:00 PM

28th Floor Boardroom, 4730 Kingsway, Burnaby, British Columbia

A G E N D A¹

1. ADOPTION OF THE AGENDA

1.1 September 10, 2020 Regular Meeting Agenda

That the Regional Culture Committee adopt the agenda for its regular meeting scheduled for September 10, 2020 as circulated.

2. ADOPTION OF THE MINUTES

3. DELEGATIONS

4. INVITED PRESENTATIONS

5. REPORTS FROM COMMITTEE OR STAFF

5.1 Metro Vancouver Regional Culture Project Grants: Adjudication Process

Designated Speaker: Sarah Faucher, External Outreach Coordinator, External Relations

That the Regional Culture Committee receive for information the report dated August 6, 2020, titled "Metro Vancouver Regional Culture Project Grants: Adjudication Process".

5.2 Manager's Report

Designated Speaker: Heather Schoemaker, General Manager, External Relations

That the Regional Culture Committee receive for information the report dated August 10, 2020, titled "Manager's Report".

6. INFORMATION ITEMS

6.1 Regional Culture Committee – Terms of Reference

¹ Note: Recommendation is shown under each item, where applicable.

7. OTHER BUSINESS

8. BUSINESS ARISING FROM DELEGATIONS

9. RESOLUTION TO CLOSE MEETING

10. ADJOURNMENT/CONCLUSION

That the Regional Culture Committee adjourn/conclude its regular meeting of September 10, 2020.

Membership:

van den Broek, Val (C) - Langley City
McPhail, Linda (VC) - Richmond
Back, Holly - North Vancouver City

Hardwick, Colleen - Vancouver
Madsen, Hunter - Port Moody

Muri, Lisa - North Vancouver District
Nagra, Mandeep - Surrey

To: Regional Culture Committee

From: Sarah Faucher, External Outreach Coordinator, External Relations Department

Date: August 6, 2020 Meeting Date: September 10, 2020

Subject: **Metro Vancouver Regional Culture Project Grants: Adjudication Process**

RECOMMENDATION

That the Regional Culture Committee receive for information the report dated August 6, 2020, titled “Metro Vancouver Regional Culture Project Grants: Adjudication Process”.

EXECUTIVE SUMMARY

Metro Vancouver’s annual regional cultural project grants support region-serving arts and culture projects. Recognizing the significant impact of COVID-19 for the arts and culture community, the timeline for the 2020 grant intake and adjudication was postponed to later in year. The allocation of this year’s grants will factor in additional project considerations related to anticipated COVID-19 impacts and adapted delivery options to address ongoing physical distancing measures. Staff will undertake the initial review of all received applications and present a shortlist of applications for adjudication by the Committee. At the September 17, 2020 meeting, shortlisted applications will be discussed and a recommendation will be made on the grant award for each successful proponent. The Committee's recommended allocations will be presented to the October 2, 2020 MVRD Board meeting for final approval. The cap for any single project is \$10,000 with the total grant allocation not to exceed \$140,000.

PURPOSE

To provide the Regional Culture Committee with guidelines for reviewing the 2020 grant applications that will result in the recommended allocation of the 2020 regional culture project grants.

BACKGROUND

As part of its Terms of Reference, the Regional Culture Committee has direct responsibility for the review and adjudication of the annual cultural project grant applications, to recommend the grant allocations to the MVRD Board for approval. This report is brought forward to review the adjudication process.

In 2019, the Committee recommended grants between \$1,000 and \$8,000 to 29 organizations.

METRO VANCOUVER REGIONAL CULTURE PROJECT GRANTS: ADJUDICATION PROCESS

COVID-19 Impacts

Metro Vancouver’s annual regional cultural project grants support region-serving arts and culture projects with the intake for projects typically taking place in April and May, and potential projects presented to the Regional Culture Committee for adjudication in June and July. However, recognizing the significant impact of COVID-19 for the arts and culture community, the deadline for the 2020 grant application intake was postponed to August 4, 2020 in order to give applicants more time to

focus on their base operations, brainstorm adapted methods of project delivery with consideration for physical distancing measures, and reconfirm the availability of necessary resources. Grant adjudication by the Regional Culture Committee was therefore postponed to September and tightened to accommodate the shifted intake deadline. Applicants proposing projects were asked to take into consideration any anticipated COVID-19-related delivery options to address ongoing physical distancing measures.

September 10, 2020 Regional Culture Committee Meeting

Announcement of the 2020 Metro Vancouver regional cultural project grants was distributed on May 22, 2020 (Attachment 1). Social media channels and a mailing list was used to promote the grant program and remind potential applicants of the deadline (Attachment 2). Following the August 4 deadline, staff have been processing and logging all received applications, undertaking a pre-screening to ensure that each application meets the grant criteria, and creating a shortlist of applications for review and discussion by the Committee.

Committee members will be given a set of score sheets for use in their final assessment based on the guidelines of the regional cultural project grant program (Attachment 3). The adjudication criteria assess organizations' and proposed projects' regional impact, merit, and budget plan, also evaluating proposed timing and new 2020 considerations for reasonably incorporating COVID-19-related adjustments. Staff will provide Regional Culture Committee members spreadsheets of all 2020 applications and of past recipients of Metro Vancouver's regional culture project grants from 2011 - 2019 in order to provide additional background for 2020's allocation decision process. Committee members will receive the shortlisted applications, score sheets, and spreadsheets to review in advance of the September 17, 2020 allocation meeting. Non-shortlisted applications will also be available for possible reconsideration.

September 17, 2020 Regional Culture Committee Meeting

At the September 17, 2020 meeting, Regional Culture Committee members ("adjudicators") will discuss each shortlisted application and make a recommendation on the grant award for each of the successful proponents with a cap of \$10,000 for a single project and the total of all grants not to exceed \$140,000. Final reports from previous grants will also be considered if an organization has applied in the past and was successful. Staff will provide an update of the status of final reports from previous years.

Staff will prepare a report based on the recommendations of the Regional Culture Committee to be presented to the MVRD Board for approval on October 2, 2020.

ALTERNATIVES

This is an information report. No alternatives are presented.

FINANCIAL IMPLICATIONS

The MVRD Cultural Grants program is funded from the Cultural Grants Reserve. As part of the 2017 Budget Review the Board approved a fifty percent (50%) increase, phased in over five years to the annual funding of \$100,000 for cultural grants awarded to regional cultural organizations (Attachment 4). The 2020 allocation will not exceed \$140,000.

The table below shows the Cultural Grants program dollar amounts from 2017 to 2021:

	2017	2018	2019	2020	2021
Cultural Grants	\$110,000	\$120,000	\$130,000	\$140,000	\$150,000

CONCLUSION

The allocation of the 2020 Metro Vancouver cultural project grants will be adjudicated by the Regional Culture Committee and will consider the continued support of recipients who have made a long standing commitment to serving the region while fostering the new recipient organizations who are committed to expanding to a regional audience. The allocation of this year’s grants will factor in additional considerations related to COVID-19 impacts, such as adapted delivery options to address ongoing physical distancing measures.

Staff will undertake the initial review of the applications and present shortlisted applications for review by the Committee. At the September 17, 2020 meeting of the Regional Culture Committee, members (“adjudicators”) will discuss each shortlisted application and make a recommendation on the grant award for each successful proponent. The cap for any single project is \$10,000 with the total 2020 grant allocation not to exceed \$140,000. A report outlining the Committee's recommendations will be presented to the October 2, 2020 meeting of the MVRD Board for approval.

Attachments:

1. Media Release: “Cultural Grants – Application Deadline August 4”, May 22, 2020
2. Sample mailing list notice – deadline reminder dated July 27, 2020
3. 2020 Metro Vancouver Regional Cultural Project Grant Application Score Sheet
4. “Metro Vancouver Cultural Grants Program”, October 7, 2016

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May 22, 2020

CULTURAL GRANTS – APPLICATION DEADLINE AUGUST 4

Metro Vancouver is accepting submissions for its regional cultural grants.

A total of \$140,000 in funding assistance is available to arts and culture organizations for regional projects, with a maximum of \$10,000 per project grant. These annual regional cultural grants support region-serving arts and culture projects including research, creation, production, dissemination, audience development, project staff and administrative capacity building.

The intake for projects typically takes place in April/May, however, recognizing the significant and continued impact of COVID-19 for the arts and culture community, the deadline for the 2020 grant application intake has been postponed to August in order to give applicants more time to focus on their base operations, brainstorm adapted methods of project delivery and reconfirm the availability of necessary resources.

“The arts community is facing unprecedented challenges due to the ongoing public health measures enacted in response to the COVID-19 pandemic,” said Sav Dhaliwal, Chair of the Metro Vancouver Board of Directors. “As such we have adjusted this year’s cultural grants program to offer greater clarity and flexibility in terms of project delivery options, timeframes and other grant criteria.”

“Arts and culture connect our communities in important and creative ways that are the heart and soul of the quality of life that we all value so much and we are proud to support the arts and culture community during this difficult period,” added Dhaliwal.

Completed applications must be submitted by 4:00 p.m. on **Tuesday, August 4, 2020**.

The 2020 application form, project grant eligibility and selection criteria can be downloaded from www.metrovancover.org/cultural-grants.

Questions may be directed by email to Sarah Faucher, External Outreach Coordinator at CulturalGrants@metrovancover.org or 604-456-8828.

Media contact:

[Don Bradley](#), Division Manager, Media and Intergovernment Relations c. 604.788.2821

Metro Vancouver is a federation of 21 municipalities, one Electoral Area and one Treaty First Nation that collaboratively plans for and delivers regional-scale services. Its core services are drinking water, wastewater treatment and solid waste management. Metro Vancouver also regulates air quality, plans for urban growth, manages a regional parks system and provides affordable housing. The regional district is governed by a Board of Directors of elected officials from each local authority.

Sarah Faucher

From: Metro Vancouver <CulturalGrants@metrovancover.org>
Sent: Monday, July 27, 2020 3:24 PM
To: Sarah Faucher
Subject: One Week Left to Apply for a Metro Vancouver Regional Cultural Project Grant



One Week Left to Apply! Deadline August 4

Metro Vancouver is accepting submissions until Tuesday, August 4, 2020 for its regional cultural grants.

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2020 Regional Cultural Project Grant Application Score Sheet

Organization: _____ Project Title: _____

<p>Regional Impact (30%)</p> <ul style="list-style-type: none"> • Uniqueness of the project in its offering to the regional arts and culture landscape. • Potential number of regional participants impacted/reached with this project. • Is the project going to be presented beyond a single municipality? <p>Comments:</p>	<p>/ 30</p>
<p>Merit (40%)</p> <ul style="list-style-type: none"> • Merit of the project, based on past excellence and proven ability of the applicant. • Clearly communicated project goals and relevance to arts and culture in the region. • Measurable success. • Demonstrated community support/involvement. • Project delivery anticipates COVID-19-related considerations to address ongoing physical distancing measures, with resilience to reasonably adjust as necessary. <p>Comments:</p>	<p>/ 40</p>
<p>Budget Plan (30%)</p> <ul style="list-style-type: none"> • Clear and concise budget plan for reasonable use of grant funding. • Other sources of realistic funding support identified and/or in place. • Budget plan reasonably incorporates COVID-19 impacts to revenues and funding. • Requested funds are specific to the proposed project, and are not intended for ongoing operational/general funding. <p>Comments:</p>	<p>/ 30</p>
<p>General Comments</p>	<p>TOTAL SCORE</p> <p>/ 100</p>

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To: Intergovernment and Finance – Regional Culture Sub-Committee

From: Judy Robertson, Outreach Coordinator, External Relations Department
Phil Trotsuk, Chief Financial Officer/General Manager, Financial Services Department

Date: September 21, 2016 Meeting Date: October 7, 2016

Subject: **Metro Vancouver Cultural Grants Program**

RECOMMENDATION

That the GVRD Board receive for information the report dated September 21, 2016, titled “Metro Vancouver Cultural Grants Program”.

PURPOSE

To provide the Regional Culture Sub-Committee with the history of the Metro Vancouver Cultural Grants Program and current funding availability in consideration of increasing the annual budget allotment.

BACKGROUND

At its July 20, 2016 meeting, the Regional Culture-Sub Committee made the following request of staff:

Staff was requested to explore options for seeking an increase in the 2017 budget allocation for the Metro Vancouver Cultural Grants Program.

This report includes the funding and award history of the Cultural Grants Program, information regarding the current increasing demands on available funding, the funding available for the program and alternatives for enhancing the annual funding for Regional Cultural activities.

METRO VANCOUVER CULTURAL GRANTS PROGRAM

Funding History

The GVRD Board initially endorsed the Regional Funding for Cultural Activities in 1988 and in 1991 established Bylaw 698 Endowment Fund for Culture, including the initial contribution of \$120,000 of GVRD Tax Requisitions to establish a Cultural Grants Reserve Fund. In each of the years 1991 and 1992, \$114,850 was awarded to cultural organizations. In 1993, the program funding from tax requisitions increased to \$234,851 of which \$117,000 was used to continue building up the Cultural Grants Reserve and \$117,851 was awarded to approved cultural organizations. This continued until 2003, when the reserve reached a balance such that the annual cultural grants of \$117,851 was funded from the annual interest generated from the reserve. In 2007, due to declining interest rates, the interest generated from the reserve was no longer sufficient to cover the annual grants and the amount was reduced to \$100,000. The current annual grant amount remains at \$100,000 with annual reserve interest funding part of the program with the remaining amount funded directly from the reserve itself. Table 1, below, shows the financial details of the Cultural Reserve and the funding available for future grants.

Table 1: Cultural Grant Reserve (2007 to 2015)

Year	Cultural Grant	Interest Earned	Reserve Balance
2007	\$ 100,000	\$ 108,808	\$ 2,478,375
2008	\$ 100,000	\$ 111,786	\$ 2,490,161
2009	\$ 100,000	\$ 102,509	\$ 2,492,670
2010	\$ 100,000	\$ 89,227	\$ 2,481,897
2011	\$ 100,000	\$ 87,217	\$ 2,469,114
2012	\$ 100,000	\$ 86,428	\$ 2,455,542
2013	\$ 100,000	\$ 70,322	\$ 2,425,864
2014	\$ 100,000	\$ 70,968	\$ 2,396,832
2015	\$ 100,000	\$ 75,865	\$ 2,372,697

In 2010, with declining interest rates, the interest generated by the reserve became insufficient to fund the annual grant amount. This trend continues today with the reserve balance declining year by year. There is currently \$2.37 million available to fund Regional Cultural activities through grants with \$100,000 to be awarded during 2016.

Grant Award History

In the first award of annual cultural grants in 1991, the total amount was awarded to two organizations.

From 1993 to 2003, the total applications varied from five to eighteen and the grants were awarded to a range of two to eleven recipients.

In 2004, the GVRD Board modified its policy by establishing three new categories of grants:

1. Region-serving Arts and Culture Organizations: operating grants to support on-going programs and services and the ongoing infrastructure costs of non-profit organizations that provide region-wide services.
2. Sub-regional Arts and Culture Organizations: project grants to support new and innovative work and the development of new programs and services by sub-regional organizations.
3. Special events and/or Festivals.

However, the GVRD Board only committed funding for the region-serving category – guidelines and a selection process for this particular category of grants were developed and implemented. This policy was in effect from 2005 to 2010.

The number of cultural grant applicants remained relatively stable from 2004 to 2009 with 16 to 22 applicants and the allocation remained relatively stable at 12 to 13 recipients. Many of the applicants had received an operating grant annually for close to ten years. In 2010, there was a significant increase in the number of applicants – likely related to the decrease in the provincial funding for arts and culture organizations. A total of 48 applications were received. In addition to the increase in applicants, the wide range of small, medium and large organizations made the adjudication process

challenging. Not only did the number of applicants more than double from previous years, but the range of existing operating budgets and total revenues was vast — \$10,000 to \$10,000,000. The current policy no longer reflected the existing granting environment and staff was asked to undertake a policy review.

Staff reviewed funding programs from a variety of government agencies and completed meetings and discussions with funding agents in both the public and private sector and with local cultural planning staff to better understand the wider landscape in order to better assess how best to improve Metro Vancouver's cultural grant policy. Some key findings were:

- Metro Vancouver's total budget of \$100,000 was relatively low for an operating grant bundle and the amount of each award currently being allocated was well under the amount usually awarded in this category – 2010 ranged from \$2,500 to \$14,500.
- Project grants allow access for small medium and large organizations.
- A move from an operating grant policy to a project grant policy would allow for more recipients.
- Project grants can have a maximum cap.
- Project grant programs usually require project reporting to funder. These reports would assist Metro Vancouver in tracking the effectiveness of its grant program.

Resulting from the review of the cultural grants criteria and allocation the GVRD Board approved and recommended the establishment of a new category of grant:

"Regional Project Grants to Arts and Culture Organizations."

New eligibility and selection criteria were established and have been used in consideration of awarding the annual Metro Vancouver Cultural Grants since 2011.

Current Program Demands

Since the change from operating grants to project grants, the demands on the program have steadily increased both in applications and financial requests with the number of applicants increasing from around 43 applicants in 2011 to 90 applicants in 2016 and the financial requests increasing 50% from around \$400,000 to over \$600,000. While the annual total amount of grants has not changed, the program distribution has evolved with the number of successful awards increasing from 18 organizations in 2011 to 26 organizations in 2016.

ALTERNATIVES

1. That the GVRD Board receive for information the report dated September 21, 2016, titled "Metro Vancouver Cultural Grants Program".
2. That the GVRD Board approve a fifty percent (50%) increase, phased in over five years to the current annual funding of \$100,000 for cultural grants awarded to regional cultural organizations to be funded from the GVRD Cultural Grant Reserve.
3. That the GVRD Board receive for information the report dated September 21, 2016, titled "Metro Vancouver Cultural Grants Program" and provide alternative direction.

FINANCIAL IMPLICATIONS

If Alternative 1 is approved, the annual budget for Cultural Grants would remain at \$100,000 per year. Under this alternative, at current interest rates, the Cultural Grant Reserve would fund the program until 2051 after which the program would be funded from GVRD Tax Requisitions. If interest rates increase, the available reserve funding will extend further into the future. The table below shows the financial impact of this alternative:

	2016	2017	2021 (5 Years)	2031 (10 Years)	2041 (10 Years)	2051 (10 Years)
Cultural Grants	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Interest Earned	\$ 57,700	\$56,650	\$52,050	\$38,400	\$20,850	\$0
Reserve Balance	\$2,330,400	\$2,287,050	\$2,102,300	\$1,550,650	\$841,850	\$0

Under alternative 2, the annual budget for Cultural Grants will increase from the current \$100,000 by \$10,000 annually for 5 years to 2021 when it will be \$150,000. This is consistent with the 50% increase in financial requests since 2011. The table below shows the financial impact of this alternative:

	2016	2017	2021 (5 Years)	2026 (5 Years)	2031 (5 Years)	2036 (5 Years)
Cultural Grants	\$100,000	\$110,000	\$150,000	\$150,000	\$150,000	\$150,000
Interest Earned	\$57,700	\$56,400	\$48,100	\$34,500	\$19,100	\$0
Reserve Balance	\$2,330,400	\$2,276,800	\$1,943,100	\$1,393,100	\$771,000	\$0

At current interest rates, the Cultural Grant Reserve would fund the program until 2036 after which the program would be funded from GVRD Tax Requisitions. If interest rates increase, the available reserve funding will extend further into the future.

Under Alternative 3, any amount could be added to the annual grant amount as well as the funding model could be altered to be a combination of reserves and tax requisitions. As a result, the financial implications would be dependent on the alternative course of action.

SUMMARY / CONCLUSION

In 2011, the GVRD Board approved a change in the Cultural Grants Program by moving from awarding operating grants to regional projects grants which has proven to be successful in distributing funding to more organizations across the region. As a result, the applications and requests for funding has steadily increased. Since the initial program award, the annual grant amount has been at a high of \$117,851 to the current amount of \$100,000 which has been unchanged since 2007.

Alternative 1 is recommended, however, the GVRD Board could consider changing the annual Cultural Grant amount for funding of regional cultural activities and provide staff with appropriate direction.

To: Regional Culture Committee

From: Heather Schoemaker, General Manager, External Relations

Date: August 10, 2020 Meeting Date: September 10, 2020

Subject: **Manager's Report**

RECOMMENDATION

That the Regional Culture Committee receive for information the report dated August 10, 2020, titled "Manager's Report".

MAXguide

Launched February 25, 2011, MAXguide.org, Metro Vancouver's regional arts and culture calendar, is a collaboration of regional culture stakeholders, providing free event listings and building greater awareness of arts organizations, individuals and selected art businesses.

The calendar is populated by members and administered by Metro Vancouver. Once successfully registered, members manage their own information and event listings, including information about their specific organization(s), affiliation(s), and venue(s). A member may have more than one organization for whom they input data (i.e. publicists, independent producers, etc.)

Now in its ninth year, MAXguide.org has increased its membership to over 1,000 members with over 1,100 organizations and over 800 venue listings. Overall event listings are close to 5,400. The numbers in each of these categories continues to increase on an incremental basis. Prior to COVID-19, digital and print ads promoted the website which lead to corresponding increases in website traffic. Unfortunately, COVID-19's impact on arts and culture events hosted around the region has lead to a noticeable decrease in website traffic. As events and exhibits restart, staff will continue efforts to increase use of the website as a free tool to support organizations with promotion, as well as a useful calendar for general users searching for arts and culture within the Metro Vancouver region.

MAXguide has a dedicated Twitter account (@MAXguide) with over 500 followers and also uses the Metro Vancouver Twitter account (@MetroVancouver) to cross-promote. Metro Vancouver has over 32,800 followers.

Survivor 101 Workshops

The Survivor 101 workshop series is a professional development program hosted all across the region, designed for grassroots community groups, arts and culture organization board members, executive directors, volunteers and artists. The format for these workshops is interactive, using experienced presenters and offering peer-to-peer networking opportunities. A key factor is that the organizations are given the opportunity to network with peers and share knowledge, as well as identify capacity and sustainability issues.

To allow for all levels of community organizations to attend, the Survivor 101 workshop registration fee remains at \$20 per person which is intended to offset catering costs. Workshop facilitator costs are funded by host municipalities when the workshops are scheduled. Metro Vancouver hosts Survivor 101 registration on its website and assists with promotion through a mailing list, MAXguide.org, and social media. Metro Vancouver also provides event support such as nametags and collaborates with the hosting RCDAG coordinator on logistical details.

Future Survivor 101 workshop dates and topics will be discussed by the Regional Cultural Development Advisory Group (RCDAG) and announced as they are confirmed. Since the last meeting of the Regional Culture Committee, no RCDAG members have identified a desire to host a Survivor 101 workshop, though the program will still be available in the future to resume on demand.

References:

1. [MAXguide.org](https://www.maxguide.org)
2. [Survivor 101](#)

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Regional Culture Committee

Terms of Reference

The Regional Culture Committee is a standing committee of the Metro Vancouver Board that provides advice and recommendations on policies, plans, programs, budgets and issues related to the annual Metro Vancouver Cultural Grants Program, and Metro Vancouver's role in advancing culture throughout the region.

Committee Responsibilities

Within the scope of the *Board Strategic Plan*, Board policies, the *Metro Vancouver Financial Plan*, and the Metro Vancouver Cultural Grants Program, the Committee oversees the review of grant applications and award of funds. The Committee also considers matters, referred to it by the Board, related to the promotion of culture within the Metro Vancouver region. Specific Committee responsibilities include:

- Overseeing the administration of the *Cultural Grants Program*, including reviewing and updating application materials and criteria that are used by the Program;
- Guiding efforts to raise the profile of the Cultural Grants Program among arts and culture organizations throughout the region;
- Reviewing applications for funding through the Program, and making recommendations to the Board on the allocation of funds each year;
- Undertaking initiatives, as directed by the Board, aimed at raising awareness of the importance of arts and culture to the region, and at advancing culture; and
- Monitoring the overall state of arts and culture in the region, as well as the efforts of others to promote arts and culture.

Committee Membership and Meetings

The Chair, Vice Chair and members are appointed annually by the Chair of the Metro Vancouver Board. The Committee meets two times per year on the Metro Vancouver Cultural Grants Program, and at other times as required to address issues referred to the Committee by the Board. A quorum of 50% plus one of the Committee membership is required to conduct Committee business.

Committee Management

The Committee Chair, or in the absence of the Chair the Vice-Chair, is the chief spokesperson on matters of public interest within the Committee's purview. For high profile issues the role of spokesperson rests with the Metro Vancouver Board Chair or Vice Chair. On technical matters or in cases where an initiative is still at the staff proposal level, the Chief Administrative Officer or a senior staff member is the appropriate chief spokesperson. Where necessary and practical, the Board Chair, Committee Chair and Chief Administrative Officer confer to determine the most appropriate representative to speak.

The Chief Administrative Officer assigns a Committee Manager for the Committee. The Committee Manager is responsible for coordinating agendas and serves as the principal point of contact for Committee members.