



Notice of Meeting and Meeting Agenda Performing Arts Facilities Select Committee

Wednesday, May 5, 2021

12:15 PM

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

C. Plant (Chair), D. Screech (Vice Chair), L. Helps, G. Holman, D. Howe, J. Loveday,
C. McNeil-Smith, R. Martin, R. Mersereau, K. Murdoch, L. Seaton, N. Taylor, K. Williams

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. Territorial Acknowledgement

2. Approval of Agenda

3. Chair's Remarks

4. Presentations/Delegations

In keeping with directives from the Province of BC, this meeting will be held by Live Webcast without the public present.

To participate electronically, complete the online application for "Addressing the Board" on our website. Alternatively, you may email the CRD Board at crdboard@crd.bc.ca.

- 4.1. [21-381](#) Delegation - Ian Rye; Representing Pacific Opera Victoria: Re: Agenda Item 5.1.: Defining the Scope and Function of the Performing Arts Facilities Service

5. Committee Business

- 5.1. [21-378](#) Defining the Scope and Function of the Performing Arts Facilities Service

Recommendation: That staff be provided with direction on the intended service levels related to "plan, develop and fund" for the Performing Arts Facilities Service.

Attachments: [Staff Report: Defining the Scope and Function of the PAF Service](#)
[Appendix A: 2021 Terms of Reference PAF Select Committee](#)

6. Notice(s) of Motion

7. New Business

8. Adjournment

The next meeting is June 9, 2021.

To ensure quorum, please advise Tamara Pillipow (tpillipow@crd.bc.ca) if you or your alternate cannot attend.



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REPORT TO PERFORMING ARTS FACILITIES SELECT COMMITTEE MEETING OF WEDNESDAY, MAY 05, 2021

SUBJECT **Defining the Scope and Function of the Performing Arts Facilities Service**

ISSUE SUMMARY

The Performing Arts Facilities Select Committee has a mandate to provide recommendations on the scope of a service that will plan, develop and fund regional performing arts facilities. Staff require direction and definitions on service levels to proceed with the service establishment process.

BACKGROUND

At their meeting of April 14, 2021, the Capital Regional District (CRD) Board approved a Governance Committee recommendation to create a Performing Arts Facilities Select Committee. Approved Terms of Reference give the Select Committee a mandate to “Provide recommendations to the CRD Board on the scope of a service that will plan, develop and fund regional performing arts facilities in order to provide staff direction in the creation of an establishing bylaw.”

As part of the service establishment process, staff requires direction from the Select Committee defining the levels of service to be attached to “plan, develop and fund”.

With an understanding of the required service levels the Local Government act provides significant discretion in designing service arrangements to suit local circumstances. In establishing a service, care must be taken to develop arrangements that maximize each party’s benefits and minimize the potential for conflict. Three key elements are

- Service Definition
- Service Cost
- Service Control (governance)

Service Definition

The service definition should reflect the participants’ common vision underlying the decision to provide the service. Scope, level of service, and service area should be agreed on.

A broadly defined scope provides flexibility in adapting the service to changing conditions and/or public interests but requires a tolerance for ambiguity and potentially greater risk amongst participants. A more narrowly defined scope may be less flexible but provides less ambiguity for participants around costs and benefits and allows the development of a clearer service plan.

Levels of intended service should be identified, however service levels would not normally be addressed in the establishing bylaw itself but addressed through a long-term service plan.

The service area is intended to be fully regional. As such the Performing Arts Facilities Service’s service area would include all CRD municipalities and electoral areas.

Service Cost

In a service establishment there are three cost issues to consider: cost recovery, cost allocation and cost-containment. Cost recovery for this service is envisioned to be through requisition as opposed to other means such as user fees. The means of cost allocation is based on converted assessments, population, or a combination of the two. Cost-containment would be specified in the bylaw as a maximum amount that may be requisitioned for the service.

Service Control (governance)

It is anticipated that oversight of the service would be delegated to a committee or commission. The structure of the governing body balances each participant's ability to influence decisions and is responsive to variations in population, demand for service, etc. Voting structures allowed by the Local Government Act include

- Total Equality: one vote per representative per participant regardless of population, assessment base or usage
- Partial Equality: one vote per representative but with representation numbers per participant linked to population, assessment base, or usage
- Weighted Vote: based on population or contribution

Other Considerations

The Select Committee may assume that service delivery will be provided by a department/division of the CRD, however, other options include service delivery by:

- a member jurisdiction
- an existing not-for-profit or private-sector company
- a third-party supplier created specifically to deliver the service
- a separate corporation owned by local government

The Select Committee should also consider if they wish to provide for service review and exit provisions beyond those specified in the legislation.

ALTERNATIVES

Alternative 1

That staff be provided with direction on the intended service levels related to “plan, develop and fund” for the Performing Arts Facilities Service.

Alternative 2

That staff be directed to provide facilitated meetings to determine the intended service levels related to “plan, develop and fund” for the Performing Arts Facilities Service.

Alternative 3

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

IMPLICATIONS

Financial Implications

The Board has approved \$150,000 in the 2021 budget for costs related to establishment of the Performing Arts Facilities Service.

Alignment with Board & Corporate Priorities

The Select Committee was established as an outcome of Board Initiative 12a-1 in the 2019-2022 Corporate Plan.

CONCLUSION

The Performing Arts Facilities Select Committee was created to provide direction to staff in the establishment of the Performing Arts Facilities Service. A recommendation to create the service was supported by the Board at their meeting of March 10, 2021.

RECOMMENDATION

That staff be provided with direction on the intended service levels related to “plan, develop and fund” for the Performing Arts Facilities Service.

Submitted by:	James Lam, Manager, Arts & Culture Support Service
Concurrence:	Nelson Chan, MBA, FCPA, FCMA, Chief Financial Officer
Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

ATTACHMENT(S)

Appendix A: Terms of Reference - Performing Arts Facilities Select Committee

PERFORMING ARTS FACILITIES SELECT COMMITTEE

PREAMBLE

Acting on the Board motion to establish a regional performing arts facilities service for the planning, development and funding of regional performing arts facilities, the Performing Arts Facilities Select Committee is established by the CRD Board to advise and make recommendations to the Board on the scope and function of a CRD Performing Arts Facilities Service.

The Performing Arts Facilities Service is intended to provide regional oversight on the planning, development and funding of regionally significant arts facilities. Participants would be all municipalities and electoral areas.

The Select Committee's official name is to be:

Performing Arts Facilities Select Committee

1.0 PURPOSE

The mandate of the Committee is to:

- Provide recommendations to the CRD Board on the scope of a service that will plan, develop and fund regional performing arts facilities in order to provide staff direction in the creation of an establishing bylaw.

2.0 ESTABLISHMENT AND AUTHORITY

- a) The Board Chair will appoint the Committee Chair and Committee members.
- b) The Committee will make recommendations to the Board for consideration.
- c) A report is expected by the end of 2021.

3.0 COMPOSITION

- a) The Chair, Vice-Chair and Committee members are appointed annually by the Board Chair.
- b) Committee members will be comprised of a number of CRD Directors providing regional representation as deemed appropriate by the Board. Directors appointed to the Select Committee may have their Alternates attend in their place.

4.0 PROCEDURES

- a) The Committee shall meet at the call of the Committee Chair.
- b) The Committee Chair shall determine the agenda or meetings in consultation with staff and any Committee member may request that a matter be placed on the agenda.

5.0 RESOURCES AND SUPPORT

- a) The CFO/General Manager, Finance and Technology, will provide strategic support and act as a liaison.
- b) Minutes and agendas are prepared and distributed by the Corporate Services Division.
- c) The Arts & and Culture Support Service will provide additional administrative support as required.

Approved by CRD Board on April 14, 2021