



Notice of Meeting and Meeting Agenda Performing Arts Facilities Select Committee

Wednesday, May 19, 2021

9:00 AM

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. Adoption of Minutes

- 3.1. [21-435](#) Minutes of the May 5, 2021 Performing Arts Facilities Select Committee Meeting

Recommendation: That the minutes of the Performing Arts Facilities Select Committee meeting of May 5, 2021 be adopted as circulated.

Attachments: [Minutes - May 5, 2021](#)

4. Chair's Remarks

- 4.1. [21-441](#) Chair's Memo on Draft Guidelines

Attachments: [Chair's Memo - May 14, 2021](#)

5. 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.

6. Committee Business

- 6.1. [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](#)
[Supplemental: Summary of Local Gov't Funding for PAF in Region](#)

7. Notice(s) of Motion

8. New Business

9. Adjournment

The next meeting is at the Call of the Chair

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

Meeting Minutes

Performing Arts Facilities Select Committee

Wednesday, May 5, 2021

12:15 PM

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

PRESENT

Directors: C. Plant (Chair), D. Screech (Vice Chair), M. Alto (for L. Helps) (EP), G. Holman (EP), P. Brent (for D. Howe) (EP), J. Loveday (EP), C. McNeil-Smith, R. Martin (EP), R. Mersereau, K. Murdoch (EP), L. Seaton, N. Taylor, K. Williams

Staff: N. Chan, Chief Financial Officer; J. Lam, Manager, Arts Development; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Directors L. Helps, D. Howe

The meeting was called to order at 12:15 pm.

1. Territorial Acknowledgement

Chair Plant provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director Mersereau, **SECONDED** by Director McNeil-Smith,
That Erika Hassell be allowed to speak for Ian Rye, and that Doug Jarvis be
added as a delegation to the agenda to speak to item 5.1.

CARRIED

MOVED by Director Mersereau, **SECONDED** by Director McNeil-Smith,
That the agenda for the May 5, 2021 Performing Arts Facilities Select Committee
be approved as amended.

CARRIED

3. Chair's Remarks

The Chair thanked everyone who put their name forward to sit on this committee. He also welcomed Alternate Directors to the meeting.

The Chair appointed Director Holman as a member of this committee.

4. Presentations/Delegations

- 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

Ereka Hassell (for Ian Rye) spoke in favour of Item 5.1.

- 4.2. Delegation - Doug Jarvis; Representing Pro Art Alliance: Re: Agenda Item 5.1.: Defining the Scope and Function of the Performing Arts Facilities Service

Doug Jarvis spoke in favour of Item 5.1.

5. Committee Business

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

N. Chan introduced J. Lam who spoke to Item 5.1.

Discussion ensued on the following:

- defining our regional facilities
- supporting the aspirations of each community
- identifying and filling gaps related to geography, discipline and need
- supporting a sustainable operation of facilities
- consideration of new venues as well as existing regional facilities
- asset management plans
- taking a coordinated approach to this service
- establishing a threshold that meets the public needs
- establishing a clear ownership model
- set a mandate for publicly owned facilities
- equitable funding throughout the region
- adding a draft of potential ideas to the next agenda
- sharing committee recommendations with all jurisdictions for their feedback

6. Notice(s) of Motion

There were no Notice(s) of Motion.

7. New Business

There was no new business.

8. Adjournment

**MOVED by Director Seaton, SECONDED by Director Mersereau,
That the May 5, 2021 Performing Arts Facilities Select Committee meeting be
adjourned at 1:18 pm.
CARRIED**

Chair

Recorder

TO: Performing Arts Facilities Select Committee

FROM: Colin Plant, CRD Board Chair

DATE: May 14, 2021

SUBJECT: Draft Guidelines for a new service to be considered on May 19, 2021

At our last meeting on May 5, 2021 a roundtable discussion ensued wherein each Director spoke about their views on a Regional Arts Service.

In order to assist the Committee move forward, I indicated that I had drafted a document that may help the Committee develop the proposed service. Unfortunately due to time constraints, after the roundtable was completed, the committee had to adjourn and an additional meeting was called to consider next steps.

The purpose of this memo is to help further develop and refine the scope of the proposed service and provide direction to staff on where the Committee would like further feedback.

REGIONAL PERFORMING ARTS FACILITIES SERVICE:

Purpose: fund, plan and develop regional arts facilities to benefit the region's residents, arts organizations, artists, volunteers and audiences.

Core beliefs:

- Performing Arts in the CRD are regional in nature and our regional facilities attract audiences, volunteers and artists from all over the CRD, regardless which municipality or electoral area they live in.
 - The arts are a valued aspect of our region's cultural health and need support to ensure their ongoing sustainability.
 - Like our municipal and regional parks systems, there can be government support for both municipal and regional facilities for performing arts.
 - As this will be a new regional service, it is understood there will be an evolution to the service as new facilities are developed and older facilities are renovated/replaced. Some proposed components of the new service to be considered:
1. The new Arts Facilities Service is intended to consolidate and replace the two current CRD services (Royal and McPherson) into one new service: The Regional Performing Arts Facilities Service.
 2. The new service is intended to have a broader scope than just the two facilities referenced in Item #1 above. It will also support the Charlie White Theatre (located in the Mary Winspear Centre on the Saanich Peninsula) as well as future theatres that are regional in nature being considered in the Westshore. As additional spaces are developed, they can also be considered.
 3. The service will support both regionally/municipally owned and not-for-profit society-owned theatres. For-profit theatres, school-based and church-based performing arts facilities will not be supported by this service.
 4. The service will allow consideration of funding both operating and capital costs for supported facilities.

5. An equitable funding formula reflective of other CRD services should be pursued.
6. The requisition required for the service could be calculated on the averaging of costs of the three currently-operating spaces but expanded proportionally to reflect the need to fund five facilities.

This requisition should take into account the current capital and operating contributions made by the participants in the Royal and McPherson services as well as those who contribute to the Charlie White Theatre at the Mary Winspear Centre.

(It is important to note that the contributions for the entire Mary Winspear should not be seen as the contribution to the Charlie White Theatre. This amount may be difficult to determine but should be pursued.)

7. The service's initial focus will be on sustaining the funding the existing theatres and therefore any additional funds should be put into a reserve for the purpose of planning and developing the new facilities (either new or replacements) as well as potential capital projects.
8. The facilities included in the service should continue to develop business cases and budgets that demonstrate a variety of revenues and to not rely solely on the service for funding. Levels of funding for each facility (or all) should be determined annually with an aim to provide stability and predictable funding to ensure sustainability. Regular financial reporting from the theatre operators should occur.
9. Any capital planning for theatre development should involve the CRD at an early stage to determine potential financial support beyond the current service level for that facility.
10. A Standing Committee of the Board is proposed for oversight of this service. Pending the outcome of the Arts Commission's work on 100% participation in the Arts and Culture Support Service, perhaps one committee to oversee the Facilities and Programming should be pursued.

Communication Plan:

The Committee may wish to advance a recommendation to staff to develop a process to consult with municipalities, electoral areas, arts organizations, funders and other identified bodies as recommended by staff.

At the meeting where the service was voted to be advanced, a commitment was made to consult with each jurisdiction about their aspirations, concerns and needs. By asking staff to develop this plan when a service has been better defined, we will be ready to proceed with that next step.



Making a difference...together

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

This table shows the actual contributions, totalling more than \$4.6 million, to the performing arts through these CRD Bylaw provisions for 2020 and, in the case, of the Mary Winspear Centre, through an inter-municipal arrangement. These contributions to the Arts & Culture Support Service and five arts facilities that have a regional aspect are calculated based on property value tax levies. To aid understanding the scale of contribution by each municipality, they were converted to investment *per capita*.

Of note: municipalities can and do fund additional local arts and cultural programming separate from these CRD or inter-municipal mechanisms.

Municipality or Electoral Area	Population 2019	Property tax levy for Arts Service *	Arts Service	Royal Theatre	McPherson Playhouse	Salt Spring (ArtSpring & Arts Council)	Mary Winspear (Not via CRD Bylaw)	per capita
South Gulf Islands	4,800	\$22,000	Group 2 (30%)					\$ 4.58
Salt Spring Island	11,100					\$118,000		\$ 10.63
North Saanich	12,300	\$5,000	Grant to CRD				\$185,000	\$ 15.45
Sidney	12,700		left in 2017				\$325,000	\$ 25.59
Central Saanich	18,400						Nil since 2017	
Highlands	2,500	\$7,000	Group 2 (30%)					\$ 2.80
Saanich	124,400	\$1,126,000	Group 1 (100%)	\$276,000				\$ 11.27
Victoria	93,600	\$1,000,000	Group 1 (100%)	\$249,000	\$ 750,000			\$ 21.36
Oak Bay	19,600	\$216,000	Group 1 (100%)	\$55,000				\$ 13.83
Esquimalt	19,200	\$153,000	Group 1 (100%)					\$ 7.97
View Royal	11,500	\$106,000	Group 1 (100%)					\$ 9.22
Colwood	18,500							
Langford	39,400							
Metchosin	5,100	\$13,000	Group 2 (30%)					\$ 2.55
Sooke	14,400	\$36,000	Group 2 (30%)					\$ 2.50
Juan de Fuca EA	5,000							
Total	412,500	\$2,684,000		\$580,000	\$750,000	\$118,000	\$510,000	\$ 11.25

* <https://www.crd.bc.ca/docs/default-source/finance-pdf/budget-2021>