

Notice of Meeting and Meeting Agenda Performing Arts Facilities Select Committee

Wednesday, November 6, 2024

3:30 PM

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

M. Alto (Chair), C. McNeil-Smith (Vice Chair), P. Brent, J. Caradonna, S. Goodmanson, K. Murdoch, C. Plant, M. Tait

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. [24-1108](#) Minutes of the September 4, 2024 Performing Arts Facilities Select Committee Meeting

Recommendation: That the minutes of the Performing Arts Facilities Select Committee meeting of September 4, 2024 be adopted as circulated.

Attachments: [Minutes - September 4, 2024](#)

4. Chair's Remarks

5. Presentations/Delegations

5.1. Presentations

5.2. Delegations

5.2.1. [24-1150](#) Delegation - Judith Cullington; President, Juan de Fuca Performing Arts Centre Society: Re: Agenda Item 6.1. Options for Full Regional and Sub-Regional Performing Arts Facilities Services

5.2.2. [24-1148](#) Delegation - Hazel Braithwaite & Mandy Niddrie; Representing Royal and McPherson Theatres Society: Re: Agenda Item 6.1. Options for Full Regional and Sub-Regional Performing Arts Facilities Services

5.2.3. [24-1151](#) Delegation - Ereca Hassell; Representing Pacific Opera Victoria: Re: Agenda Item 6.1. Options for Full Regional and Sub-Regional Performing Arts Facilities Services

6. Committee Business

6.1. [24-1091](#) Options for Full Regional and Sub-Regional Performing Arts Facilities Services

Recommendation: The Performing Arts Facilities Select Committee recommends to the CRD Board:

1. That staff initiate an RFP to engage a consultant for the purposes of undertaking a cost-benefit analysis of the five proposed service options, in terms of their sustainability and direct value proposition to each participating jurisdiction and to the region as a whole.
2. That the resulting report from this analysis be presented to the CRD Performing Arts Facilities Select Committee in the first half of 2025 with recommendations on next steps.

Attachments: [Staff Report: Regional and Sub-Regional Service Options](#)
[Appendix A: Concept Paper on New Service Options](#)
[Appendix B: Financial Estimates on Service Options](#)
[Appendix C: Presentation on Service Options](#)

7. Notice(s) of Motion

8. New Business

8.1. [24-1143](#) McPherson Theatre - Update

9. Adjournment

The next meeting is December 4, 2024.

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, September 4, 2024

3:30 PM

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

PRESENT

Directors: M. Alto (Chair), C. McNeil-Smith (Vice Chair), J. Bateman (for M. Tait), P. Brent, J. Caradonna, S. Goodmanson (3:34 pm), K. Murdoch, C. Plant (3:42 pm) (EP)

Staff: N. Chan, Chief Financial Officer; K. Morley, General Manager, Corporate Services; C. Gilpin, Manager, Arts & Culture; M. Lagoa, Deputy Corporate Officer; T. Pillipow, Committee Clerk (Recorder)

EP - Electronic Participation

Regrets: Director M. Tait

The meeting was called to order at 3:32 pm.

1. Territorial Acknowledgement

Chair Alto provided a Territorial Acknowledgement.

2. Approval of Agenda

MOVED by Director McNeil-Smith, **SECONDED** by Director Caradonna,
That the agenda for the September 4, 2024 Performing Arts Facilities Select
Committee be approved.
CARRIED

3. Adoption of Minutes

3.1. [24-809](#) Minutes of the July 3, 2024 Performing Arts Facilities Select Committee Meeting

MOVED by Director McNeil-Smith, **SECONDED** by Director Brent,
That the minutes of the Performing Arts Facilities Select Committee meeting of
July 3, 2024 be adopted as circulated.
CARRIED

Director Goodmanson joined the meeting in person at 3:34 pm.

4. Chair's Remarks

Chair Alto noted she is looking forward to the work ahead in order to accomplish this committee's goal.

5. Presentations/Delegations

There were no presentations.

- 5.1. [24-825](#) Delegation - Gillian Jones; Representing Dance Victoria: Re: Agenda Item 6.1.: Workshop Presentation on Scaling Up Support for Performing Arts Facilities

G. Jones spoke to Item 6.1.

6. Committee Business

- 6.1. [24-803](#) Workshop Presentation on Scaling Up Support for Performing Arts Facilities

C. Gilpin spoke to Item 6.1.

Director Plant joined the meeting electronically at 3:42 pm.

Discussion ensued regarding:

- the breakdown of facility users by geographic area
- the low usage rate of regional theatres being directly tied, in some degree, to rental rates
- the metric used to calculate the new service cost per household
- clarification of elector approval processes
- the process to define the service participants
- clarification of ownership of the McPherson Playhouse
- the funding breakdown for the Mary Winspear Centre
- identifying the West Shore as a potential location of a new facility
- the decision of the previous board regarding a new service
- consideration of a multi-level service
- consideration of a regional service model that delivers grants to non-profit agencies supporting arts and culture
- option to accumulate funds to create a service at a later date
- clarification as to why a sub-regional service is being proposed

**MOVED by Director Caradonna, SECONDED by Director Brent,
That staff develop options for sub-regional services that would scale up support
for existing performing arts facilities with regional impact.**

**MOVED by Director Caradonna, SECONDED by Director Brent,
That the main motion be amended to add the words ", including options to
ensure value for all participating jurisdictions" after the words "with regional
impact".**

CARRIED

**MOVED by Director Murdoch, SECONDED by Director Plant,
That the main motion be further amended to add the words "regional and" after
the words "develop options for" and add the words "and potential additional"
after the words "support for existing".**

CARRIED

The question was called on the main motion as amended:
That staff develop options for regional and sub-regional services that would scale up support for existing and potential additional performing arts facilities with regional impact, including options to ensure value for all participating jurisdictions.

CARRIED

7. Notice(s) of Motion

There were no notice(s) of motion.

8. New Business

There was no new business.

9. Adjournment

MOVED by Director Caradonna, **SECONDED** by Director McNeil-Smith,
That the September 4, 2024 Performing Arts Facilities Select Committee meeting
be adjourned at 5:24 pm.

CARRIED

CHAIR

RECORDER



Making a difference...together

REPORT TO PERFORMING ARTS FACILITIES SELECT COMMITTEE MEETING OF WEDNESDAY, NOVEMBER 6, 2024

SUBJECT **Options for Full Regional and Sub-Regional Performing Arts Facilities Services**

ISSUE SUMMARY

The Performing Arts Facilities Select Committee has directed staff to generate options for new services, in both full regional and sub-regional models, that could increase support for existing and potential new performing arts facilities with regional impact.

BACKGROUND

On September 4th, 2024, PAFSC passed a motion:

That staff develop options for regional and sub-regional services that would scale up support for existing and potential additional performing arts facilities with regional impact, including options to ensure value for all participating jurisdictions.

Staff are outlining five options for new CRD services that would scale up support for performing arts facilities with regional impact (details on service design in Appendix A).

One option is the Full Regional Performing Arts Facilities Service as developed in 2021, which is feasible and fully designed. The other four options include a new service delivery feature, the Theatre Rental Grants program, that would allow schools and arts groups in participating jurisdictions to have greater access to CRD regional theatres through rental subsidies.

The next step would be to engage an external consultant to compare these five options and evaluate each one in terms of its costs, benefits, sustainability, alignment to community needs, and value proposition for each participating jurisdiction and for the region as a whole.

Conversely, PAFSC could direct staff to develop one of the five options with a detailed costing by jurisdiction and a full service plan. Staff would bring back a comprehensive report on that chosen option, which could then be recommended by PAFSC to the CRD Board.

ALTERNATIVES

Alternative 1

The Performing Arts Facilities Select Committee recommends to the CRD Board:

1. That staff initiate an RFP to engage a consultant for the purposes of undertaking a cost-benefit analysis of the five proposed service options, in terms of their sustainability and direct value proposition to each participating jurisdiction and to the region as a whole.
2. That the resulting report from this analysis be presented to the CRD Performing Arts Facilities Select Committee in the first half of 2025 with recommendations on next steps.

Alternative 2

That staff develop Option X (one of the five options) with a draft bylaw, service plan and cost for each participating jurisdiction, reporting back to the Performing Arts Facilities Select Committee with a recommendation to advance that option for consideration by the CRD Board.

Alternative 3

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

IMPLICATIONS

Alignment with Board and Corporate Priorities

In the current CRD Corporate Plan (2023-2026), initiative 10b-2 states the CRD will “Scale up regional support for performing arts facilities within the region.” This could be achieved by new sub-regional or full regional service options or by increased investment in existing services that support performing arts facilities with regional impact.

Financial Implications

Estimates for the proposed new service options are included in Appendix B. These estimates are based on current funding models for existing facilities in Budget 2025, financial statements from the Saanich Peninsula Memorial Park Society (aka Mary Winspear Centre, which includes the Charlie White Theatre) from 2023, and the financial model for the Major Capital Fund and Planning Grants from the 2021 proposed Full Regional Performing Arts Facilities Service.

The estimates for the Theatre Rental Grant program are based on subsidizing 50-75% of the full cost of renting the three regional theatres for local educational and non-profit arts groups with the aim of significantly increasing the usage rate at both facilities.

All new service options include 1.0 FTE in additional staffing. This new position would be dedicated to two areas: external grant-writing and support to the Theatre Rental Grant program. Staff would pursue funding opportunities through provincial and federal grant programs for major infrastructure support in collaboration with local governments and/or non-profit clients. The CRD could access substantially more external funding for regional theatres, especially capital projects, by having additional staffing resources focused on identifying and pursuing these opportunities. In addition, this staff member would support applicants, the adjudication process, and evaluation of outcomes for the Theatre Rental Grant program.

On October 30th, 2024, Initiative Business Case 10b-2.1 was approved as part of the provisional budget. This allocated \$132,000 to a Feasibility Fund to support the work of the PAFSC as part of Budget 2025. Up to \$50,000 of this fund were estimated as necessary to support the work of a consultant for research, analysis, and/or consultation and production of a report.

Service Delivery Implications

Parallel to the work of the PAFSC, the CRD has continued to advance amending bylaws that would scale up support on an incremental basis for existing services that support the service delivery of performing arts facilities with regional impact.

On September 11, 2024, the CRD Board adopted amending Bylaw No. 4560 to modernize the Royal Theatre Service. This amending bylaw came from a 2023 recommendation from the Royal and McPherson Theatres Services Advisory Committee. The adoption of Bylaw No. 4560 will allow for the first funding increase to this facility in 25 years to occur in CRD’s Budget 2025.

The City of Victoria continues to review amending Bylaw No. 4561 to modernize the McPherson Playhouse Service bylaw (see Table 1 for current status).

Table 1. Council Consent Status for Amending Bylaws

Bylaw	Saanich	Oak Bay	Victoria	Result
4560 (Royal Theatre)	Approved	Approved	Not yet considered	Adopted
4561 (McPherson Playhouse)	Not applicable	Not applicable	Not yet considered	Under review by City of Victoria

These amending bylaws remove the fixed maximum amount for each service, allowing greater budgeting flexibility that will enable the CRD to ensure the long-term sustainability of these facilities. This is another incremental way to scale up support for performing arts facilities. On October 16th, 2024, the Royal and McPherson Theatres Services Advisory Committee endorsed the staff recommendation to increase the budget of the Royal Theatre Service from \$580,000 (for the past 25 years) to \$596,000 in Budget 2025.

CONCLUSION

The Performing Arts Facilities Select Committee directed CRD staff to generate options for new sub-regional and full regional services that could scale up support for performing arts facilities with regional impact in a way that provides value to all participating jurisdictions. CRD staff have proposed five options, three sub-regional and two full regional, for new services as well as recommending that the next step would be to hire an external consultant to undertake a full analysis of these options in terms of their costs, benefits, and sustainability.

RECOMMENDATION

The Performing Arts Facilities Select Committee recommends to the CRD Board:

1. That staff initiate an RFP to engage a consultant for the purposes of undertaking a cost-benefit analysis of the five proposed service options, in terms of their sustainability and direct value proposition to each participating jurisdiction and to the region as a whole.
2. That the resulting report from this analysis be presented to the CRD Performing Arts Facilities Select Committee in the first half of 2025 with recommendations on next steps.

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

ATTACHMENTS

Appendix A: Concept Paper on New Service Options to Support Performing Arts Facilities with Regional Impact

Appendix B: Financial Estimates on New Service Options to Support Performing Arts Facilities with Regional Impact

Appendix C: Presentation on New Service Options

Concept Paper

Topic: Options for a new Performing Arts Facilities Service

Service Area: Arts & Culture

Executive Summary

Staff are proposing five options for a new CRD service that would scale up support for performing arts facilities with regional impact. One option is to revisit an updated version of the 2021 full regional policy. The other four options include a new service delivery feature, the Theatre Rental Grants program, that would allow schools and arts groups in participating jurisdictions to have greater access to CRD regional theatres through rental subsidies.

Recent Decisions

On September 4, 2024, PAFSC approved a motion:

That staff develop options for regional and sub-regional services that would scale up support for existing and potential additional performing arts facilities with regional impact, including options to ensure value for all participating jurisdictions.

The emphasis in this direction was to find new features for services that could provide tangible benefits to participating jurisdictions beyond the existing benefit of providing cultural offerings for all to enjoy.

Options for a New CRD Performing Arts Facilities Service

Staff are proposing five options for a new service, including two full regional and three sub-regional (Table 1). The financial implications of each approach are estimated in Appendix B.

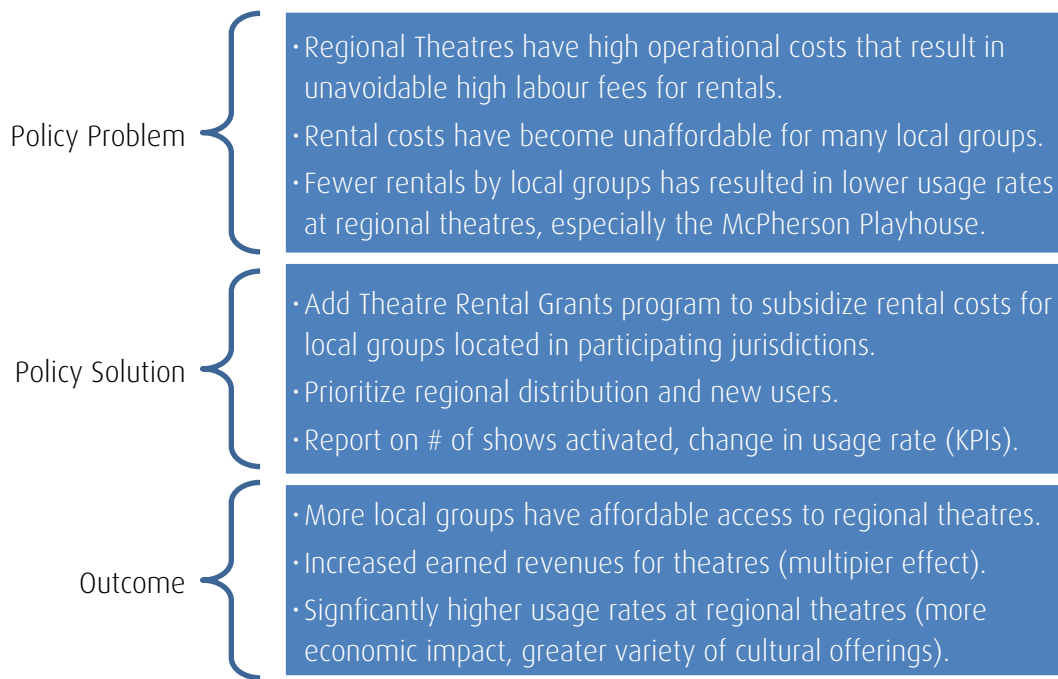
Table 1: Overview of New Service Options

	Option A Full Regional – Updated 2021 Model	Option B Full Regional – with Theatre Rental Grants	Option C Sub-Regional – 13 Munis / 3 Theatres	Option D Sub-Regional – 6 Munis / 3 Theatres	Option E Sub-Regional – 4 Munis / 2 Theatres
Plan	Planning Grants	Planning Grants	Planning Grants	N/A	N/A
Develop	Maintenance (Royal / Mac / C. White) + Major Capital Reserve	Maintenance (Royal / Mac / C. White) + Major Capital Reserve	Maintenance (Royal / Mac / C. White)	Maintenance (Royal / Mac / C. White)	Maintenance (Royal / Mac)
Fund	Royal / Mac / C. White	Royal / Mac / C. White + Theatre Rental Grants	Royal / Mac / C. White + Theatre Rental Grants	Royal / Mac / C. White + Theatre Rental Grants	Royal / Mac + Theatre Rental Grants
Participants	All	All	13 municipalities	6 municipalities	4 municipalities
Approval	Full Regional AAP	Full Regional AAP	Sub-Regional AAP	Council Consent	Council Consent

Royal = Royal Theatre, Mac = McPherson Playhouse, C. White = Charlie White Theatre in Sidney

Theatre Rental Grants Program

PAFSC emphasized that staff bring back new ideas that provide tangible benefits to participating jurisdictions. A Theatre Rental Grants program could fulfill this directive, support local arts groups, and generate substantial revenue for operating (through concessions) and capital (through building improvement fees on tickets).



The Theatre Rental Grants program was originally proposed by external consultants in 2014¹ (Barlow, 2014, p. 24) and is based on a similar program delivered by the City of Vancouver that has proven to be successful in creating higher usage rates at their civic theatres and more affordable access by local educational and arts non-profit organizations. Also, the Theatre Rental Grant program was requested through a joint letter dated August 30, 2024 by the local arts community, including groups based in Esquimalt, Victoria, and Oak Bay.

Many local arts groups and schools have indicated they would use the Royal Theatre and McPherson Playhouse if a Theatre Rental Grants program could make these facilities more affordable. In evaluating grant applications, the priorities of a Theatre Rental Grants Program would be:

- a) Regional (or sub-regional) distribution of grants (only groups in participating jurisdictions are eligible)
- b) Projects that increase the usage rate at regional theatres (new applicants and new projects)

The Theatre Rental Grants program is proposed at the level of \$350,000 for Options B, C, and D (where it would be subsidizing rentals to three theatres) and at \$250,000 for Option E (where it would be subsidizing two theatres).

¹ Barlow, J. and Ginder, J., "A Strategic Business Planning Study for the Royal & McPherson Theatres Society". Barlow & Associates. (December 2014).

Initial estimates are that a \$350,000 program could subsidize 60-80 shows at 50-75% of the full cost of the theatres, which has the potential to increase the number of shows by local arts and educational groups by over 200% at the three regional theatres. Similarly, a \$250,000 program could subsidize 40-55 shows at 50-75% of the full cost, which would still double the number of shows by local groups at the Royal Theatre and McPherson Playhouse. In both scenarios (\$350k or \$250k), the number of local groups using the McPherson Playhouse would increase over 300%, raising its usage rate from 25-35% to 50-70%.

The Theatre Rental Grants program would be delivered by CRD staff in collaboration with theatre operators² and – importantly – only arts and educational organizations in participating jurisdictions could apply to this program. For example, if Oak Bay is in the new service, then the Canadian College of Performing Arts (in Oak Bay) could apply for productions at the McPherson to be subsidized. Conversely, schools and local arts groups who are located in non-participating jurisdictions (in the case of a sub-regional service) would not be eligible to apply to the Theatre Rental Grants program for subsidized access to the regional theatres included in the service.

In short: if a jurisdiction contributes to a new service with a Theatre Rental Grants program, then groups in that jurisdiction have subsidized access to CRD regional theatres; if a jurisdiction does not contribute, then groups in that jurisdiction must pay a much higher rate to access CRD regional theatres. This provides a direct tangible benefit to participating jurisdictions.

Service Design Details & Rationale

OPTION A: Full Regional Performing Arts Facilities Service – Update of the 2021 Version

In 2021, the proposed Performing Arts Facilities Service responded to the [Stage One Report and Recommendations](#) (PDF), recommending a more coordinated approach to supporting performing arts facilities with regional impact with functions to Plan, Develop, and Support.

This version includes updated funding amounts for the Royal Theatre and Charlie White Theatre based on information from the local governments that fund those facilities. Also, the FTE requirement has been reduced by 0.2 FTE from the original proposal due to a review of the staffing capacity of the Arts & Culture division.

- *Plan*: a planning grants function to support feasibility studies, consultations, or other planning activities.
- *Develop*: there are three main aspects to the Develop function:
 - Major Capital Reserve: \$1M/year would be allocated to a reserve fund for major capital projects, such as new construction or large-scale redevelopment.
 - Minor Capital Funding: funding for building maintenance, accessibility, and asset management would be provided at the levels in current local government arrangements.

² This model of delivery – local government staff collaborating with 3rd party theatre operators – has proven to be feasible and successful by the City of Vancouver’s well-established Theatre Rental Grants program.

- 1.0 FTE would be added to the Arts & Culture Division to support the new service in coordinating grant delivery and securing grants from senior levels of government for capital projects.
- *Support:* Three existing facilities would be included in the proposed policy for operating support: the Royal Theatre (CRD-supported), the McPherson Playhouse (CRD-supported), and the Charlie White Theatre (supported by inter-municipal agreement between North Saanich and Sidney).

The new service would be governed by the CRD Board for the first year, while a new commission or committee model was reviewed by Governance Committee. If a commission or committee model was recommended and endorsed, that would be implemented in year two of the new service.

OPTION B: Full Regional Performing Arts Facilities Service – with Theatre Rental Grants

This full regional option is the same as Option A but also includes the Theatre Rental Grants program.

OPTION C: Sub-Regional Performing Arts Facilities Service – 13 Municipalities / 3 Theatres

This sub-regional option is more focused on supporting existing regional theatres. It includes the Theatre Rental Grants program and support for all three regional theatres. However, it does not include \$1M/yr Major Capital Reserve to support new builds. Planning grants would still be available for groups or municipalities looking to do feasibility studies, consultations, or even architectural design. There is at least one group actively involved in the planning process for a regional theatre based on the Westshore.

This option excludes the Electoral Areas from the participating area of the new service. The rationale for this is that Electoral Areas receive significantly less benefit from existing regional theatres than municipalities do, due to their geographic position and lack of proximity to these venues. This could change over time, depending on where new facilities were developed.

OPTION D: Sub-Regional Performing Arts Facilities Service – 6 Municipalities / 3 Theatres

This sub-regional option is similar to Option C; however, it does not include Planning Grants and has a smaller group of supporting municipalities, namely: Esquimalt, North Saanich, Oak Bay, Saanich, Sidney, and Victoria.

This option is mainly focused on municipalities where there is a high degree of established benefit due to proximity supporting existing regional theatres. The Royal Theatre and McPherson Playhouse benefit the four core municipalities, while Sidney and North Saanich receive the majority of the benefit from the Charlie White Theatre.

OPTION E: Sub-Regional Performing Arts Facilities Service – 4 Municipalities / 2 Theatres

This sub-regional option is exclusively focused on supporting the two existing regional theatres that are already part of CRD services: the Royal Theatre and McPherson Playhouse. This option would unify these existing services, which have different participating areas, into a single service and add the Theatre Rental Grants program. It would not include planning grants, a Major Capital Reserve, nor support for Charlie White Theatre.

The majority of local audience members of the Royal Theatre and of the McPherson Playhouse come from one of the four core municipalities: Esquimalt, Oak Bay, Saanich, and Victoria. While these regional theatres provide cultural offerings that are accessed by residents across the region, the benefit is concentrated in the jurisdictions in closest proximity to these facilities, similar to the situation with CRD recreational facilities.

This option simplifies the governance structure and service delivery for the two biggest regional theatres, while also significantly increasing their usage rate through the Theatre Rental Grants program. Key feature: only local arts and educational groups in Esquimalt, Oak Bay, Saanich, and Victoria would have subsidized access to the Royal Theatre and McPherson Playhouse through the Theatre Rental Grants program.

Financial Estimates on New Service Options to Support Performing Arts Facilities with Regional Impact

Service Option	PLAN	DEVELOP					FUND				COST	BYLAW DESIGN		
	Planning Grants	Major Capital Reserve	Minor Capital (Royal)	Minor Capital (McPherson)	Minor Capital (C. White)	Staffing (1.0 FTE)	Operating (Royal)	Operating (McPherson)	Operating (C. White)	Theatre Rental Grants	Total Cost Estimate	Full Regional or Sub-Regional	Participants	Approval Process
Current Services / Status Quo	\$0	\$0	\$490,000	\$400,000	\$0	\$0	\$106,000	\$350,000	\$0	\$0	\$1,346,000	Sub-Regional	Mixed	N/A
OPTION A: Full Regional - 2021 Model Updated	\$120,000	\$1,000,000	\$490,000	\$400,000	\$50,000	\$100,000	\$106,000	\$350,000	\$410,000	\$0	\$3,026,000	Full Regional	All	Full Regional AAP
OPTION B: Full Regional + Theatre Rental Grants	\$120,000	\$1,000,000	\$490,000	\$400,000	\$50,000	\$100,000	\$106,000	\$350,000	\$410,000	\$350,000	\$3,376,000	Full Regional	All	Full Regional AAP
OPTION C: Sub-Regional - 13 Munis / 3 Theatres	\$120,000	\$0	\$490,000	\$400,000	\$50,000	\$100,000	\$106,000	\$350,000	\$410,000	\$350,000	\$2,376,000	Sub-Regional	13 Munis	Sub-Regional AAP
OPTION D: Sub-Regional - 6 Munis / 3 Theatres	\$0	\$0	\$490,000	\$400,000	\$50,000	\$100,000	\$106,000	\$350,000	\$410,000	\$350,000	\$2,256,000	Sub-Regional	Esquimalt, N. Saanich, Oak Bay, Saanich, Sidney, Victoria	Council Consent
OPTION E: Sub-Regional - 4 Munis / 2 Theatres	\$0	\$0	\$490,000	\$400,000	\$0	\$100,000	\$106,000	\$350,000	\$0	\$250,000	\$1,696,000	Sub-Regional	Esquimalt, Oak Bay, Saanich, Victoria	Council Consent

Performing Arts Facilities Select Committee Service Options

ARTS & CULTURE | 2024

Recent CRD Board Decision

On September 11, 2024, the CRD Board adopted amending Bylaw No. 4560

COUNCIL CONSENT STATUS FOR AMENDING BYLAWS				
BYLAW	SAANICH	OAK BAY	VICTORIA	RESULT
4560 (Royal Theatre)	Approved	Approved	Not yet considered	Adopted
4561 (McPherson Playhouse)	Not applicable	Not applicable	Not yet considered	Under review by City of Victoria

Direction from Select Committee

On September 4th, 2024, PAFSC passed a motion:

That staff develop options for regional and sub-regional services that would scale up support for existing and potential additional performing arts facilities with regional impact, including options to ensure value for all participating jurisdictions.

Theatre Rental Grant Program

POLICY PROBLEM

- › Regional Theatres have high operating costs = unavoidable high labour fees for rentals
- › Rental costs now unaffordable for many local groups
- › Fewer local rentals = lower usage rates at regional theatres (esp. McPherson)

POLICY SOLUTION

THEATRE RENTAL GRANTS

- › Subsidize rental costs for local groups in participating areas
- › Prioritize regional distribution and new users
- › Report on KPIs: # of shows activated & usage rate change

POLICY OUTCOME

- › Affordable access to regional theatres for local groups
- › Increased earned revenues for theatres (multiplier effect)
- › Significantly higher usage rates at regional theatres = greater economic impact & variety of cultural offerings

Theatre Rental Grant Program

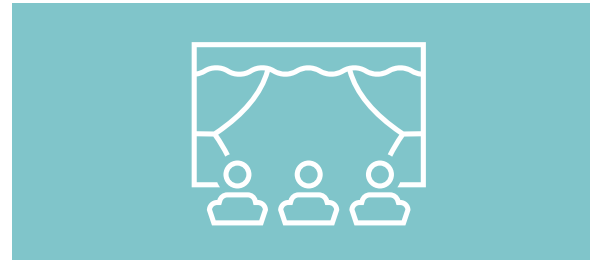
A \$350,000 program has the potential to:



Subsidize 60-80 shows
at 50-75% of
the full cost
with labour



Prioritize new rental groups and regional distribution in the grant process



Increase number of local groups using all three theatres and **doubling the usage rate at McPherson**



Win for audiences thru more shows
Win for local arts thru more access
Win for theatres thru more revenue

Regional and Sub-Regional Service Options

	OPTION A	OPTION B	OPTION C	OPTION D	OPTION E
	Full Regional – Updated 2021 Model	Full Regional – with Theatre Rental Grants	Sub-Regional – 13 Munis / 3 Theatres	Sub-Regional – 6 Munis / 3 Theatres	Sub-Regional – 4 Munis / 2 Theatres
PLAN	Planning Grants	Planning Grants	Planning Grants	N/A	N/A
DEVELOP	Maintenance (Royal, Mac, C. White) + Major Capital Reserve	Maintenance (Royal, Mac, C. White) + Major Capital Reserve	Maintenance (Royal, Mac, C. White)	Maintenance (Royal, Mac, C. White)	Maintenance (Royal, Mac)
FUND	Royal, Mac, C. White	Royal, Mac, C. White + Theatre Rental Grants	Royal, Mac, C. White + Theatre Rental Grants	Royal, Mac, C. White + Theatre Rental Grants	Royal, Mac + Theatre Rental Grants
PARTICIPANTS	All	All	13 municipalities	6 municipalities	4 core municipalities
APPROVAL	Full Regional AAP	Full Regional AAP	Sub-Regional AAP	Council Consent	Council Consent

Staff Recommendation

1. That staff initiate an RFP to engage a consultant for the purposes of undertaking a cost-benefit analysis of the five proposed service options, in terms of their sustainability and direct value proposition to each participating jurisdiction and to the region as a whole.
2. That the resulting report from this analysis be presented to the CRD Performing Arts Facilities Select Committee in the first half of 2025 with recommendations on next steps.