



# Analysis of Service Options to Support Performing Arts Facilities

FINAL REPORT PREPARED BY NORDICITY | JUNE 2025

# Overview

1. PAFSC mandate
2. Service options
3. Nordicity's methodology
4. Key takeaways
5. Primary recommendation
6. Secondary recommendation
7. Next steps



Royal Theatre exterior, courtesy of RMTS

# PAFSC Mandate

The mandate of the committee is to:

- › Hold discussions on the region's performing arts facilities
- › Clarify the jurisdictional responsibilities related to regional as compared to local performing arts facilities
- › Provide recommendations to the CRD Board on options related to scaling up regional support for performing arts facilities in the region

# Service Options

			Primary Recommendation		Secondary Recommendation
	OPTION A	OPTION B	OPTION C	OPTION D	OPTION E
	Full Regional – Updated '21 Model	Full Regional – with Thtr Rental Grants	Sub-Regional – 13 Munis / 3 Thtrs	Sub-Regional – 6 Munis / 3 Thtrs	Sub-Regional – 4 Munis / 2 Thtrs
<b>PLAN</b>	Planning Grants	Planning Grants	Planning Grants	N/A	N/A
<b>DEVELOP</b>	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)
<b>FUND</b>	Operating (Royal, Mac, C. White)	Operating (Royal, Mac, C. White) + Theatre Rental Grants	Operating (Royal, Mac, C. White) + Theatre Rental Grants	Operating (Royal, Mac, C. White) + Theatre Rental Grants	Operating (Royal, Mac) + Theatre Rental Grants
<b>PARTICIPANTS</b>	All	All	13 municipalities	6 municipalities	4 core municipalities
<b>APPROVAL</b>	Full Regional AAP	Full Regional AAP	Sub-Regional AAP	Council Consent	Council Consent

# Nordicity's Methodology

## DOCUMENT REVIEW & RESEARCH

- › Review of the CRD's current arts services
- › Defining a Regional Theatre
- › Review of regional theatre operating history
- › SWOT analysis of current state of performing arts in the CRD

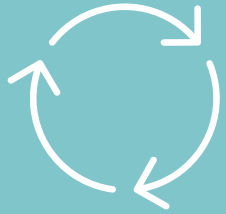
## INTEREST-HOLDER ENGAGEMENT

- › Community-based, non-profit presenters and education organizations
- › Commercial presenters
- › representatives from the Regional Theatres, Juan de Fuca Performing Arts Centre Society (JdFPACS), and IATSE Local 168

## COST-BENEFIT ANALYSIS

- › Drive time analysis for venue access
- › Economic impact analysis of each option / initiative
- › 10-year net present value and social return on investment analysis
- › Each option and each initiative analyzed

# Key Takeaways



Status quo  
problems



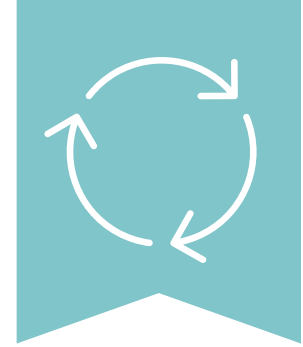
All municipalities  
benefit, except  
electoral areas



Major capital  
reserve lacks  
proven value



Theatre rental  
grants have  
high value



# Key Takeaways

## **STATUS QUO PROBLEMS**

- › Frozen funding – purchasing power of financial support down 40% since inception of both Royal and McPherson theatre services
- › Complex restrictions on capital funding limits infrastructure renewal
- › Affordability barriers prevent full usage despite high demand



# Key Takeaways

## **ALL MUNICIPALITIES BENEFIT, EXCEPT ELECTORAL AREAS**

- › Drive time: All jurisdictions except the three electoral areas would be within 40 minutes of at least one regional theatre
- › Salt Spring Island and Southern Gulf Island Electoral Areas have better access to ArtSpring theatre on Salt Spring Island
- › Electoral areas have lower audience attendance at regional theatres due to population size and geographic limitations



# Key Takeaways

## **MAJOR CAPITAL RESERVE LACKS PROVEN VALUE**

- › Opportunity cost results in negative net present value
- › No current identified project, no plan for spending reserve
- › Alternative: loan authorization for capital for new build
- › New facilities are better supported by Planning Grants

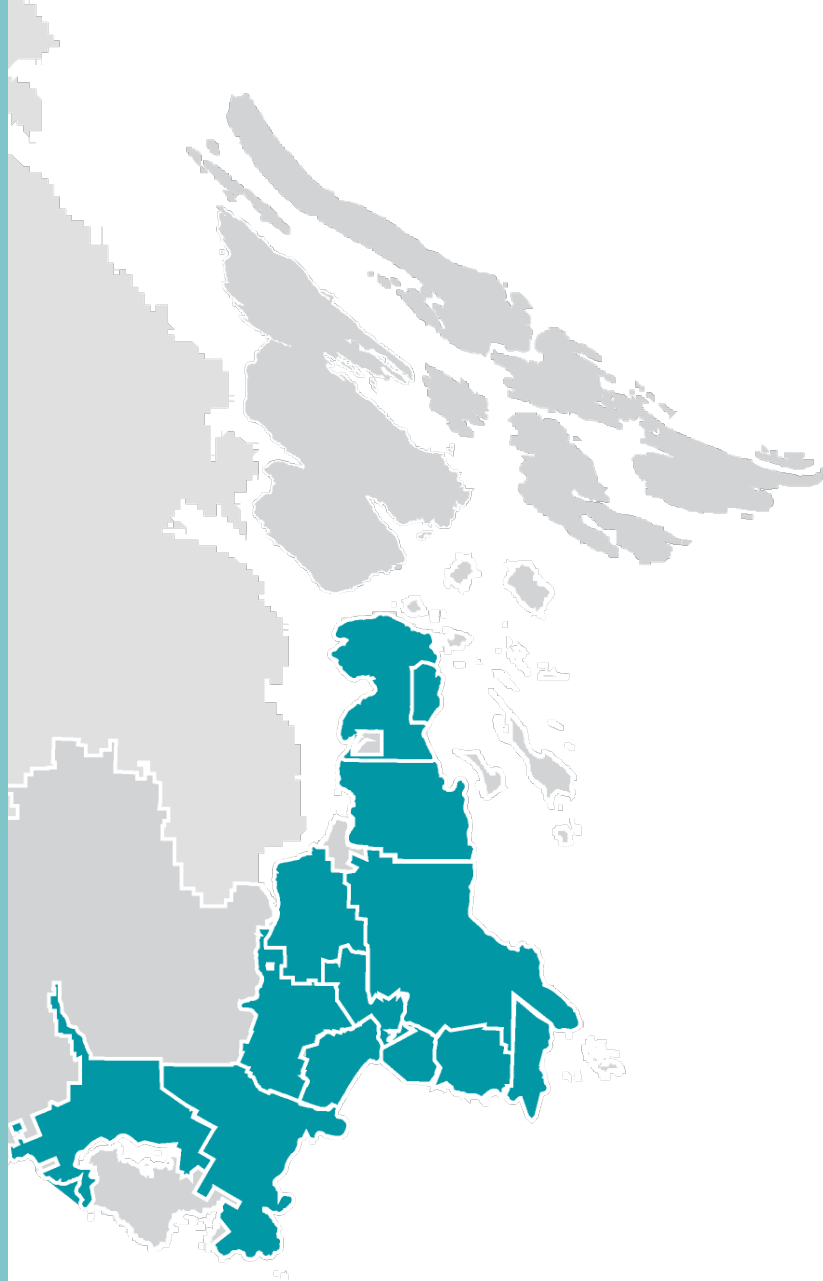


# Key Takeaways

## **THEATRE RENTAL GRANTS HAVE HIGH VALUE**

- › Strong community support from local arts groups, schools, venues
- › High financial and cultural benefit (multiplier effect)
- › Improved usage rate at theatres, and accrued social benefits:
  - › More shows for audiences
  - › More access for schools & arts presenters
  - › Accelerates local arts development
  - › Contributes to social community health & well-being

**PRIMARY  
RECOMMENDATION:  
OPTION C**



**SERVICE TYPE**

- › Sub-Regional

**THEATRES**

- › Charlie White
- › Royal Theatre
- › McPherson Playhouse

**PARTICIPANTS**

- › Central Saanich
- › Colwood
- › Esquimalt
- › Highlands
- › Langford
- › Metchosin
- › North Saanich
- › Oak Bay
- › Saanich
- › Sidney
- › Sooke
- › Victoria
- › View Royal

\*Requires  
Sub-Regional  
AAP approval

**PRIMARY  
RECOMMENDATION:  
OPTION C**

**PLAN**

- › **Planning Grants Program** to support feasibility studies, business planning, and construction plans for performing arts facility development or improvements to existing infrastructure

**DEVELOP**

- › **NO Major Capital Reserve** for large-scale construction or expansion
- › **Minor Capital Grants** for maintenance and accessibility upgrades to all three regional theatres (Royal, McPherson, Charlie White)

**FUND**

- › **Operating Grants** to support ongoing operations of all three regional theatres (Royal, McPherson, Charlie White)
- › **Theatre Rental Grants** to help non-profit community presenters and schools offset theatre rental costs – improving access and usage

**PRIMARY  
RECOMMENDATION:  
OPTION C**

**COST ESTIMATE BY JURISDICTION** (excludes Electoral Areas)

JURISDICTION	TOTAL COST	PER CAPITA	PER AVG RES ASST
Central Saanich	108,270	5.97	12.62
Colwood	113,403	5.12	13.16
Esquimalt	95,743	4.96	14.81
Highlands	15,347	5.86	14.89
Langford	302,513	5.19	11.99
Metchosin	20,055	8.60	11.61
North Saanich	91,975	6.89	15.56
Oak Bay	128,212	6.82	18.85
Saanich	677,819	5.40	14.63
Sidney	83,740	6.30	9.87
Sooke	83,386	4.87	11.27
Victoria	589,296	5.73	12.22
View Royal	66,241	5.25	13.84
	<b>\$2,376,000</b>		

**SECONDARY  
RECOMMENDATION:  
OPTION E**



**SERVICE TYPE**

- › Sub-Regional

**THEATRES**

- › Royal Theatre
- › McPherson Playhouse

**PARTICIPANTS**

- › Esquimalt
- › Oak Bay
- › Saanich
- › Victoria

\*Requires  
Council Consent  
approval

**SECONDARY  
RECOMMENDATION:  
OPTION E**

**PLAN**

- › NO Planning Grants Program

**DEVELOP**

- › NO Major Capital Reserve for large-scale construction or expansion
- › Minor Capital Grants for maintenance and accessibility upgrades to two regional theatres (Royal, McPherson)

**FUND**

- › Operating Grants to support ongoing operations of two regional theatres (Royal, McPherson)
- › Theatre Rental Grants to help non-profit community presenters and schools offset theatre rental costs – improving access and usage

**SECONDARY  
RECOMMENDATION:  
OPTION E**

**COST ESTIMATE BY JURISDICTION** (excludes Electoral Areas)

JURISDICTION	TOTAL COST	PER CAPITA	PER AVG RES ASST
Central Saanich	-	-	-
Colwood	-	-	-
Esquimalt	108,962	5.65	16.85
Highlands	-	-	-
Langford	-	-	-
Metchosin	-	-	-
North Saanich	-	-	-
Oak Bay	145,722	7.75	21.43
Saanich	771,095	6.15	16.64
Sidney	-	-	-
Sooke	-	-	-
Victoria	670,221	6.52	13.90
View Royal	-	-	-
	<b>\$ 1,696,000</b>		

# Next Steps

1. To review this report; and
2. Determine if the Committee wishes to:
  - a. Endorse one of these recommendations to the CRD Board for policy direction; or
  - b. Conduct further research