10 Arts & Recreation

Residents have access to appropriate and affordable arts and recreation opportunities that enhance quality of life

01 Strategy

STRATEGIES & PLANS

- CRD Arts Development Service 2024-2027 Strategic Plan
- Panorama Recreation Strategic Plan 2022-2026
- Saanich Peninsula Recreation Facility Needs Assessment 2025
- SEAPARC Strategic Plan 2025-2035

CORPORATE PLAN GOALS

10a Support, promote & celebrate the arts
10b Sustain & enhance arts throughout the region
10c Affordable recreation opportunities that improve livability

02 Contacts

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03 Operating Context

ACHIEVEMENTS IN 2026

1. Completed alternative approval process and Board adoption to establish a new Performing Arts Facilities Service with 14 participating jurisdictions (all municipalities + Southern Gulf Islands electoral area). The new service absorbs the functions of the previous Royal Theatre Service and McPherson Playhouse Service, while adding new service functions, better regional coordination, and support for the Charlie White Theatre in the Mary Winspear Centre.
2. In the first-ever national Arts Vibrancy Index, the Greater Victoria Census Metropolitan Area ranked #1 in Canada, according to analysis by the business data lab of the Canadian Chamber of Commerce examining nine different socio-economic indicators related to arts impact.
3. Panorama Recreation completed the Heat Recovery project to support more efficient energy usage by reusing waste heat and energy from arena plant operations to heat several areas of the building including changerooms and pool areas as well as domestic hot water heating.
4. Completed a recreation infrastructure growth plan for SEAPARC, providing direction on growth of facilities indicated in the strategic plan.
5. Completed construction of Sooke Skate Park to replace the end-of-life facility operated by SEAPARC.

FACTORS THAT WILL AFFECT OUR OPERATIONS IN 2027 AND BEYOND

Arts

- Sustaining and increasing investment in the arts is strongly tied to local and global trends that affect the level of shared understanding on the impact of arts programming (value for money) and the mobility of arts audiences throughout the region.
- In 2027, the Arts Division will engage in consultations with interest holders on a new strategic plan for 2028-2031. This plan will include situation analysis and strategic responses to identified needs and emerging trends that affect the arts ecosystem. It will set a course for 2028-31 on how the CRD can continue to increase access and affordability of high-quality arts experiences across the region.
- In 2027, significant transition will occur from the previous Royal Theatre and McPherson Playhouse services to the expanded Performing Arts Facilities Service. This will involve functional analysis of the Arts Division staffing resources, implementation of new governance systems, and launching two new granting programs: Planning Grants to support development of new regional theatres and Theatre Rental Grants to enhance the affordability of regional theatres to local arts groups.
- Increased demands on performing arts facilities to meet new provincially-mandated accessibility standards and to accommodate a wide range of user groups who have a limited ability to pay rental fees creates increased financial pressures on venue operation and asset management as well as accentuates issues with affordable access to regional theatres and support for local arts groups.
- Through the most recent census, Statistics Canada reports that there are 4,200 professional artists in the CRD, representing 1.7% of the CRD’s overall labour force, which is higher than both the provincial average (1.4%) and the national average (1.0%). In other words, one in every 58 workers in the CRD is a professional artist, a statistic that places the CRD in the top 10 of nearly 300 regions, districts, and counties in Canada.

Panorama Recreation

- The Panorama Strategic Plan 2022–2026 includes several significant capital projects that will continue beyond the timeframe of the current Strategic Plan. As these projects progress and key decisions are finalized, their long-term impacts on facilities, services, and staffing requirements will become clearer. Preparation for the development of a comprehensive Panorama Recreation Master Plan is anticipated to begin in 2028/2029.
- The completion of the Saanich Peninsula Recreation Facility Needs Assessment in 2025 combined community input with participation data, facility utilization analysis, and comparative benchmarking to identify key facility investment needs across the peninsula. Priorities include a recreation facility in the southern peninsula/District of Central Saanich, expanded accessible fitness and weight room spaces, arena accessibility upgrades, dedicated pickleball courts, social gathering spaces, and a full-size gymnasium.
- Construction of the covered multi-sport box at Central Saanich Centennial Park was completed in 2025, providing year-round space for lacrosse, pickleball, roller hockey, and recreation programming. Panorama is also collaborating with local First Nations on facility naming and the inclusion of Indigenous art.
- Ongoing discussions with School District No. 63 are focused on establishing a sustainable long-term framework for Greenglade Community Centre, including future ownership and funding responsibilities for major capital renewal needs.
- Panorama is currently engaging a consultant to develop detailed design options for enhancements to arena dressing rooms and adjacent support spaces to modernize them, with a focus on accessibility, equity, inclusion and improved functionality.
- Ongoing discussions with the four First Nations on the peninsula have been focused on opportunities to support the Nations' interest in increasing the visibility and awareness of their history and culture as well as exploring opportunities to support local youth employment through training programs, offering recreation programming closer to their communities and creating avenues to support access to existing facilities and programs offered by Panorama.
- Continued exploration of the development of a recreation facility in partnership with The District of Central Saanich civic redevelopment project at Hovey Rd which would create a "recreation hub" in conjunction with operations at Centennial Park
- Panorama Recreation is working with the Capital Regional Housing Corporation to operate a daycare centre at a housing development at Verdier Ave and West Saanich Rd in Brentwood Bay. The facility construction is scheduled to be complete in Q2 of 2028. A future initiative business case for Panorama Verdier Daycare Staffing will be planned for 2028.

Sooke and Electoral Area Parks and Recreation (SEAPARC)

- The SEAPARC Strategic Plan 2025-2035 sets the direction for programs, services and facilities for the service area. Projected population growth within the District of Sooke and Juan de Fuca Electoral Area will continue to increase demand for recreational programs and services. There is limited capacity to deliver programs in existing facility spaces.

- Strategic plan actions will include improvement in marketing to optimize service delivery, preventative maintenance planning to maintain existing infrastructure, and provision of new recreation facilities.
- An infrastructure growth plan is underway to determine options to deliver the new recreation facilities identified in the strategic plan. This plan will consider siting options, sequencing, existing infrastructure, and financial impact.
- Continued focus on diversity, equity and inclusion in the workplace and for patrons. Accessibility improvements to existing infrastructure will need to be considered.
- The District of Sooke Transportation Master Plan includes a project to connect Throup and Phillips Roads. This project will require land acquisition from the CRD to proceed.
- The District of Sooke Official Community Plan was approved in December 2025. Recreation-focused priorities include equitable access and increased capacity, quality and diversity of recreation facilities and programs.

OPERATIONAL STATISTICS

Arts

1. In 2026, the CRD Arts delivered six granting intakes for five different granting programs: Operating Grants, Projects Grants (two intakes), IDEA Grants, Equity Grants, and Grow Forward Grants.
2. In 2026, the Grow Forward grant program had its first intake of the full version of the program. This significantly increased support for capacity-building projects.
3. In 2025, the six granting intakes received a combined total of 168 applications, similar to the previous year. These are reviewed by staff and adjudicated through assessment teams of the Arts Advisory Council.
4. In 2025, 100 of these applicants received funding through these grant programs, a 60% success rate. 12 of these applicants were first-time grant recipients.
5. In terms of outreach capacity, in 2025, the CRD Arts e-newsletter grew 62% to over 1,446 subscribers who receive information about launches of grant programs, information sessions, and other notifications about opportunities in the arts sector in the capital region.
6. Performance, in terms of outcomes, is measured against social and economic indicators as outlined in Section 6.

04 Services

The services listed below rely on the support of several corporate and support divisions to operate effectively on a daily basis. More information about these services is available in the Corporate Services and Government Relations Community Need Summaries.

Arts

SERVICE BUDGET REFERENCES[1]

- 1.297 Arts Grants and Development
- 1.296 Performing Arts Facilities Service

1. ARTS DEVELOPMENT SERVICE

Description

Supports, champions and develops arts and cultural activities for the benefit of the community through funding programs and outreach activities.

What you can expect from us

- Deliver five granting programs: Operating Grants, Project Grants, IDEA (Innovate, Develop, Experiment, Access) Grants, Equity Grants, and Grow Forward Grants.
- Provide support to organizations on not-for-profit structure, governance, and capacity development in general and as it relates to Arts Service programs.
- Provide support to the Arts Commission by maintaining accountable processes for allocation of program budgets.
- Respond to inquiries on funding (CRD and other sources) within three business days.
- Collect data about trends and impact of arts for internal use and for dissemination to arts communities.
- Manage publicly available online database of regional public art.
- Connect and facilitate dialogue within the regional arts community and with the CRD through a biennial summit, social media presence, e-newsletter, and funding application workshops.

Staffing Complement

Arts Development Service: **2.8 FTE (includes 0.8 FTE Manager and 2.0 FTE Support Staff)**

[1] Service budget(s) listed may fund other services

3. PERFORMING ARTS FACILITIES SERVICE

Description

This new service supports three regional theatres: the Royal Theatre, McPherson Playhouse, and Charlie White Theatre in the Mary Winspear Centre. The CRD is directly responsible for the operation and the asset management of the McPherson Playhouse and Royal Theatre. The CRD holds a service agreement for the operation of these theatres with a third-party organization: the Royal & McPherson Theatres Society (RMTS). The CRD will provide operating and maintenance funding to the Charlie White Theatre in the Mary Winspear Centre through a contribution agreement with its non-profit operator: the Saanich Peninsula Memorial Park Society. The service also includes two granting streams: Theatre Rental Grants and Planning Grants.

What you can expect from us

- Provide capital and operational support for performing arts and educational uses related to the Charlie White Theatre, McPherson Playhouse, and Royal Theatre.
- Work in collaboration with RMTS on long-term asset management planning related to the McPherson Playhouse and Royal Theatre.
- Deliver Planning Grants to support the development of regional theatres, including studies, consultations, and planning activities. Projects located in the West Shore will be prioritized for support.
- Deliver Theatre Rental Grants in collaboration with venue operators of regional theatres to enhance the affordability and access of the region's biggest stages for local arts organizations.

Staffing Complement

Performing Arts Facilities Service: **1.2 FTE (includes 0.2 FTE Manager and 1.0 FTE Support Staff)**

Panorama Recreation

SERVICE BUDGET REFERENCES[2]

- 1.44X Panorama Recreation Centre

3. PENINSULA RECREATION

Description

Provides recreational programming and maintains recreational facilities in North Saanich. Peninsula Recreation also operates satellite locations, including Greenglade Community Centre, Central Saanich Cultural Centre, Centennial Park Sport Box and Fieldhouse and North Saanich Middle School. Greenglade Community Centre has become a valuable asset for the delivery of recreation programs and services for those in the Sidney and North Saanich communities in particular

[2] Service budget(s) listed may fund other services

What you can expect from us

For **Panorama Recreation Centre**, administration of the delivery of programs and services for:

- Two arenas
- An indoor swimming pool and indoor leisure pool with the tallest, wheelchair-accessible waterslide in the region
- Four indoor tennis courts, two outdoor tennis courts and squash and racquetball courts
- Weight room and fitness studio
- Three small multipurpose rooms
- A 13,200 square foot outdoor Jumpstart Multi Sport Court

For **Greenglade Community Centre**, amenities include:

- Gymnasium
- Activity rooms for program use
- Pottery studio
- Weight and fitness room, mind and body studio and dance studio
- Teen lounge and sports fields
- Licensed childcare
- Community Garden

For **North Saanich Middle School**, operating agreement with Saanich School District 63 for the use of facility spaces outside of school hours to deliver programs and services:

- Gymnasium
- Multipurpose room
- Multipurpose dance/fitness studio
- Foods and textiles room

For **Central Saanich Cultural Centre**, operating agreement with Central Saanich for the use of:

- Two activity rooms for program use

For **Centennial Park** amenities, operating agreement with Central Saanich for the use of and community bookings for:

- Three picnic shelters
- A fieldhouse/multipurpose indoor meeting or social gathering space
- Multi-Sport Box (multipurpose, covered, sport court surface)

Staffing Complement

Panorama Recreation: **39.75 FTE (includes Manager and Administrative Support)**

SEAPARC

SERVICE BUDGET REFERENCES[3]

› 1.40X SEAPARC – Facilities & Recreation

4. SEAPARC

Description

Provides recreational programming and maintains recreational facilities, with a focus on the citizens of the District of Sooke and the Juan de Fuca Electoral Area. The Sooke & Electoral Area Parks and Recreation Commission operates SEAPARC Recreation Centre, Raven's Ridge Sport Box, Sooke Skate Park and DeMamiel Creek Golf Course.

What you can expect from us

For SEAPARC Recreation Centre, administration of the delivery of programs and services for:

- Ice arena/dry floor
- Aquatic center
- Community recreation programs
- Program, multipurpose and boardroom spaces
- Slo-pitch field/baseball diamond
- Bike park
- Community events
- Multi-use trail
- Fitness studio
- Weight Room

Delivery of programs and services at the following sites:

- Sooke Skateboard Park
- DeMamiel Creek Golf Course
- Outdoor sport box at Raven's Ridge Park through an operating agreement with District of Sooke

Staffing Complement

SEAPARC: **20.6 FTE (includes Manager and Administrative Support)**

[3] Service budget(s) listed may fund other services

05 Initiatives

Below are the initiatives listed in the Capital Regional District 2023-2026 Corporate Plan and the related initiative business cases (IBCs). For an overview of the financial impacts, including cost of staffing, please refer to the Provisional Budget report.

Initiative	Implementation year(s)
10a Goal: Support, promote & celebrate the arts	
10a-1 Develop and implement a revised Arts & Culture Support Service Strategic Plan	2023-2026
10b Goal: Sustain & enhance arts throughout the region	
10b-1 Scale up regional participation in the CRD Arts & Culture Support Service	2026-ongoing
10b-2 Scale up regional support for performing arts facilities within the region	2023-2025
▸ Board Directed: 10b-2.1 Feasibility Fund for Performing Arts Facilities Select Committee	2025-2026
▸ 10b-2.2 Scale up regional participation in the performing arts facilities	2024-2026
10c Goal: Affordable recreation opportunities that improve livability	
10c-1 Consider service expansions to address gaps and opportunities, as they emerge	Ongoing
▸ IBC 10c-1.2 Peninsula Recreation – Facility Maintenance Supervisor	2024-ongoing
▸ IBC 10c-1.3 Aquatic Program Assistant	2025-ongoing
▸ IBC 10c-1.4 Maintain Panorama Recreation Staffing Levels	2025-ongoing
▸ **NEW IBC** 10b-1.5 Panorama Recreation Staffing	2027-ongoing
▸ **FUTURE IBC** 10b-1.6 Central Saanich Recreation Facility Staffing	Planned for 2029
10c-2 Regularly monitor and review services to determine appropriate types of recreational programming and recovery rates to meet Community Needs	Ongoing
▸ IBC 10c-2.1 SEAPARC Maintain Reception Staffing	2025-ongoing
▸ IBC 10c-2.2 SEAPARC Manager of Operations	2024-ongoing
▸ **NEW IBC** 10b-2.3 SEAPARC Marketing Program Assistant	2027-ongoing
▸ **FUTURE IBC** 10b-1.6 SEAPARC Facility Maintenance Worker	Planned for 2028
10c-3 Develop and implement a long-term strategic plan for SEAPARC	2024

06 Performance

GOAL 10A: SUPPORT, CHAMPION & DEVELOP THE ARTS

Targets & Benchmarks

Through funding programs and other activities, the Arts Development Service amplifies the contribution that arts organizations make to economic sustainability, community vitality and quality of life across the region and their role in providing a wide range of activities for citizens and visitors.

Measuring Progress

Social Contributions

Ref	Performance Measure(s)	Type	2025 Actual	2026 Forecast	2027 Target	Desired trend
1	**Total number of CRD-funded events** [1]	Quantity	15,850	16,000	17,000	↗
2	**Total attendees at CRD-funded arts events** [2]	Quantity	1,400,000	1,500,000	1,600,000	↗
3	**Total number of grants distributed** [3]	Quantity	100	110	115	↗
4	**First-time grant recipients** [4]	Quantity	12	15	18	↗

[1-4] Data from 2025 Arts Development Service's Impact Report

Economic Contributions

Ref	Performance Measure(s)	Type	2025 Actual	2026 Forecast	2027 Target	Desired trend
5	**Total funding invested (via CRD grants) in grant recipients** [5]	Quantity	2,814,070	2,876,570	2,938,570	↗
6	**Total culture GDP ($M) generated in CRD** [6]	Quantity	$1,200.0	$1,300.0	$1,400	↗
7	**Total culture jobs generated in CRD** [7]	Quantity	11,000	11,500	12,000	↗

[5] Data from 2025 Arts Development Service's Impact Report

[6-7] Data from Statistics Canada based on forecasts from the Cultural Satellite Account

Discussion

Social Contributions

1. The number of arts events continues to rise, as does audience participation, and is now exceeding pre-pandemic levels.
2. Reporting in 2025 from grant recipients showed a significant number of arts events supporting Indigenous arts and local Indigenous artists. This trend indicates that regional arts funding continues to be a significant contributor to cultural self-determination and reconciliation.

3. In 2025, the number of grants distributed remained high. However, there was also an all-time high in grant applications (168), which has placed increased pressure on administrative capacity.
4. CRD Arts conducts promotion of its programs and targeted outreach to eligible organizations to enlarge the pool of grant applicants. Funding more first-time applicants is an effective method of diversifying the variety of arts projects activated and audiences engaged.

Economic Contributions

5. Total arts grant funding continues to have modest increases in 2025 and 2026 within core inflationary levels as set by the board-approved financial planning guidelines.
6. The most recent GDP data from Statistics Canada is from 2023, which shows a second post-pandemic year of marked increase. Cultural product data for the capital region increased from $1.09B in 2022 to $1.15B in 2023. Data for years after that are forecasts based on the most recent data.
7. The most comprehensive jobs data from Statistics Canada that is specific to the capital region is from 2023. It shows a similar trend. In 2022, there were 10,434 culture jobs in the capital region, which increased to 10,737 in 2023. Data for years after that are forecasts based on the most recent data.

GOAL 10B: SUSTAIN & ENHANCE ARTS THROUGHOUT THE REGION

Targets & Benchmarks

1. To scale up participation in the Arts Development Service will require new jurisdictions to join this service.
2. To scale up support for performing arts facilities through the implementation of the new Performing Arts Facilities Service.

Measuring Progress

Ref	Performance Measure(s)	Type	2025 Actual	2026 Forecast	2027 Target	Desired trend
1	**Increase the number of participants in the Arts Development Support Service[1]**	Quantity	9	9	10	↗
2	**Increase the support available for performing arts facilities ($M)**	Quantity	$1.35	$1.39	$2.4	↗

[1] Currently there are nine participating jurisdictions in this service.

Discussion

1. The ability to add participants to this service is dependent on external factors, namely the interest level of non-participating jurisdictions to join the service.
2. The adoption of establishing Bylaw No. 4704, Performing Arts Facilities Service, has enabled increased support for regional theatres and the launch of two new granting programs. Crucially, the new service also increases the number of the sub-regional participants supporting regional theatres from one (in the case of the McPherson Playhouse) and three (in the case of the Royal Theatre) to fourteen jurisdictions (all municipalities + Southern Gulf Islands electoral area) supporting three regional theatres, allowing more sustainable and coordinated support across the region.

GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – PANORAMA RECREATION

Targets & Benchmarks

The metrics reflect attendance and overall success of programs and services, which show that what is offered to the community meets its needs and is affordable.

Measuring Progress

Performance Measure(s)	Service	Type	2025 Actual	2026 Forecast	2027 Target	Desired Trend
1 User funding/ requisition ratio[1]	-	Quality	50.28%	50.43%	50%	→
2 Offer programs that meet community need	Program offering success rate[2]	Quality	85%	85%	85%	→
	New program offerings[3]	Quality	50	50	50	→
3 Participation in drop-in recreation programs and services[4]		Quantity	348,900[5]	370,000	385,000	↗
4 Sales/revenue generated	Registered programs revenue[6]	Quantity	$2,371,002	$2,479,791	$2,778,506	↗
	Admissions – single admission[7]	Quantity	$ 438,199	$ 467,822	$501,900	↗
	Membership revenue – timed and punch pass[8]	Quantity	$1,190,000	$1,267,000	$1,384,200	↗

[1] All non-requisition revenue sources including user fees and grants.

[2] Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from Activity Registration Summary report.

[3] New program is defined as a program not offered in the prior year. Data from General Ledger, Activity Registration Summary report and program brochure.

[4] Total annual visits to drop-in programs. Data from Membership Pass Scan report, Drop-in Sales report and Activity Registration Summary report.

[5] A longer annual maintenance closure of the pool occurred in 2025 to complete necessary repairs, resulting in lower pool drop-in.

[6] Total revenue generated by registration in programs. Data from General Ledger.

[7] Revenue generated by single admission purchase. Data from General Ledger.

[8] Revenue generated by punch pass and timed pass sales. Data from General Ledger.

Discussion

Metric 1: Salaries, wages, corporate allocations, debt servicing and other operating costs continue to be funded approximately equally between tax requisition and other non-tax revenue, primarily user fees.

Metric 2: The goal is to be responsive to community needs by offering desired programs, contributing to a high success rate. Each season program coordinators evaluate the success of programs and discontinue or adjust those that have a pattern of being cancelled and introduce new programs based on community feedback.

Metric 3: Increases in drop-in participation are expected to continue but may be limited in some areas due to space constraints (i.e., fitness, community recreation). A planned extended pool maintenance closure occurred in 2025 to complete required facility repairs which had a one-time impact on drop-in attendance.

Metric 4: This metric reflects current trends including increased program, admission, and membership revenue, supported by approved fee increases and a continued shift from single admissions to memberships and pass purchases.

GOAL 10C: AFFORDABLE RECREATION OPPORTUNITIES THAT IMPROVE LIVABILITY – SEAPARC

Targets & Benchmarks

The metrics reflect attendance and overall success of programs and services, which show that what is offered to the community meets its needs and is affordable.

Measuring Progress

Performance Measure(s)	Service	Type	2025 Actual	2026 Forecast	2027 Target	Desired Trend
1 User funding/ requisition ratio[1]	-	Quality	38%	38%	38%	→
2 Offer programs that meet community need	Program offering success rate[2]	Quality	73%	75%	77%	↗
	New program offerings[3]	Quantity	40	40	25	→
3 Participation in drop-in recreation programs and services[4]	-	Quantity	161,315	170,000	175,000	↗
4 Sales/revenue generated	Registered programs revenue[5]	Quantity	$623,182	$655,750	$677,000	↗
	Admissions – single admission, general[6]	Quantity	$227,212	$227,500	$240,000	↗
	Admissions – single admission, golf[7]	Quantity	$180,442	$185,000	$190,000	↗
	Membership revenue – general[8]	Quantity	$477,681	$519,700	$534,950	↗
	Membership revenue – golf[9]	Quantity	$97,626	$105,000	$110,000	↗

[1] User funding or tax investment (without debt).

[2] Proportion of registered programs offered to the public that proceed, as minimum registration levels have been met. Calculated by programs that run divided by programs offered. Data from recreation software Activity Registration Summary. Excludes grade 2 swim lessons and staff only programs.

[3] New program is defined as a program not offered in the prior year. Data from General Ledger, Activity Registration Summary report and program brochure.

[4] Total annual visits to drop-in programs. Data from Membership Pass Scan report, Drop-in Sales report and Activity Registration Summary report.

[5] Total revenue generated by registration in programs. Data from General Ledger.

[6] Revenue generated by single admission purchase (excludes golf). Data from General Ledger.

[7] Revenue generated by single admission purchases at golf course. Data from General Ledger.

[8] Revenue recognized from SEAPARC membership pass sales (excludes golf). Data from General Ledger.

[9] Revenue recognized from golf membership pass sales. Data from General Ledger.

Discussion

Metric 1: This metric is influenced by the type of facilities/services offered and the associated expense to operate that facility. With service levels maintained and a balance of fees/charges with wage/salary increases, it is anticipated that this metric will remain relatively stable.

Metric 2: The goal is to be responsive to community needs by offering desired programs, contributing to a high success rate. Each season, program coordinators evaluate the success of programs and discontinue or adjust those that have a pattern of being cancelled and try out new programs based on feedback. The ability to deliver new programs is affected by limited available space.

Metric 3: Increases in drop-in participation are somewhat limited in some areas due to limits on space (i.e. community recreation, fitness) and there has been a trend to more registered program participation.

Metric 4: The trend with this metric is a slight reduction in single admissions in favour of membership/pass purchases and registered program participation.

07 Business Model

Arts

PARTICIPANTS

Arts Development Service: Esquimalt, Highlands, Metchosin, Oak Bay, Saanich, Sooke, Southern Gulf Islands, Victoria, and View Royal.

Performing Arts Facilities Service: Central Saanich, Colwood, Esquimalt, Highlands, Langford, Metchosin, North Saanich, Oak Bay, Saanich, Sidney, Sooke, Southern Gulf Islands, Victoria, and View Royal.

FUNDING SOURCES

Requisitions

GOVERNANCE

Arts Development Service: Arts Commission

Performing Arts Facilities Service: Board (TBD)

Panorama Recreation

PARTICIPANTS

Sidney, Central Saanich and North Saanich

FUNDING SOURCES

Requisitions (29% Sidney, 39% Central Saanich, 32% North Saanich), grants, sponsorships, donations and non-tax revenue, user fees

GOVERNANCE

Peninsula Recreation Commission

SEAPARC

PARTICIPANTS

Sooke and Juan de Fuca Electoral Area

FUNDING SOURCES

Requisition (75% Sooke, Juan de Fuca Electoral Area 25%), grants, sponsorships, donations, non-tax revenue, user fees

GOVERNANCE

Sooke and Electoral Area Parks and Recreation Commission