

# Report to Council



**Date:** April 19, 2021  
**To:** Council  
**From:** City Manager  
**Subject:** Cultural Facilities Master Plan Community Engagement Summary  
**Department:** Active Living and Culture

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## **Recommendation:**

THAT Council receives for information the report from the Cultural Services Manager dated April 19, 2021, regarding the Cultural Facilities Master Plan community engagement summary.

AND THAT Council approves in principle the proposed preliminary Cultural Facilities Master Plan key recommendations as outlined in the report from the Cultural Services Manager, dated April 19, 2021, to support the further development of the plan.

## **Purpose:**

To provide Council with an update on the progress of the Cultural Facilities Master Plan and seek Council's support in principle for the proposed preliminary key recommendations.

## **Background:**

Cultural facilities are integral to the success of a vibrant creative sector in Kelowna. They provide locations for programs and services that benefit people from all demographics of our population, are venues for community-building and contribute in a significant way to the social and economic priorities of the City of Kelowna.

The 2020-2025 Cultural Plan sets community priorities for the enhancement of cultural vitality and community spaces. The plan is designed to set a course for the creative sector to provide accessible, diverse and inclusive experiences, use resources effectively, leverage opportunities, and be innovative and forward thinking. The Cultural Plan also highlights the value of partnerships and cooperation to advance the Plan as a collective community.

While many components of the Cultural Plan will be advanced within the action steps of the Cultural Facilities Master Plan (CFMP), there is a direct connection to the Cultural Plan theme area of "Spaces." Specifically, Goal 3 of the Plan to "Optimize existing spaces" and Goal 4 to "Commit to developing new

facilities". Therefore, the CFMP builds on prior efforts to strengthen commitment to cultural facility enhancement and development, including the Creative Spaces Report (May 2017) and the 2020-2025 Cultural Plan. In addition, data from the CFMP engagement process was used in the development of the Cultural Plan.

The CFMP explores how facilities are used throughout the city in support of cultural programming, the opportunities and challenges related to municipally-owned cultural facilities and what next steps are needed to enhance Kelowna's cultural space to meet current and future needs.

The purpose of the CFMP is:

- Assess cultural facility usage within Kelowna, primarily municipally-owned cultural facilities, based on the facility size, characteristics, usage, capacity, condition and demand;
- Provide a description of the spatial needs of the local creative sector and address strategies for optimizing existing space or providing more space;
- Provide recommendations to assist the development of a City prioritization and decision-making process in addressing each municipal facility and the collective inventory;
- Provide common trends and examples in action that are applicable to the City of Kelowna and cultural facility usage and development from across Canada; and
- Support the review and development of future City plans, processes and initiatives including the development of the comprehensive Strategic Facility Master Plan.

While the CFMP covers a lot of ground, it is not all inclusive. This plan does not:

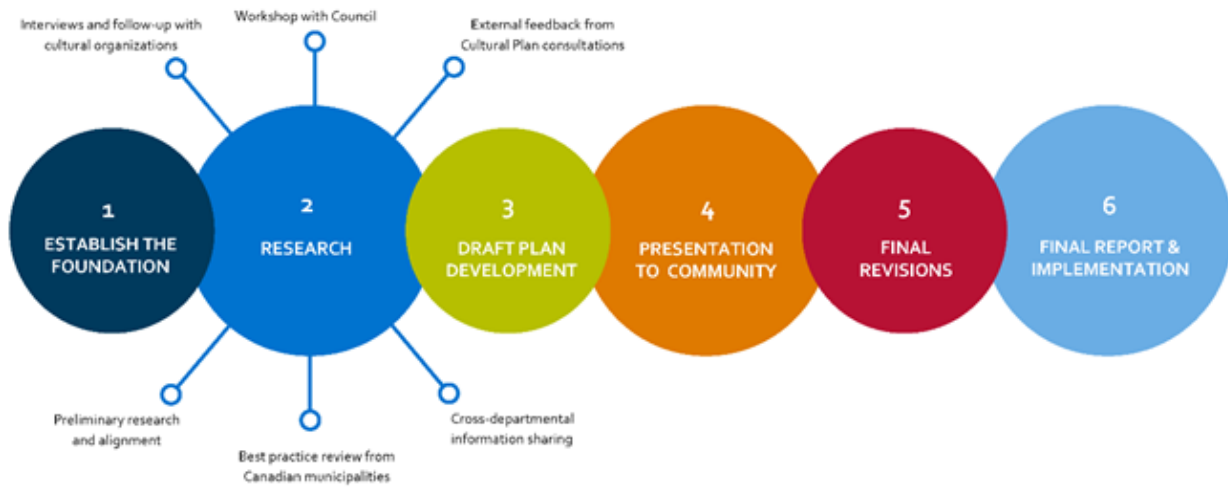
- provide an in-depth understanding or reflection on the space needs of individual artists in our community, but rather is built primarily on the needs of local non-profit arts and culture organizations who serve artists;
- provide a review of for-profit facilities or include specific facility needs of the for-profit creative sector;
- consider municipally-owned heritage assets;
- consider the City of Kelowna Public Art collection or future public art commissions; or
- consider the prioritization of cultural facilities within the context of larger City of Kelowna infrastructure needs (except to the extent to identify that this is necessary).

The CFMP focuses on areas where municipal investment is likely or highly likely and where it is determined that the City of Kelowna would have the largest positive impact on the creative sector overall. The CFMP focuses on cultural facilities however is not intended to act in isolation of other City plans, processes and initiatives that are in place or being reviewed and developed.

The CFMP project was initiated in fall of 2018 and it was originally intended to take six months to complete. However, the complexity of the project, depth of investigation required to make informed recommendations and lack of consultant capacity quickly became apparent. Therefore, the timeline was extended to ensure that the report content was not compromised and appropriate engagement with the creative sector occurred.

The process to complete the report is described below:

## PROCESS FOR CULTURAL FACILITY MASTER PLAN DEVELOPMENT



A summary of the CFMP project is provided as Attachment 1.

### Discussion:

#### *Community Engagement Summary of Results*

Developed concurrently with the 2020-2025 Cultural Plan and the Creative Sector Economic Impact Assessment, the recommendations of this Plan are based on:

- one-on-one interviews with 43 of Kelowna's cultural organizations;
- numerous follow-up interviews and fact checking with major facility operators;
- feedback gathered during the Cultural Plan community engagement;
- third party facility condition assessment reports completed on municipally-owned cultural facilities (still underway);
- a review of examples in action associated with cultural facilities in communities of a similar size and experiencing similar challenges; and
- cross-departmental discussions within the City of Kelowna.

The results of the 43 interviews and where necessary follow-up conversations were used to generate a stronger understanding of the creative sector and the primary facility needs of Kelowna's cultural organizations.

A summary infographic of the results from the community engagement are attached to this report as Attachment 2.

#### *Examples in Action from Across Canada*

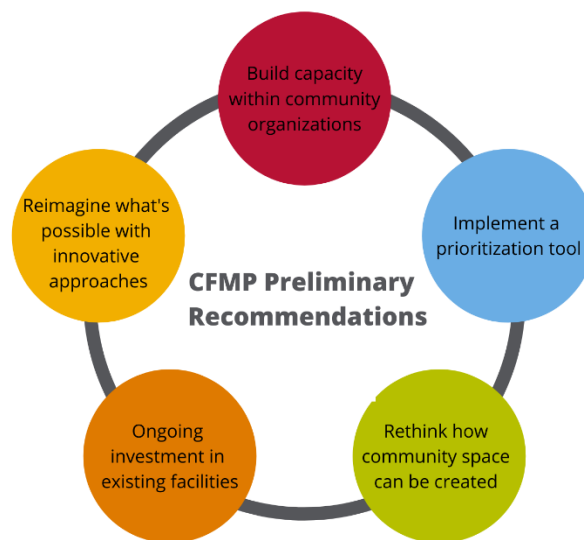
In consideration of the needs that were explored in the previous sections, a review of how other municipalities are handling related challenges was conducted. An overview of key areas were determined to have relevance and offer important considerations for Kelowna including:

- Investment prioritization
- Co-location of cultural facilities
- Partnerships building
- Delivering culture across civic facilities

An overview of the examples in action are provided as Attachment 3. These examples will be further explored in the final version of the CFMP and will help to further formulate the action steps generated from the preliminary recommendations.

#### *Preliminary Recommendations*

Resulting from the community engagement and best practice review, five draft preliminary recommendations are being considered as the framework for the development of draft action items to address facility needs in the creative sector.



The draft action items below are addressed in the context of cultural facilities. It is understood that many of the action items must be developed in coordination with broader City plans, processes and initiatives some of which are underway or planned to begin soon.

#### Key Recommendation 1: Build capacity within community organizations

*Action 1:* Provide grants to community organizations to conduct feasibility work that supports a stronger understanding of their facility needs now and into the future.

*Action 2:* Facilitate partnerships and enhance community stewardship & support for investment into the development of cultural organizations and facilities.

*Action 3:* Support fund development efforts in cultural facilities by developing an approach to measure and share the contribution, economic benefit and impact that cultural facilities have on the City's social, cultural, environmental and economic status.

*Action 4:* Support capacity building of local organizations through ongoing education opportunities and financial support for projects that enhances organizational long-term sustainability and financial security.

Key Recommendation 2: Implement a prioritization tool

*Action 5:* Work cross departmentally to develop and implement a prioritization assessment matrix tool to prioritize capital investment in facilities and facility development across all civic facilities inclusive of cultural facilities.

*Action 6:* Inform the community regarding the criteria used for prioritization of investments and the subsequent results, to rally efforts and move projects forward collectively.

Key Recommendation 3: Rethink how community space can be created

*Action 7:* Develop the opportunity for the professional exhibition of art within municipally owned community facilities and spaces.

*Action 8:* Establish the civic plaza, Art Walk extension and cultural amenity space within the development at 350 Doyle Avenue.

*Action 9:* Include the needs of cultural programming and community arts organizations in the redevelopment or new construction of civic facilities, parks and outdoor spaces.

*Action 10:* Evaluate the use of city owned heritage assets currently vacant as an opportunity to enhance space availability for community programming.

Key Recommendation 4: Ongoing investment in existing facilities

*Action 11:* Increase investment in Facilities Asset Management, including the ongoing maintenance and renewal of municipally-owned facilities to improve accessibility and extend their useful life.

*Action 12:* Clarify the repairs and maintenance responsibilities of municipal facility operators contained within the lease and operating agreements.

*Action 13:* Develop and implement a long-term program for the required repairs and capital projects for municipally-owned facilities based on the results from the formal condition assessment reports.

*Action 14:* Explore the development of appropriate reserves for future cultural facility capital needs and development.

Key Recommendation 5: Reimagine what's possible with innovative approaches

*Action 15:* Explore the role of municipalities in conducting fundraising campaigns for cultural facilities.

*Action 16:* Develop the role of sponsorship, advertising and philanthropy in future cultural facility development.

*Action 17:* Explore models to engage new partnerships that enhance future cultural facility development.

These action steps will be built on (timeline, budget and responsibility) during the next phase of the project's development including discussion with the community to address any concerns or gaps that exist within them.

### **Conclusion:**

The next steps in the development of the Cultural Facilities Master Plan will be to:

- complete the formal condition assessments on municipal cultural facilities (April - May),
- continue with the development of the Plan and build out preliminary action steps (April – May),
- re-engage with the cultural community and seek input on draft key recommendations and preliminary action steps (May-June),
- make final revisions to the Plan content and solidify recommendations and action steps (June-July),
- return to Council with the final draft of the Plan (July-Aug 2021).

Culture is what connects people and keeps our city vibrant. Investment in cultural facilities and cultural infrastructure generates social, economic and health benefits and social capital to communities. In Kelowna, the appreciation for cultural offerings is evident as cultural events are attended by approximately 1.5 million people each year. Over 416,000 of these attendees are at municipally-owned cultural facilities including the Kelowna Community Theatre, Rotary Centre for the Arts, Kelowna Art Gallery, Okanagan Heritage Museum, Okanagan Military Museum and Laurel Packinghouse, all located within Kelowna's Cultural District.

### **Internal Circulation:**

Building Services

Communications

Parks & Buildings Planning

Partnerships Office

Long Range Policy Planning

### **Considerations applicable to this report:**

#### *Existing Policy:*

- Cultural Policy No. 274
- 2020-2025 Cultural Plan
- 2017 Cultural Spaces Report

### **Considerations not applicable to this report:**

Legal/Statutory Authority

Legal/Statutory Procedural Requirements

Financial/Budgetary Considerations

External Agency/Public Comments

Communications Comment:

Submitted by: C. McWillis, Cultural Services Manager

**Approved for inclusion:** JG

cc: