

# Examples in Action Across Canada

## Cultural Facilities Master Plan

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

- Investment prioritization

The City of Regina ranked 32 facilities using a weighted score card in order to develop its 2019 Recreation Master Plan.

The City of Coquitlam took an in-depth approach to developing its services in line with community aspirations. The Parks, Recreation and Culture Master Plan Implementation Strategy examines 18 different service areas, and identifies unmet needs in relation to applicable facilities, service delivery models, programming, and governance structures.

- Co-location of cultural facilities

The Town of Oakville, Queen Elizabeth Park Community and Cultural Centre (QEPCCC) opened in 2012 and occupies 144,000 sq.ft of a former high school. One of the largest multi-use venues in Canada, the QEPCCC houses a diverse collection of artistic, cultural, and active living programs. While 22 cultural groups call the QEPCCC home, an additional 29 groups regularly use the facility.

The Creative City Centre is a non-profit artist run centre in the heart of downtown Regina. The facility hosts visual art, music, theatre, film screenings, literary art and spoken word experiences and is home to a variety of artists and arts organizations.

Spanning 50,000 sq ft over 3 floors in Vancouver's Chinatown, BCA Sun Wah is home to over 80 artists, cultural organizations, and social impact organizations and is the largest community cultural hub in the province. Operated by BCA (formerly BC Artscape), this space strives to nurture an environment that supports their tenants' work while also serving the broader community.

- Partnerships building

The City of Saskatoon provides a tiered range of capital grant opportunities to its users including a recreation and culture partnership reserve for major investments over \$3 million; a cultural capital reserve of approximately \$500,000, which can also be used to support feasibility studies for new capital investments; and capital reserves for smaller capital upgrades and renewals up to \$100,000.

The City of St. Catharines, Ontario leveraged \$18 million in contributions from the federal and provincial governments, corporate donors, community fundraising, and general funds. In total, \$60 million was raised for the 9,000 m<sup>2</sup> First Ontario Performing Arts Centre. Opened in 2015, the complex has helped redefine the downtown core, and consists of four performance venues that host international artists and offer local groups opportunities to produce performances. The facility partners with Brock University's Marilyn I. Walker School of Fine and Performing Arts, and creates opportunities for 500 students to use the teaching space each day to showcase their talents.

In 2007, the City of Ottawa and the Orléans Town Centre Partnership (OTCP) entered a public-private partnership to construct the Shenkman Arts Centre while undertaking major development in the east end of the City. The partnership is responsible for the design, construction, maintenance, and ownership of the 8,000 m<sup>2</sup> arts centre, which will revert to the ownership of the City after a 30-year term. The OTCP financed the \$37.8 million facility, and received exemptions from development fees, as well as property, education and land transfer taxes.

- Delivering culture across civic facilities

Launched in 2018, the Music Monday's program put on by the City of Hamilton is a series of free live music events offered over the lunch hour on the forecourt of the City Hall. Focusing on emerging artists, this program offers local musicians the opportunity for a paid public performance, while also increasing the community's access to music experiences. In 2019, over 1,100 people attended a total of 7 noon hour concerts.

In response to the community over a lack of exhibition space available to local artists, the City of Richmond established a Community Art Exhibition Space program. By accessing space in already existing civic facilities, they developed community exhibition spaces for local artists and art groups to utilize. As well as using already existing spaces, they have incorporated this principle into new builds. These spaces are available at the City Hall's Galleria, Richmond Cultural Centre's Rotunda Gallery, Gateway Theatre, City Centre Community Centre and Thompson Community Centre.

Surrey's dual-purpose Centre Stage facility within City Hall hosts Council chambers, and can be converted into a 200-seat venue suitable for live music, small-scale theatre, and dance performances. The theatre includes dressing room capacity for 48 performers, and the facility is adjacent to the City Room atrium and Civic Plaza.

These examples will be further explored in the CFMP and will help to formulate the action steps generated from the preliminary recommendations.