



Cultural Facilities Master Plan Community Engagement Summary

April 19, 2021



Background and Purpose



Explore how facilities are used throughout Kelowna for cultural programming



Identify opportunities and challenges related to municipally owned cultural facilities



Highlight next steps needed to enhance Kelowna's cultural space to meet future needs

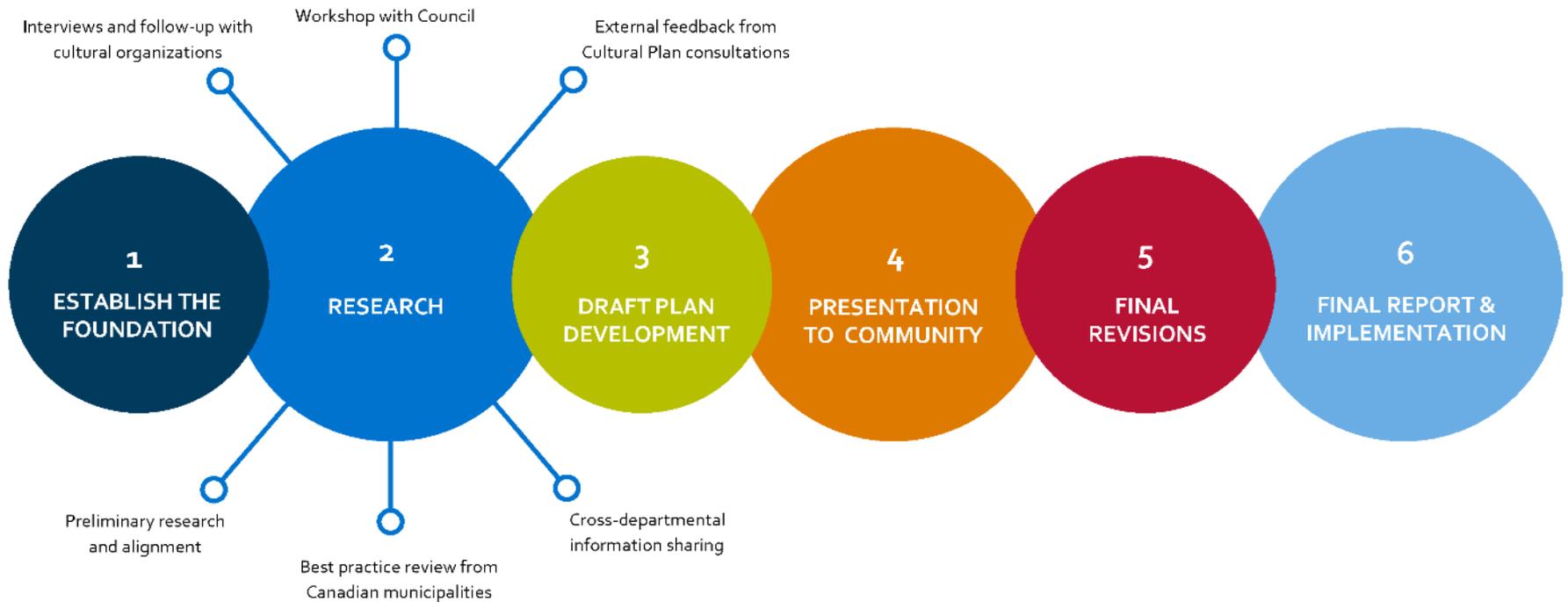
Out of Scope

This report does not:

- ▶ provide an in-depth understanding or reflection on the space needs of individual artists in our community but is built on the needs of primarily 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).



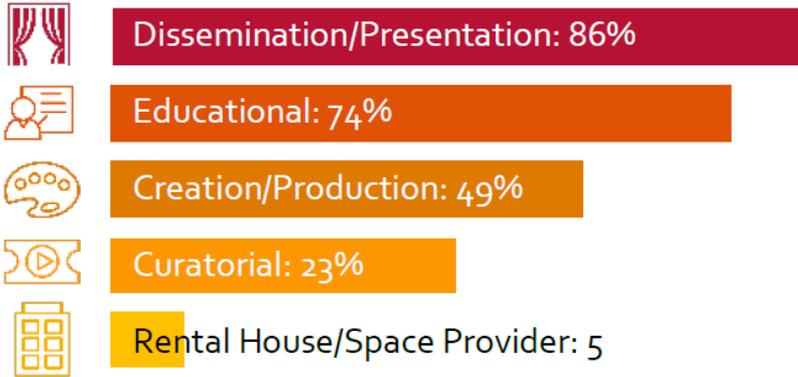
Development Process



Engagement Efforts

- ▶ 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;
- ▶ A review of best practices associated with cultural facilities in communities of a similar size and experiencing similar challenges; and
- ▶ Cross-departmental discussions within the City of Kelowna.

Findings



Representation of those interviewed and their self-identified roles in the cultural community.



Sharing space:

16% currently share space

16% rent to others

35% do not currently share space

60% interested in sharing space

TOP 5 priorities for space



Storage



Performance



Admin/Office



Studio/Creator



Program/Service

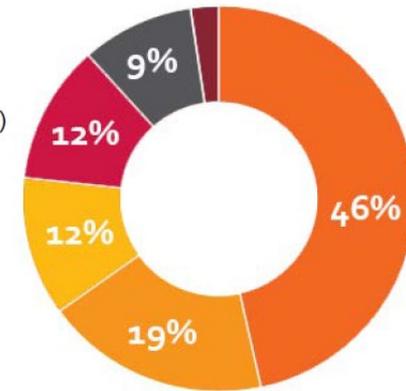
Findings

Threats to keeping space:

- 49%:** Rent increases/affordability
- 30%:** Availability of grant funding
- 28%:** Organization capacity challenges
- 21%:** Building conditions/aging infrastructure

Extent of using space:

-  Underutilized, do not use all space (2%)
-  Somewhat underutilized, some slack space (12%)
-  Neutral, just the right amount of space (46%)
-  Somewhat over capacity (19%)
-  Over capacity, not enough space (12%)
-  Did not know or



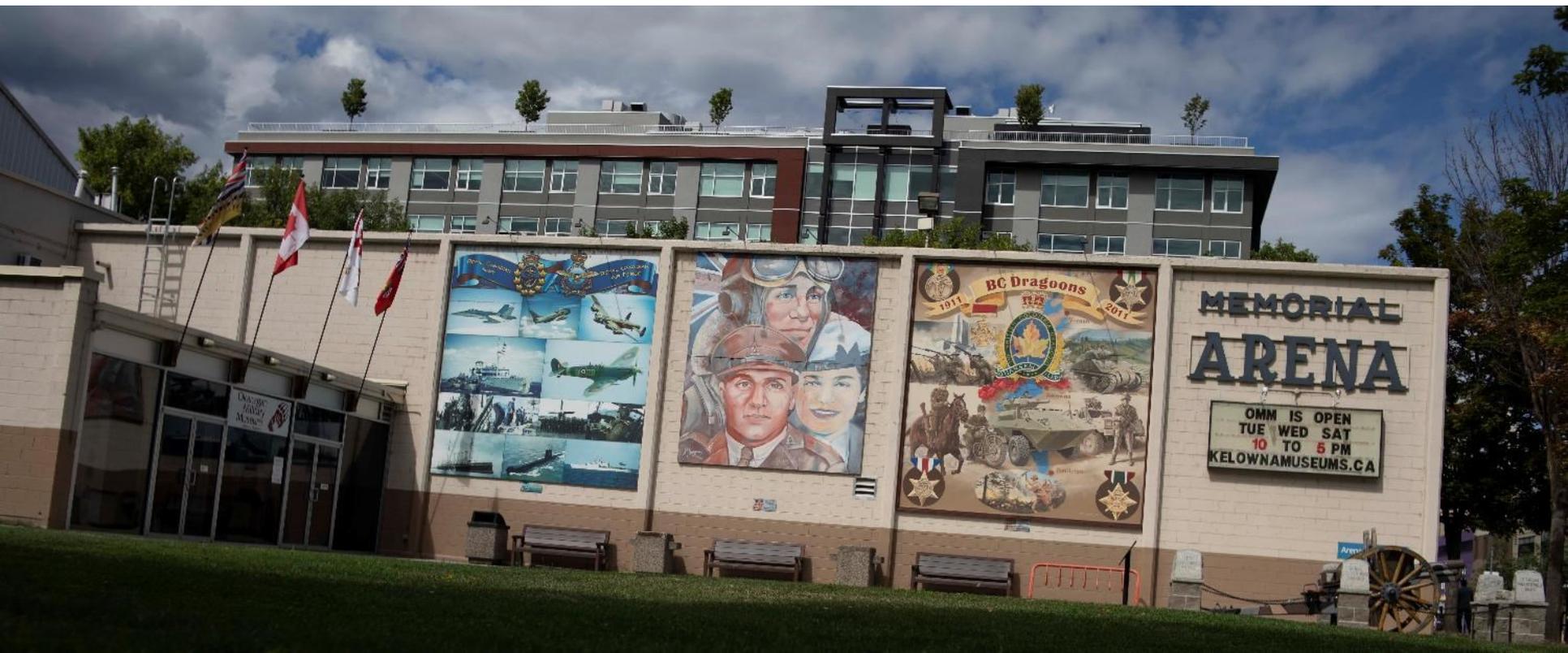
Examples in Action Across Canada

- ▶ In consideration of the facility needs that were explored in the previous sections, a review of how other municipalities are handling related challenges was conducted.
- ▶ Four key practices were determined to have relevance and offer important considerations for Kelowna including:
 - ▶ investment prioritization;
 - ▶ colocation of cultural organizations;
 - ▶ partnership building; and
 - ▶ delivering culture across civic facilities.



Investment Prioritization

- ▶ The City of Regina
- ▶ The City of Coquitlam



Colocation of Cultural Organizations

- ▶ Town of Oakville, Queen Elizabeth Park Community and Cultural Centre (QEPCCC)
- ▶ The Creative City Centre in downtown Regina.
- ▶ Vancouver's Chinatown, BCA Sun Wah



Partnership Building

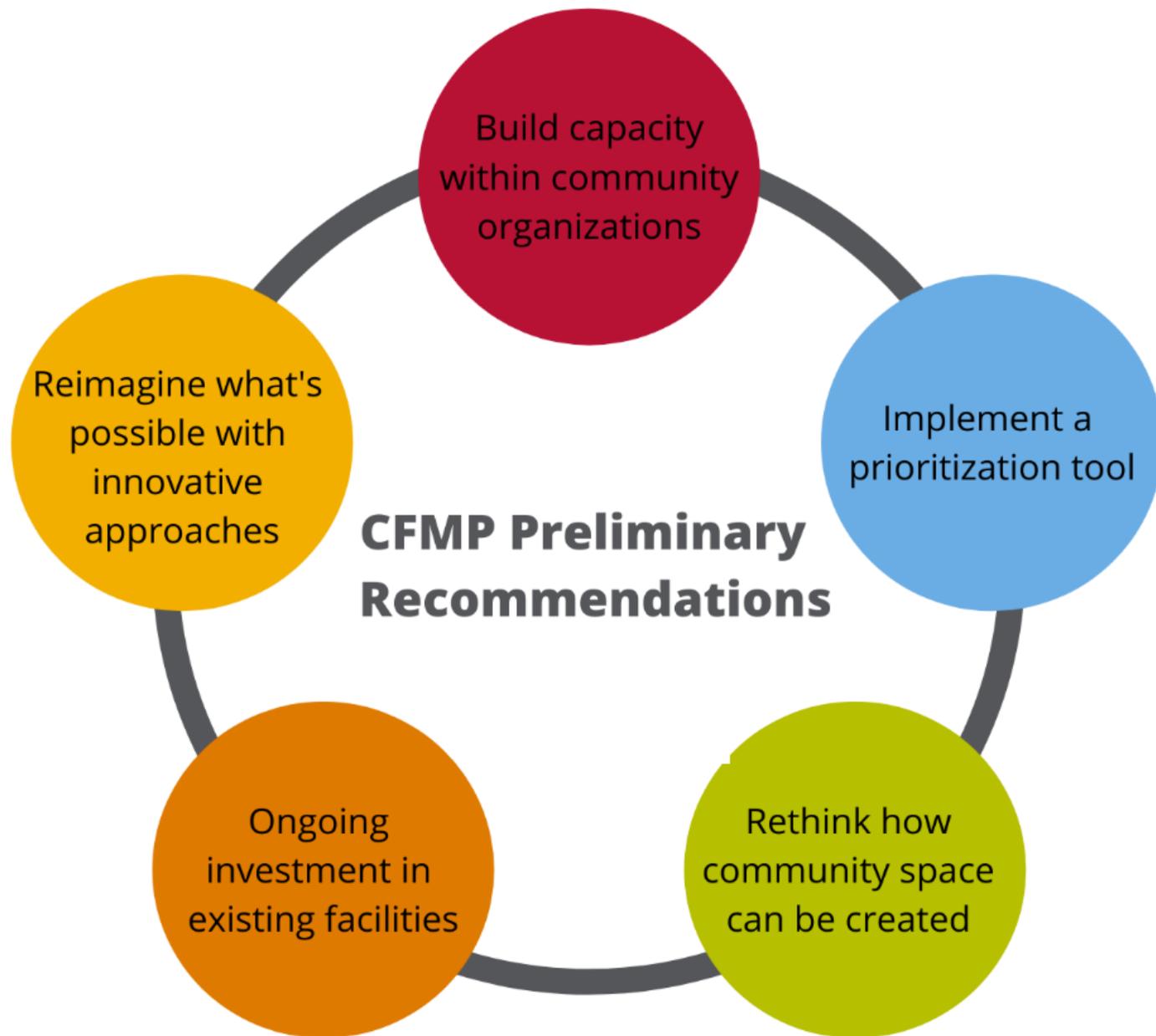
- ▶ City of Saskatoon
- ▶ City of St. Catharines, First Ontario Performing Arts Centre
- ▶ City of Ottawa and the Orléans Town Centre Partnership (OTCP)



Delivering Culture Across Civic Facilities

- ▶ City of Hamilton Music Monday's
- ▶ City of Richmond Community Art Exhibition Space program
- ▶ City of Surrey's Centre Stage facility within City Hall





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 investments 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:

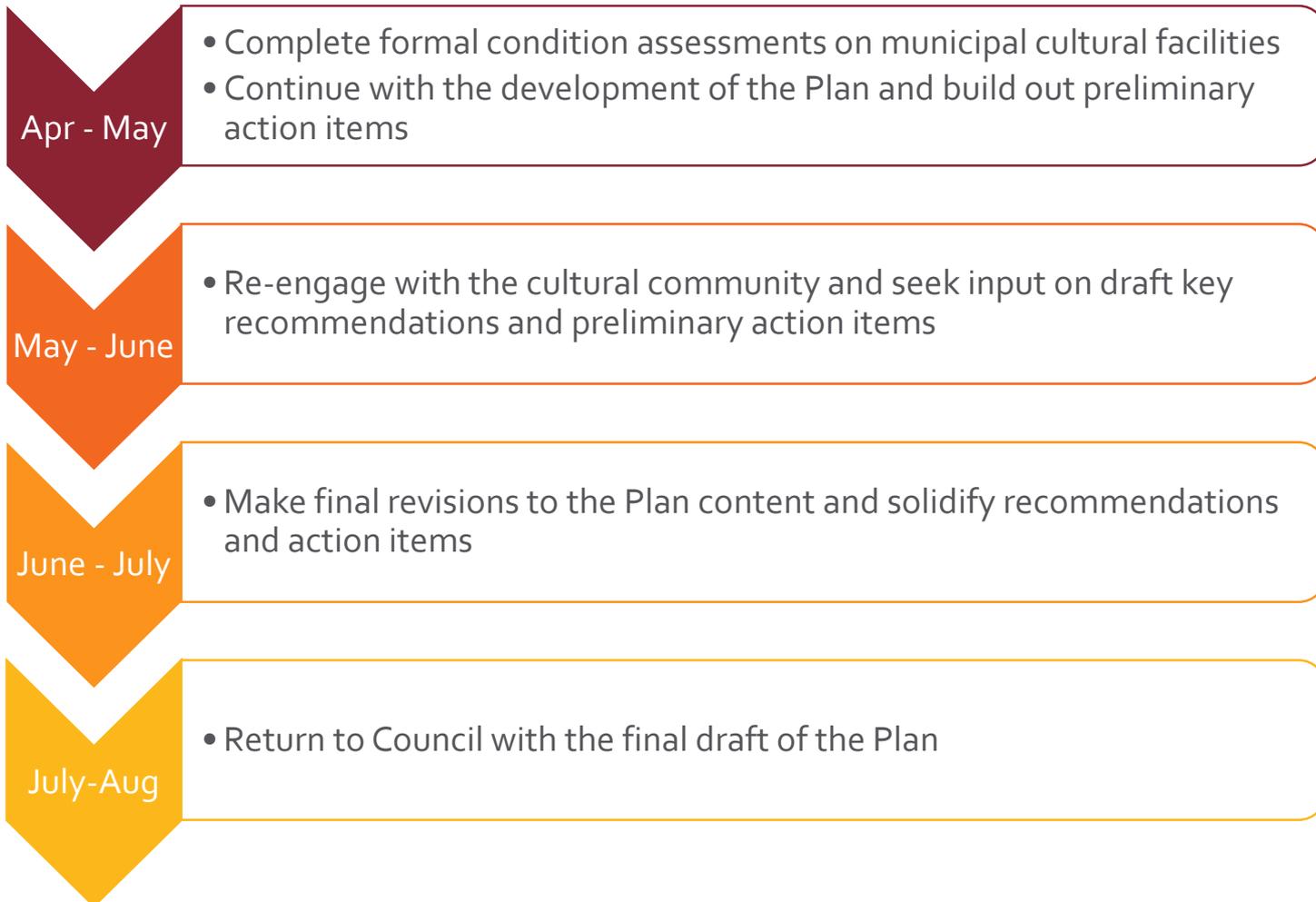
Ongoing investment in existing facilities

- ▶ **Action 11:** Increase investment in Facility Asset Management, including the ongoing maintenance and renewal of municipally-owned cultural facilities to 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 each municipally-owned facility 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.

Next Steps





Questions or Feedback?

For more information, visit kelowna.ca.