

Report to Council



Date: January 17, 2022
To: Council
From: City Manager
Subject: Cultural Facilities Master Plan
Department: Active Living and Culture

Recommendation:

THAT Council receives, for information, the report from Active Living and Culture dated January 17, 2022, regarding the Cultural Facilities Master Plan;

AND THAT Council endorses the Cultural Facilities Master Plan, as attached to the report from Active Living and Culture dated January 17, 2022;

FURTHER THAT Council directs staff to report back with periodic progress updates on the plan’s implementation through the bi-annual Cultural Plan Report Card.

Purpose:

To present Council with the Cultural Facilities Master Plan for endorsement.

Previous Council Resolution

Resolution	Date
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.	4/19/2021

The 2020-2025 Cultural Plan sets community priorities for the enhancement of cultural vitality and community spaces. The Cultural Facilities Master Plan (CFMP) goes further to explore how municipally-owned cultural 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 to:

- 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 local creative sector's spatial needs and address strategies for optimizing existing space or providing more space;
- provide recommendations to assist the City's prioritization and decision-making process about individual municipal facilities and the collective inventory;
- highlight common trends and examples from across Canada that are applicable to the City of Kelowna and cultural facility usage; and
- support the review and development of future City plans, processes and initiatives including the development of the comprehensive Strategic Facility Master Plan.

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, being reviewed or developed.

The process used in the development of the Cultural Facilities Master Plan included:



Following the April 19, 2021 Report to Council, staff conducted further engagement to affirm that the CFMP would meet the needs of the diverse stakeholders involved. This engagement included:

- three facilitated presentations for creative sector stakeholders and community members to learn more and provide comment;
- distribution of the draft materials through the Arts and Culture newsletter to approximately 2,500 subscribers with an invitation for feedback;
- inclusion of the draft CFMP material on kelowna.ca with an opportunity to provide feedback;
- presentation and invitation for feedback to each of the three Boards of Directors of the municipally-owned cultural facilities;

- open-house style display held at the Rotary Centre for the Arts through June 2021; and
- numerous presentations and discussions with City of Kelowna staff from a variety of departments.

The feedback gathered was used to fine-tune the preliminary Key Recommendations, Action Steps and develop the Key Initiatives Table and success criteria.

Discussion:

Stakeholder Highlights - What we Heard

The results of the 43 interviews and numerous follow-up conversations were used to generate a stronger understanding of the creative sector and the primary facility needs of Kelowna's cultural organizations. The results of this engagement made up the focus of the report to Council on April 19 and are included in the preliminary section of the plan.

Municipally-owned Cultural Facilities

The City of Kelowna has six municipally-owned cultural facilities including the Kelowna Community Theatre, Kelowna Art Gallery, Rotary Centre for the Arts, Okanagan Heritage Museum, Okanagan Military Museum and the Laurel Packinghouse.

Each facility has their own history, amenities and service to the community. In addition to developing an understanding of the building specifications, accessibility, investment and community feedback, a formal Building Condition Assessment & Replacement Reserve Study was completed on all municipally-owned cultural facilities in June 2021 and a summary for each facility is provided in the CFMP.

Examples in Action from Across Canada

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

- investment prioritization;
- co-location of cultural facilities;
- partnerships building; and
- delivering culture across civic facilities.

Exploring Prioritization

The purpose of a prioritization tool would be to guide the assessment of capital investment requests, determine their respective merits and eventually rank projects in relation to other capital improvement needs and services provided by the City. The process for prioritizing investment should be based on principles of transparency and fairness and the results should be implementable and presented to stakeholders in a timely manner.

A prioritization tool requires an evidence-based analysis of the current and future state, strategic alignment, need for investment and financial implications. Developed through conversations with internal and external stakeholders, the CFMP provides a starting point for creating a prioritization tool to guide facility investment for the City of Kelowna. A prioritization tool will be further explored as part of the upcoming Strategic Facilities Master Plan.

Key Recommendations & Action Steps

Resulting from community engagement and best practice review, five key recommendations make up the framework for the development of action items to address facility needs in the creative sector.

The 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: Building capacity within community organizations

Action 1: Provide grant support to community organizations to conduct feasibility studies that demonstrate their facility needs now and into the future.

Action 2: Develop an approach to measuring and communicating the impacts that cultural facilities have on Kelowna's social, cultural, environmental and economic conditions.

Action 3: Support capacity building of local organizations through ongoing educational opportunities and financial support for projects that enhance long-term sustainability and financial security.

Key Recommendation 2: Implement a prioritization tool

Action 4: Work collaboratively to develop, implement and publicly communicate an assessment tool to prioritize capital investment in facilities and facility development.

Key Recommendation 3: Rethink how community space can be created

Action 5: Develop opportunities for the professional exhibition of art within municipally-owned facilities and spaces.

Action 6: Establish the civic plaza, Art Walk extension and cultural amenity space within the development at 350 Doyle Avenue.

Action 7: Include the needs of the creative sector in the planning, redevelopment and construction of civic facilities and outdoor spaces.

Action 8: Evaluate vacant city-owned heritage assets for opportunities to enhance space availability for community programming.

Key Recommendation 4: Ongoing investment in existing facilities

Action 9: Increase investment in Facilities Asset Management, including the ongoing maintenance, repairs, renewals and accessibility upgrades of municipally-owned facilities.

Action 10: Clarify repair and maintenance responsibilities in the lease and operating agreements with cultural facility operators.

Action 11: Establish appropriate reserves for future cultural facility capital needs and development.

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

Action 12: Explore the role of the municipality in fundraising campaigns, sponsorship, advertising and philanthropy for facility development and renewal.

Action 13: Investigate models that engage new partnerships and enhance future cultural facility development.

Implementation

The successful implementation of the CFMP will require a cross-departmental approach to the completion of multiple initiatives that support each of the 13 Action Steps. A Key Initiatives Table contained within the report highlights upcoming major projects that are considered to advance the CFMP's key recommendations and action steps. Each project identifies the appropriate City Department that will lead, the estimated timeline and intended source of funding. The completion of each initiative will continue to move the needle towards the realization of our local creative sector's space needs.

While the key initiatives span over several years, the success of the implementation will be measured by considering the outcomes that will result over the short, medium and long-term through ongoing commitment to the Key Recommendations and Action Steps included in the plan.

Outcome Evaluation

Successful implementation of the CFMP will result in several positive outcomes for the creative sector. In the short term, it is anticipated that the community will see:

- increased investments made in cultural facility renewal and development through public and private sector support;
- the implementation of a City of Kelowna prioritization tool;
- establishment of facility reserve funds for municipally-owned cultural facilities;
- clarity in relation to available spaces for cultural programming;
- creation of a Creative Hub at 350 Doyle, including a civic plaza and Art Walk extension;
- consultation of the local creative sector through appropriate planning processes;
- the successful adaptive re-use of City-owned heritage assets; and
- the development of a long-term facility asset management strategy.

With continued commitment, the outcomes over the medium and long term would see additional space for cultural programming, the needs of the creative sector reflected in broader City plans and well-maintained cultural facilities that continue to meet the changing needs of the community. A more extensive list of medium- and long-term outcomes are provided within the CFMP.

Implementation of the CFMP will be measured and reported through the bi-annual Cultural Plan Report Card.

Conclusion:

In summary, the Cultural Facilities Master Plan provides action items that build on foundational aspects of facility development that need to be addressed before commitment to the construction of new facilities can be achieved. The key recommendations and action items in the plan are about working collaboratively with our community to understand specific needs, support sustainability of those delivering services in our community, strengthen our own processes for investment prioritization, rethink where space can be created, and make meaningful investments in amplifying existing spaces. This plan will encourage staff and facility operators to be innovative in resolving longstanding facility challenges and capitalize on opportunities as they present themselves. It is through this long-term and ongoing commitment to facility renewal and development, in the context of all City priorities, that we can establish a road map for future space provision.

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:

Attachments:

Cultural Facilities Master Plan Report