



# Cultural Facilities Master Plan

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We acknowledge that our community is located  
on the traditional, ancestral, unceded territory of  
the syilx/Okanagan People.



# Executive Summary



The *Cultural Facilities Master Plan* (CFMP) builds on prior efforts to strengthen the City's commitment to cultural facility development, including the *2020-2025 Cultural Plan* and the *Creative Spaces Report* (May 2017). The CFMP explores how facilities throughout the city are used in support of cultural programming, the opportunities and challenges related to City-owned cultural facilities and what steps are needed to enhance Kelowna's cultural spaces to meet current and future needs.

The purpose of the CFMP is to:

- Assess cultural facility usage within Kelowna, primarily City-owned cultural facilities, based on 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 Facilities Master Plan.

The CFMP and its recommendations focus on areas where municipal investment is likely or highly likely and where it is determined that the City of Kelowna can have the largest overall positive impact on the creative sector.

## Stakeholder Highlights

The results of the 43 interviews and follow-up conversations (where necessary) were used to generate a stronger understanding of the creative sector and the primary facility needs of Kelowna's cultural organizations. Some key highlights from this engagement include:

- **Over half (56 per cent) of interviewees perceived their respective facility or facilities to be in good or excellent condition.** Thirty per cent indicated that their facilities were in fair condition and 12 per cent said that their facilities were in poor condition.
- From the space needs identified, **storage, performance, admin/office, studio/creator and program/service**, emerge as the top priorities to support ongoing operations.
- While only 14 per cent of interviewees indicated they have surplus space in their current facility, **nearly all (96 per cent) were willing to consider some form of co-location.**
- **Nearly half (49 per cent) identified that the greatest threats to keeping their space(s) were rent increases and affordability.**
- **63 per cent indicated they are planning to stay and maintain their current facility**, 9 per cent would like to expand their existing facility, 7 per cent would like to redevelop their existing facility and 5 per cent would like to develop a new facility.

Explore stakeholder engagement in more detail in the "What We Heard" section of the plan.

## Facilities

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 Laurel Packinghouse; each with their own history, amenities and service to the community. In addition to 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.

## Examples in Action

A review of how several other municipalities are handling cultural facility challenges was conducted. Examples from Oakville, Regina, Vancouver, Saskatoon, St. Catharines, Ottawa, Hamilton, Richmond, Surrey and Coquitlam resulted in the identification of four key practices that are relevant to Kelowna's situation including co-location of cultural organizations, partnership building; delivering culture across civic facilities; and investment prioritization.

## Exploring the Idea of Prioritization

The purpose of a prioritization tool would be to assist in 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 development of the upcoming Strategic Facilities Master Plan.

## Key Recommendations and Action Steps:

Five key recommendations and 13 action steps were developed to guide future cultural facility support and development and create the framework for future initiatives.

### 1 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.

### 2 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.

### 3 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.

### 4 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.

## 5 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.

The Key Initiatives Table highlights upcoming major projects that are considered to advance the CFMP's key recommendations and action steps. The completion of each initiative included in this table will continue to move the needle towards the realization of our local creative sector's space needs.

### Outcome Evaluation

Successful implementation of the CFMP will be measured and reported during the bi-annual Cultural Plan Report Card.

Cultural facility development is not the responsibility of a single division or department within the City of Kelowna and no one initiative will resolve the multiple space challenges faced by the creative sector in Kelowna. It is through a 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.

# Building on a strong foundation



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 significantly to the City of Kelowna's social and economic priorities.

The *Cultural Facilities Master Plan* (CFMP) builds on prior efforts to strengthen the City's commitment to cultural facility development, including the *2020-2025 Cultural Plan* and the *Creative Spaces Report* (May 2017). The CFMP explores how facilities throughout the city are used in support of cultural programming, the opportunities and challenges related to City-owned cultural facilities and what steps are needed to enhance Kelowna's cultural spaces to meet current and future needs.



## Why invest in culture?

Culture connects people and keeps our city vibrant. Investment in cultural infrastructure boosts a community's social capital while generating social, economic and health benefits.



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 patronize our key 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, which are all located within Kelowna's Cultural District.

“Facilities are the places where arts and culture happen. Healthy facilities, artistic capability, organizations and finances are the four hallmarks of a thriving arts and culture sector. Despite their importance, facilities are the most under-resourced component of arts operations”

– ArtsBuild Ontario, *Why Creative Spaces Matter* | ArtsBuild Ontario

One of the key goals established by *Imagine Kelowna* is to “Create great public spaces that bring people together. We need great public gathering places like parks, plazas and community centres where people can meet and connect with others.” Investment in the development and maintenance of our cultural infrastructure will ensure that our residents continue to have places where they can connect with each other, while contributing to our local economy.

In 2020, the City invested \$23.75 per capita into cultural programs and initiatives. This includes \$1.42 million through operating agreements with operators of Kelowna's major cultural facilities and an additional \$625,000 in cultural programming delivered by a variety of non-profit professional and amateur arts organizations. These amounts do not include investment in infrastructure or maintenance of facilities.

The value of investing in cultural facilities and the resulting cultural offerings, was identified in The House of Commons Report of the Standing Committee on Canadian Heritage (2018), which says that support for the next generation of cultural spaces is essential. The committee concluded that infrastructure is needed both to create new cultural hubs and districts and to ensure long-term sustainability and growth.

## The economic impact of culture

An economic impact assessment of Kelowna's creative sector was completed in July 2019. The report demonstrates the sector's significant impact on the local economy and further substantiates the value of investing in culture.

### Key Highlights

- Kelowna's creative sector more than doubled in size from 2009 to 2018. The direct economic output in 2018 was \$339 million.
- 1.5 million people per year, or just over an average of 4,000 people per day, attend some type of cultural facility or event.
- 3,168 full-time employees work in the creative sector, up from 1,279 in 2009.
- 60 per cent of those working in the creative sector are self-employed.
- In 2018 alone, 380,000 volunteer hours were contributed to arts, culture and heritage organizations.
- There were 626 creative sector establishments in 2018, up from 342 in 2009.
- The creative sector saw income growth of 43 per cent from 2009-2018.

The full report can be found at: [kelowna.ca/culture](http://kelowna.ca/culture).

According to Statistics Canada’s Cultural Satellite Account, Kelowna’s creative sector contributes \$185 million to B.C.’s culture GDP, accounting for 2.35 per cent of the provincial total.

Continued investment in our cultural infrastructure is essential to support the rapidly growing creative sector and support the growth of Kelowna’s cultural capital. When we invest in culture, we generate social and economic benefits for our community.

## Purpose and process

The purpose of the CFMP is to:

- Assess cultural facility usage within Kelowna, primarily City-owned cultural facilities, based on 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 Facilities Master Plan.

The process to complete the report is illustrated below:



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 leaders from 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 cultural facility actions taken in communities of a similar size that are experiencing similar challenges; and
- cross-departmental discussions within the City of Kelowna.

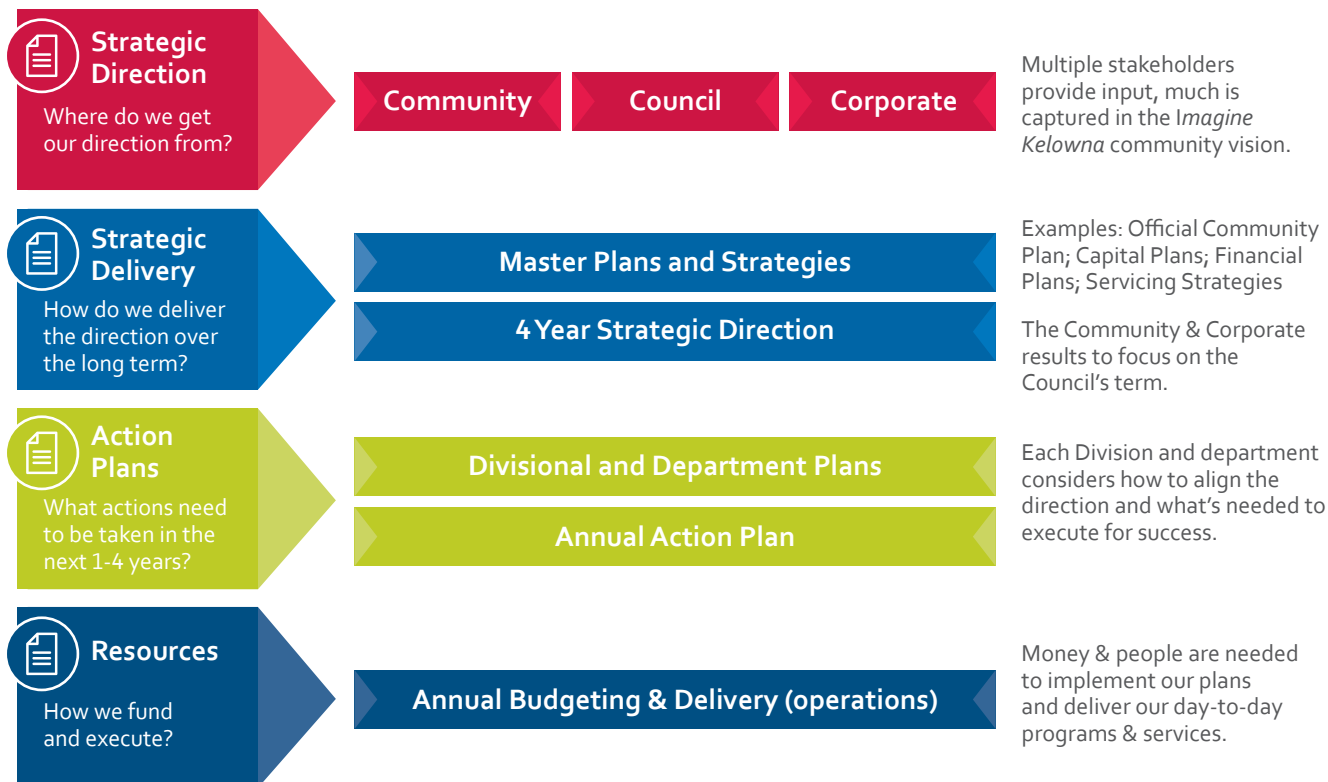
## It still has its limits

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

- provide an in-depth accounting of the space needs of individual artists in our community. Instead, it is based primarily on the needs of local non-profit arts and culture organizations that 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 identify that this is necessary. The broader prioritization will be considered in the future as part of a Strategic Facilities Master Plan covering all civic facilities.

The CFMP and its recommendations focus on areas where municipal investment is likely or highly likely and where it is determined that the City of Kelowna can have the largest overall positive impact on the creative sector.

## An Ecosystem of Plans



## **Imagine Kelowna**

The *Imagine Kelowna* community vision summarizes what residents envision our community to look like by 2040. It describes the desired future state through four vision statements:

We want a community that:

- Puts people first
- Values its history
- Encourages curiosity and creativity
- Recognizes the changing roles of individuals, businesses, governments and community organizations

Imagine Kelowna also outlines four principles (connected, smarter, responsible, collaborative) and 14 goals. The vision and principles are higher-level, while the goals articulate more specific policy directions. The Imagine Kelowna vision, alongside input from City Council and the Senior Leadership Team, provides the strategic direction for the City.

To learn more about Imagine Kelowna, visit [kelowna.ca/imaginekelowna](https://kelowna.ca/imaginekelowna).

## **Official Community Plan (OCP)**

The OCP is the primary tool that local governments use to guide the long-term growth of their communities. In Kelowna, the OCP sets out the vision, strategies and objectives for 20 years of growth.

The OCP knits together policy from a wide range of areas, including public art, cultural and heritage facilities and spaces, neighbourhoods and landscapes, into a growth strategy that sets the City on a path towards its desired long-term vision.

As a high-level, long-term policy document, the OCP is a powerful tool that is grounded in the community's vision for the future as it pertains to growth management.

To learn more about the OCP, visit [kelowna.ca/ocp](https://kelowna.ca/ocp).

## **Civic Precinct Plan**

The *Civic Precinct Plan* is the overarching planning document that guides the long-term redevelopment of key sites in the Civic Precinct area, including the Kelowna Community Theatre, City Hall parking lot and Memorial Arena. The Civic Precinct Plan was endorsed by Council in 2016 following extensive community engagement.

To learn more about the Civic Precinct Plan, visit [kelowna.ca](https://kelowna.ca).

## **2020-2025 Cultural Plan**

The *2020-2025 Cultural Plan* sets community priorities for the enhancement of cultural vitality and community spaces over the next five years. 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.

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

To learn more about the Cultural Plan, visit [kelowna.ca/culture](https://kelowna.ca/culture).

## Strategic Facilities Master Plan – Coming soon!

This plan will look at the strategic management of the City of Kelowna’s publicly owned assets over the next twenty years with the goal of maintaining and improving services that residents rely on. The plan will take into account the City of Kelowna’s anticipated population and demographic growth trends along with changes in services, standards and practices, building codes and the wear and tear that the facilities experience on a daily basis.

The Strategic Facilities Master Plan will create a framework to invest in and manage our facilities through maintenance, life cycle replacement, renovation and redevelopment. The document will aim to reflect the work and input that staff, consultants and residents will provide, believing that the quality of life in Kelowna is strongly supported by services that are delivered through its facilities.

## Facility Needs of Kelowna’s Arts and Culture Organizations

### Participating Organizations

A series of one-on-one telephone interviews were conducted by CitySpaces and City of Kelowna staff in February and March 2019. The following organizations provided invaluable input:

- Alternator Centre for Contemporary Art
- Arts Council of the Central Okanagan
- Ballet Kelowna Society
- BC Old Time Fiddlers
- Central Okanagan Heritage Society
- Centre Culturel Francophone de L’Okanagan
- Chamber Music Kelowna
- Cool Arts Society
- Creative Okanagan Artist and Event Development Society
- Dolyna Ukrainian Cultural Society
- Fat Cat Children’s Festival Society
- Federation of Canadian Artists – Central Okanagan Chapter
- Festivals and Special Events Development Society of Kelowna
- Global Citizens Event Society
- Inner Fish Performance Society
- Inspired Word Cafe
- Kelowna Art Gallery
- Kelowna Arts Council (Artists for Creative Alliance)
- Kelowna City Concert Band Society
- Kelowna Community Concert Association
- Kelowna Community Music School
- Kelowna Community Theatre
- Kelowna Innovation Society
- Kelowna-Kasugai Sister City Association
- Kelowna Museums Society
- Kelowna Pipe Band Society
- Kelowna Pride Society
- Ki-Low-Na Friendship Society
- Kiwanis Music Festival Society
- New Vintage Theatre Society
- Okanagan Chinese Canadian Association
- Okanagan Festival Singers
- Okanagan Historical Society
- Okanagan Regional Library, Downtown Branch
- Okanagan Society of Independent Filmmaking
- Okanagan Symphony Orchestra Society
- Opera Kelowna Society
- Ponderosa Spinners and Weavers Fibre Artists Guild
- Rotary Centre for the Arts
- Society of Friends of the Early Music Studio
- Studio 9 School of the Arts
- Theatre Kelowna Society
- University of British Columbia, Faculty of Creative and Critical Studies

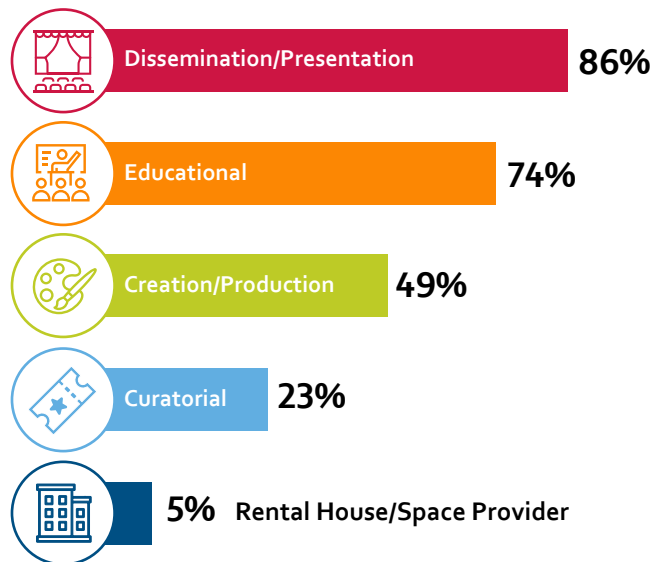
A copy of the interview guide used is provided as Appendix A.

# What we heard

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

## Role in the creative sector

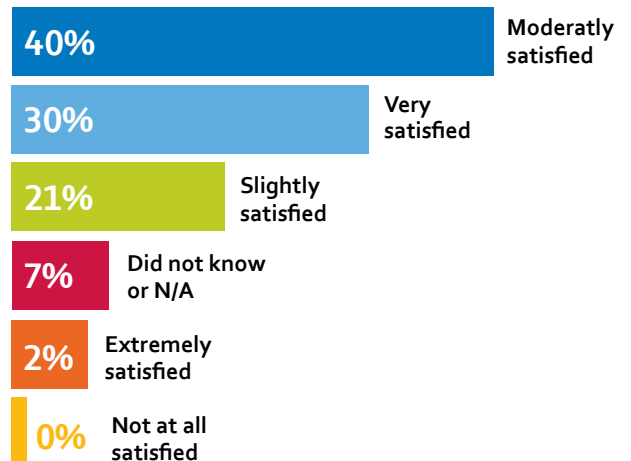
The organizations interviewed self-identified their roles in supporting the creative sector as follows:



## Current facility conditions

Over half (56 per cent) of interviewees perceived their respective facility or facilities to be in good or excellent condition. Thirty per cent indicated that their facilities were in fair condition and 12 per cent said that their facilities were in poor condition.

Sixty-three per cent of those interviewed operate out of two or more facilities.



Regarding whether an organization’s existing facilities were meeting its operational needs, **32 per cent were extremely or very satisfied**. No organizations reported being not at all satisfied.

## Top priorities

From all the space needs identified by those interviewed, the following five space types emerged as priorities to support ongoing operations.



Storage



Performance



Admin/Office



Studio/Creator



Program/Service

## Space sharing

# 96%

of respondents said they would be **willing to co-locate** with another organization if the conditions were right

While only 14 per cent of interviewees indicated they have surplus space in their current facility, nearly all (96 per cent) were willing to consider some form of co-location if:

- Scheduling arrangements could be accommodated;
- There is cultural and organizational alignment between groups sharing facilities;
- The shared facilities meet the functional needs of all groups (storage, hours of operation, logistic requirements, location preferences, etc.);
- The co-location arrangement improves the operational efficiency of all groups through better affordability, or equipment and/or staff sharing; and
- The co-location arrangement leverages networks and collaboration opportunities within the creative community.

## Utilization of current space

46%

Neutral  
just the right amount of space

19%

Somewhat over capacity

12%

Over capacity  
not enough space

12%

Somewhat underutilized  
some slack space

9%

Did not know or N/A

2%

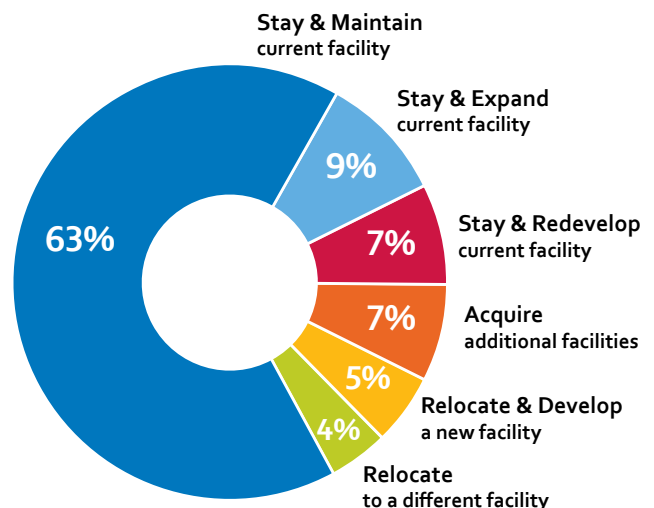
Underutilized  
do not use all space

## Threats to keeping space

Of the 43 representatives interviewed, nearly half (49 per cent) identified that the greatest threats to keeping their space(s) were rent increases and affordability. Additional threats included the availability and competitive nature of grant funding (30 per cent) and organization capacity issues (28 per cent). Building condition, such as aging infrastructure, was a primary threat to 21 per cent of the organization representatives interviewed.

## Future space plans

When asked about future space plans, 63 per cent indicated they are planning to stay and maintain their current facility, 9 per cent would like to expand their existing facility, 7 per cent would like to redevelop their existing facility and 5 per cent would like to develop a new facility.



# Kelowna's Municipally-owned Cultural Facilities



## Kelowna Community Theatre

1375 Water St  
Kelowna, BC V1Y 0B4  
250-469-8944

Website: [theatre.kelowna.ca](http://theatre.kelowna.ca)

**Year built:** 1962

**Major renovation:** 1970, 1988, 2021

**Ownership:** Owned and operated by the City of Kelowna

**Covenants/Heritage Status:** The Kelowna Community Theatre is located within Kelowna's Cultural District.

### History

The Kelowna Community Theatre opened September 13th, 1962 when Kelowna was a town of only 15,000 residents. Citizens played a major role in the theatre's funding and creation and since its opening, it has been known as "the community's theatre." Over the past 60+ years, the theatre has served as Kelowna's hub for concerts and live music, performing arts, dance, live theatre, festivals, fund-raisers, comedy shows and community and private events. Kelowna Community Theatre is the interior's largest performing arts theatre with over 250 events annually.



## Facility Amenities

The Kelowna Community Theatre has two performance spaces available for public rental and is equipped to host conferences, classes, performances, meetings or receptions. The theatre has state of the art technical systems in both theatres as well as technical staff and contractors on hand for performances and events.

- The **Main Stage** includes a 46.5 ft. long main stage with varying depths and a 17.5 ft. operating height, a 46 ft. x 9.5 ft. orchestra pit, loading bay and seating for 853 people. This includes six wheelchair spaces and six companion seats. Wheelchairs for loading/unloading guests and hearing assistance devices are available. The main stage has audio, video and projection equipment that meets a variety of specifications, as well as lighting, ladders, lifts, risers and pianos.
- The **Black Box Theatre** is a 51.5 ft. x 30 ft. (1,200 sq. ft.) multi-purpose room, which can be used as a separate performance space or included with the main stage as a rehearsal room or VIP meet and greet space. The Black Box includes a bar and refrigerator, PA system, lighting and video systems and optional stage risers, tables and chairs. Full occupancy for the Black Box Theatre/Rehearsal Hall is 125 people (106 when licensed to serve alcohol).
- The **Green Room** is a large room with several couches and chairs located beside the upper-level dressing rooms. The room includes a sink, refrigerator, microwave, TV and stereo. The capacity of the Green Room is 40 people.
- The facility includes two fully-appointed group **Dressing Rooms**, two private dressing rooms with bathrooms, six showers and laundry facilities.
- The **Theatre Lobby** is a large area over two levels and has two licensed bar areas and a concession area. Tables, tablecloths and chairs are available. The theatre lobby has been used as an exhibition space and for separate industry events/ luncheons. The lobby capacity is 236 people.

## Service to the Community

The Kelowna Community Theatre facilities are booked by approximately 100 unique users each year. A total of 211 performances were held at the theatre in 2019, welcoming over 84,000 audience members.

Staff full-time equivalent (FTE): 4.5

Three local arts organizations regularly perform at the Kelowna Community Theatre and use it as their home base:

- [Ballet Kelowna](#)
- [Kelowna Community Concert Association](#)
- [Okanagan Symphony Orchestra](#)

Additional annual regular users include:

- Canadian School of Ballet
- Kelowna Actors Studio
- New Vintage Theatre
- BC Interior Jazz Festival
- Kelowna Kiwanis Chamber & Orchestra Festival
- Miss Kelowna Lady of the Lake Pageant
- Kelowna Rockets Awards presentations

In addition, the facility is used by a variety of:

- Local and regional non-profit arts organizations
- Local schools including post-secondary institutions

- Local and regional dance companies
- Local, provincial and national music and comedy industry promoters
- Distinguished speakers
- Community forums and seminars

## Building

Building size: 26,360 sq. ft.

Building footprint: 22,200 sq. ft.

A Building Condition Assessment & Replacement Reserve Study was completed in June 2021. An energy study, performance upgrade analysis, and project optimization were not completed as part of the building condition assessment scope of work. For detailed information regarding the condition of the building, the full report should be referenced.

Highlights:

- **Structural Integrity:** Portion of the low-slope modified bitumen (SBS) roof membrane is nearing its serviceable life and is recommended to be replaced. The exterior sealants observed on-site are at or near the end of their serviceable lives and are recommended to be replaced. This work was completed in 2021.

The *Building Condition Assessment & Replacement Reserve Study* provides the following summary table of expenditures expected within the next 5-year period. Costs indicated capture like for like renewals using Class D estimates, are future value and account for inflation.

2021	2022	2023	2024	2025
-	-	-	-	-
-	-	\$232,496	\$81,543	-
-	-	-	-	-
-	-	\$77,123	\$107,925	-
-	-	-	-	-
-	\$8,068	-	\$45,328	\$8,562

## Accessibility

Below is a summary of different assessments that have evaluated the accessibility of KCT:

### Key Areas of Success

- **Exterior Approach and Entrance:** Power activation that opens both sides of the doors means that the clear width of the doorway is more than enough to accommodate all users. Overhead signage that indicates where the accessible doors are located is helpful for users who may have difficulty traveling long distances.
- **Interior Circulation:** Florescent strips on the nosing of stairs located within the main theatre are a good low-cost solution for helping people find their way in low lighting.
- **Interior Services & Environment:** Toilet facilities are located directly adjacent to the lobby and reception area.
- **Sanitary Facilities:** The accessible/universal washroom is of sufficient size to easily facilitate transfers.
- **Emergency Systems:** Evacuation instructions included a detailed diagram with clearly marked exit points as well as accessible routes of travel.
- **Additional Use of Space:** The stage and backstage of the theatre are accessible via the sloped walkway on the right side of the building or through the rear entrance.

## Key Areas of Improvement

- **Exterior Approach and Entrance:** No seating located near the front door. Adding bench seating would allow users to rest before entering the building.
- **Interior Circulation:** Many doors in the building have knob handles. Lever style handles are considered more accessible as they are useable with a closed fist and do not require grasping or twisting.
- **Interior Services and Environment:** The ticket sales counter is too high to be considered accessible and lacks knee space for wheelchair users.
- **Sanitary Facilities:** There is only one accessible washroom in the main lobby. Due to the number of people that may attend the theatre, it has been recommended that consideration be given to renovating the gendered washrooms to include additional accessible toilets. Signage for washrooms is incorrectly placed on the door (instead of on the latch side wall) and do not include Braille or raised lettering.
- **Emergency Systems:** No visual fire alarms were noted in the building. These are especially important in areas where people are likely to be alone, such as washrooms. Fire alarm pulls were mounted too high. Best practice suggests that they should be mounted no higher than 1066 mm. Evacuation instructions were also mounted too high to be readable from a seated position.
- **Additional Use of Space:** Accessible seating is limited to only one area of the theatre. There is no signage to indicate that the seats are reserved for people with disabilities.

## Summary of Community Feedback

The following information was communicated during the public consultation process. The information reflects the opinion of those who responded and should be considered collectively with other information provided.

In interviews and feedback, users considered themselves on average to be “moderately satisfied” with the Kelowna Community Theatre’s functionality and rated the facility as being in “fair to good” condition overall. A few interviewees commented that the venue no longer meets their needs; while the facility was suitable up to thirty years ago, attempts to upgrade it have not kept pace with changing demand and its physical condition deters cultural organizations and patrons. The Kelowna Community Theatre is at capacity with bookings and considered by many to be inadequate for a population base of 151,957 in the City of Kelowna and 194,882 in the immediate region (2016 Canada Census).

### Specific opinions expressed during the consultation:

- The venue is over capacity, especially from mid-April to mid-June and it is challenging to schedule weekend dates.
- The rental cost is too expensive.
- For concert groups, the main stage is suitable, however the backstage area and rehearsal space are inadequate.
- The Black Box Theatre is useful as a stand-alone venue space but has no dressing area(s).
- Overall, the venue has kept up technologically. Acoustics were said to be a challenge by one respondent, although the venue serves music performances well.
- Various groups require a proper orchestra pit and choir loft.
- Dance groups have issues with the grid height for lighting arrangements and sightlines, side-lighting and booms.
- The facility lacks adequate washrooms, parking and storage. Staff offices are cramped.
- The lobby is small, dated and lacks flexibility. The kitchen is small and leads to catering difficulties.
- Issues were cited with accessibility and the need for additional accessible seating for Main Stage performances.

- The facility is aging, with questions over the value of renovations versus a new building.
- Continued investment in KCT is required until a new theatre is built.
- A new 1,200-seat concert hall, along with a 600-seat recital hall, is desired.
- With more room, the facility could operate as a collective space for a number of non-profit and performing arts groups. This would utilize the space in between performances and provide a physical address for smaller organizations.
- Organizations and the general community are concerned about the long-term closure of the venue if a new venue is built on the same site.

## Investment

### Capital Investment

A capital improvement fee (CIF) is collected on every admission to the Kelowna Community Theatre and held in reserve for facility upgrades and new equipment purchases. Semi-annual maintenance periods allow the theatre to deep clean the facility, undertake capital projects, conduct safety checks and install new equipment.

In 2020, a new sound system, stage risers, an Auris hearing loop and a new dance floor were installed. The theatre's Yamaha grand piano has also been refurbished. In 2021, a major renewal to Kelowna Community Theatre (\$630,000) was completed. This renewal included upgrades to washrooms and kitchens, flooring, interior and exterior paint and facility lighting. In addition, major HVAC and roofing projects. Facility staff are currently developing a long-term plan for the use of the CIF.

In the City's 10-year Capital Plan, replacement of the aging Kelowna Community Theatre is slated for 2025 at a cost of \$72 million. However, this project is listed as a Priority 2 with no funds currently allocated. To support long-term development of the site, the footprint of approximately 65,000 sq. ft. is being protected. This is determined to be sufficient to accommodate a new performing arts centre with 1,200 seats, a secondary performance space, multiple rehearsal spaces and adequate patron space on several floors.

### Annual repairs and maintenance investment

	2017	2018	2019	2020	Total
<b>City Investment**</b>	\$79,124	\$153,958	\$91,048	\$71,693	<b>\$395,823</b>

*The City of Kelowna is the operator of this facility.*

*\*\*The City investment totals are derived from the Building Services Operations (CC 156/277) annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.*



## Kelowna Art Gallery

1315 Water St  
Kelowna, BC V1Y 9R3  
250-762-2226

Website: [kelownaartgallery.com](http://kelownaartgallery.com)

**Year built:** 1996

**Ownership:** Owned by the City of Kelowna and operated by the Kelowna Art Gallery Association under a lease and operating agreement.

**Covenants/Heritage Status:** The Kelowna Art Gallery is located within Kelowna's Cultural District.

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### History

The Kelowna Art Gallery opened in 1975 and was originally housed in the Kelowna Centennial Museum. In 1996, a 15,758 sq. ft. facility meeting national standards for secure, climate-controlled storage and exhibition of artworks was constructed by the City of Kelowna and leased to the Kelowna Art Gallery Association.

The Gallery's permanent collection started with the acquisition of *After the Rain* by Okanagan resident Irvine Adams (1902–1992) in 1977. Since then, close to 900 works of art have been acquired by the gallery through donation and purchase. On November 1, 2006, the Kelowna Art Gallery was granted "A" status by the Minister of Canadian Heritage. All permanent collection artworks are available for view online.

## Facility Amenities

The Kelowna Art Gallery is divided into four exhibition galleries: the Front Project Space, the Mardell G. Reynolds Gallery, the Treadbolt Gallery and the outdoor Rotary Courtyard. Outside the building is the North Terrace and the West Terrace. Programs are delivered in the Front Project Space and the Scotiabank Studio or Art Lab.

- The **Front Project Space** is comprised of 1,350 sq. ft. of multi-purpose/rental space. It has a built-in projector screen and wireless internet. Maximum capacity is 170 people (for a reception). There is an outdoor patio adjacent to this space (the North Terrace).
- The **Treadgold/Bullock Gallery** is 3,000 sq. ft. of exhibition space and is the only climate-controlled gallery in this facility.
- The **Mardell G. Reynolds Gallery** is 600 sq. ft. of exhibition space, adapted from previous education space.
- The **Rotary Courtyard** is a 600 sq. ft. outdoor patio off the Galleria.
- The **Art Lab** is 360 sq. ft. of multi-purpose/programming space.
- The **North End Terrace** provides an outdoor space for Gallery patrons to gather and includes a piece of public art and space for more.

The facility also has administrative space, office space, a small boardroom, a staff room, three accessible public washrooms, a collections storage vault and holding room, in addition to a workshop and preparatory space on the ground floor.

## Service to the Community

The Kelowna Art Gallery offers extensive public programming and events in the community. In 2019, the Gallery held 17 on-site exhibitions and two satellite exhibitions at Kelowna International Airport. The Gallery hosted 343 school tours with over 6,300 students from elementary through university-level classes. Additional community programming included art classes, tours, Family Sundays, Lunchbox Series, talks and artists' presentations and community art projects. Total visitors in 2019 was over 30,000.

Staff: 14 FTE (8 FT, 12 PT)

The Kelowna Art Gallery Association is the primary user of the facility. Ancillary users of the building are one-time facility renters and partner community groups who use the public and meeting spaces.

## Building

Building size: 15,758 sq. ft.

Building footprint: 12,300 sq. ft.

A Building Condition Assessment & Replacement Reserve Study was completed in June 2021. An energy study, performance upgrade analysis and project optimization were not completed as part of the building condition assessment scope of work. For detailed information regarding the condition of the building, the full report should be referenced.

Highlights:

- **Building Functionality:** The exterior sealants observed on-site are at or near the end of their serviceable lives and are recommended to be replaced.
- **General Upgrades:** A contingency allowance is accounted for in the below summary table to account for potential upgrades and major repairs to the plumbing piping and sanitary west related components within the early portion of the term of analysis (i.e., 2-5 years). A contingency allowance is accounted for in the Table of Expenditures to account for potential upgrades and major repairs lighting and branch wiring within the early portion of the term of analysis (i.e., 2-5 years).

The *Building Condition Assessment & Replacement Reserve Study* provides the following summary table of expenditures expected within the next 5-year period. Costs indicated capture like for like renewals using Class D estimates, are future value and account for inflation.

	2021	2022	2023	2024	2025
Substructure	-	-	-	-	-
Shell	-	-	\$23,513	-	-
Interior	-	-	-	-	-
Services	-	-	-	\$146,694	-
Equipment & Furnishings	-	-	-	-	-
Building Sitework	-	\$11,526	-	-	-

## Accessibility

Below is a summary of different assessments that have evaluated the accessibility of Kelowna Art Gallery:

### Key Areas of Success

- **Vehicular Access:** The closest transit stops are regularly serviced between 8 a.m. – 5 p.m., with a large accessible waiting area. An accessible path of travel is provided from the nearby parking areas to the building entrance.
- **Building Entrances:** The building entrance is well drained and has an overhang for shelter from the elements. The doors are wheelchair accessible and the building entrance is levelled.
- **Interior Paths of Travel:** Some areas within the facility are only accessible by stairs.
- **Washrooms:** The Gallery has a unisex washroom and baby facilities are provided in both male and female washrooms. The washrooms feel safe, are aesthetically pleasing and meet all B.C. building codes.
- **Interior Features:** All counters contrast well with their surroundings and have a non-glare finish.
- **Social Connectedness:** An easily accessible AED with clear instructions is recommended.

### Key Areas for Improvement

- **Vehicular Access:** It has been recommended to consider adding accessible parking stalls and a loading zone. The nearby transit stop is over 500 m away from the building.
- **Building Entrances:** There is no relief area for seeing-eye dogs or tactile signage at the building entrance.
- **Interior Paths of Travel:** Some areas within the facility are only accessible by stairs.
- **Washrooms:** The washrooms could include tactile signage, height-friendly soap dispensers and a safe needle disposal container. It has been recommended that the gallery consider adding a component to allow people who are visually impaired to identify the centerline of washroom urinals and toilets. To avoid burns, pipes under the washbasins should be insulated. There are no steps or grab bars available at the urinals.
- **Interior Features:** It has been recommended that the Gallery consider adding visual signal devices for fire alarms that are visible from all areas and signage to identify accessible features of the building.
- **Social Connectedness:** An AED is required that is easily accessible with clear instructions.

## Summary of Community Feedback

The following information was communicated during the public consultation process. The information reflects the opinion of those who responded and should be considered collectively with other information provided.

User interviews and feedback rated the Gallery as being in “fair to good” condition and over capacity. Satisfaction level was not rated, but an analysis of comments shows satisfaction to be in the “moderately satisfied” range. The building requires more space for programming, exhibitions and storage. The art class space is too small, with space for only 15 people comfortably where space for 30 is needed. More space is needed for hands-on activities, especially during school tours. Overall, the Gallery estimates an additional 10,000 sq. ft. is needed for functionality. The Kelowna Art Gallery is a well-used and well-loved facility and though it is more than 20 years old, it has been well taken care of.

## Specific opinions expressed during the consultation:

- With an additional 10,000 sq. ft., KAG could possibly make co-location space available to other organizations for programming.
- The organization would like to proceed with a Request for Proposals to conduct a functional design for an expansion.
- There is a desire to expand the free Art Lab.
- KAG is growing rapidly.
- There is a desire to build off-site storage that could be shared with other arts organizations.
- Parking is considered challenging for staff and patrons.
- Large trucks face challenges navigating the designated loading bay.
- There is a root problem with nearby trees in the Rotary Commons.
- Galleries and art storage areas are required to have stable relative humidity and temperature.
- A 3,000 sq. ft. gallery is needed to display the permanent collection.

## Investment

### Capital Investment

In 2020, the City of Kelowna completed a roof replacement with insulation upgrade and HVAC automation project at the Kelowna Art Gallery.

In addition to general maintenance of the facility (carpet cleaning, window washing, janitorial, etc.), the Kelowna Art Gallery Association installed a small mezzanine (2017) and additional shelving (2020) to support storage of the permanent collection. This project has an estimated value of \$50,000.

### Annual repairs and maintenance investment

	2017	2018	2019	2020	Total
<b>Operator investment*</b>	\$27,159	\$30,788	\$46,332	\$46,077	<b>\$150,356</b>
<b>City Investment**</b>	\$21,549	\$16,943	\$5,220	\$14,092	<b>\$57,804</b>

\*The Operator investment totals were as submitted by the organization and include annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.

\*\*The City investment totals are derived from the Building Services Operations (CC 156/277) annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.





## Rotary Centre for the Arts

421 Cawston Ave  
Kelowna, BC V1Y 6Z1  
250-717-5304

Website: [rotarycentreforthearts.com](http://rotarycentreforthearts.com)

**Year built:** 2002

**Original Building:** Grower's Supply Building built in 1965

**Ownership:** Owned by the City of Kelowna and operated by the Kelowna Visual and Performing Arts Centre Society (KVPACS) under a lease and operating agreement.

**Covenants/Heritage Status:** The Rotary Centre for the Arts is located within Kelowna's Cultural District. The building is on the City of Kelowna Heritage Register.

### History

This building was originally designed by local architect, John Woodworth, a pioneer architect and conservationist and a tireless builder and organizer who loved his community and its natural environment. It opened in May 1965 and housed Growers Supply Company, which supplied local orchardists and farmers with everything they needed for crop production.

The building was extensively renovated as part of Kelowna's downtown-north end cultural revitalization and opened on November 2, 2002. Elements of the original Growers Supply Building have been retained within the current Rotary Centre for the Arts to honour its heritage. The visible remnants of the Growers Supply Building are located at the rear of the current building, including structural wooden and concrete elements.

## Facility Amenities

The RCA's three levels house the 326-seat Mary Irwin Theatre, resident artist studios, a pottery studio, galleries, dance studio, meeting rooms, atrium, a box office and a bistro. The building is fully accessible with 23 parking spaces. The rental/public spaces and 13 studios are:

- The **Mary Irwin Theatre** is a venue for music and dance recitals, theatre productions, concerts, films, corporate presentations and meetings. The 326-seat theatre has exceptional acoustics and state of the art light, sound and stage equipment.
- The **Salloum Rehearsal Hall** is a multi-purpose space equipped with a piano, sprung floor, 6 ft. screen, dance barres and mirrors with curtains. The space is used for dance classes, choir groups, theatre rehearsals and smaller shows, costume shops, private dinner parties, cocktail receptions, computer workshops, birthday parties and recitals.
- The **Sun FM Dance Studio** is centrally located next to the box office and has 1,047 sq. Ft. of studio space with a sprung-wood floor, mirrored walls, an upright piano, a stereo and a dance barre. The space is used for belly dancing lessons, flamenco, jazz, yoga and music recitals.
- The **Pacific Safety Products Boardroom** comes equipped with a boardroom-style table that can be reconfigured, an LCD projector, electronic screen, internet connection and 40 chairs. A conference phone is available upon request. The space is used for corporate meetings, seminars, round tables, marketing meetings, small receptions, strata groups and non-profit group meetings.
- The **Harmony Honda Painting & Drawing Studio** is a multi-purpose studio equipped with a loading door, tables, chairs, 11 built-in wall easels and two sinks. The space is used for workshops, drop-in classes and art lessons, community painting groups, art therapy groups, live drawing sessions, photography sessions, after school programs, catering staging area for large events and annual general meetings.
- The **South Atrium** is an open space with soaring glass walls located next to the main entrance of the RCA. This space is used for receptions, live music, dinner meetings and special events.
- The **Delta Grand Okanagan & Sun-Rype Upper Theatre Lobby** is on the second floor by the upper theatre entrance. The space is used for meet and greet sessions, receptions, workshops, live performances and catered cocktail hour or dessert.
- The **Alex Fong Galleria** is used for trade shows, receptions and art exhibits or openings.
- The **Daily Courier Performance Court** is an outdoor space adjacent to the South Atrium and is used for outdoor performances, art markets and additional space for Atrium events.
- Studio Occupants (at time of this report)
  - New Vintage Theatre | Studio 100 & 114  
[newvintagetheatre.com](http://newvintagetheatre.com)
  - The Alternator Centre for Contemporary Art | Studio 103  
[alternatorcentre.com](http://alternatorcentre.com)
  - Theatre Kelowna Society / Set Shop & Wardrobe | Studio 105, 107 & Basement  
[theatrekelownasociety.org](http://theatrekelownasociety.org)
  - Potters Addict Ceramic Art Centre | Studio 108  
[pottersaddict.com](http://pottersaddict.com)
  - Brandy Masch | Studio 112  
[brandymasch.com](http://brandymasch.com)
  - The Piano Room | Studio 113  
Jaydean Braham - [jaydeanbraham@gmail.com](mailto:jaydeanbraham@gmail.com)  
Danni Fehr - [dannifehr@yahoo.ca](mailto:dannifehr@yahoo.ca)  
[dannifehr.ca](http://dannifehr.ca)
  - Cool Arts | Studio 201  
[coolarts.ca](http://coolarts.ca)

- Tyler Robbins | Studio 202  
[tylerkeetonrobbins.com](http://tylerkeetonrobbins.com)
- Frequency Vocal Studio | Studio 203  
[frequencyvocalstudio.com](http://frequencyvocalstudio.com)
- Ponderosa Spinners, Weavers & Fibre Artists | Studio 204  
[ponderosaguild.org](http://ponderosaguild.org)
- Arts Council of the Central Okanagan | Studio 205  
[artsco.ca](http://artsco.ca)

On-site technical and A/V equipment include a theatre projector, HDMI portable projector, microphone, speaker, pianos, livestreaming, tables and chairs.

## Service to the Community

The Rotary Centre for the Arts sees almost 15,000 hours of use each year. In 2019, the facility had over 2,500 bookings with a total of 230,000 attendees. In 2019, community and youth education programs engaged over 7,600 participants. The Mary Irwin Theatre had 268 days of use, with 21 shows and around 40 performances which entertained more than 8,000 patrons.

Staff FTE: 13 (8 FT, 6 PT, 2 contractors, 4 seasonal – project specific, 60 volunteers)

### Additional annual regular users include:

- Kelowna Culture Days
- Kelowna Fringe Festival (since the inaugural launch in 2019)
- Opera Kelowna
- Ballet Kelowna
- BC Interior Jazz Festival
- Chamber Music Kelowna
- Living Things Festival
- Kelowna Kiwanis Festival
- Craft Culture Market
- Artisan Christmas Market
- Valley First Wine Tastings
- Kelowna Art Market
- Education and Career Fairs
- L'Amore Bridal Fair
- Okanagan Fitness Festival
- Community Sport Hero Awards
- Film Festivals
- Concerts
- Theatre Productions (specifically Theatre Kelowna and New Vintage Theatre)
- Dance Festivals/Competitions
- Distinguished speakers/presentations
- Community forums & workshops
- Art and dance classes/sessions

## Building

Building size: 44,000 sq. ft.

Building footprint: 29,200 sq. ft.

A Building Condition Assessment & Replacement Reserve Study was completed in June 2021. An energy study, performance upgrade analysis and project optimization were not completed as part of the building condition assessment scope of work. For detailed information regarding the condition of the building, the full report should be referenced.

Highlights:

- **Building Functionality:** The low slope modified bitumen (SBS) roof membrane is nearing its serviceable life and is recommended to be replaced. The exterior sealants observed on-site are at or near the end of their serviceable lives and are recommended to be replaced.
- **General Upgrades:** A contingency allowance is accounted for in the Table of Expenditures to account for potential partial upgrades and/or major repairs to the Domestic Water Distribution-Pipes & Fittings, Sanitary Waste and Lighting and Branch Wiring related components that have and/or approaching the end of their service life.

The *Building Condition Assessment & Replacement Reserve Study* provides the following summary table of expenditures expected within the next 5-year period. Costs indicated capture like for like renewals using Class D estimates, are future value and account for inflation.

	2021	2022	2023	2024	2025
Substructure	-	-	-	-	-
Shell	-	\$6,000	\$14,108	\$71,950	\$1,121,627
Interior	-	-	-	-	-
Services	-	-	-	\$318,019	-
Equipment & Furnishings	-	-	-	-	-
Building Sitework	-	-	\$16,136	-	-

## Accessibility

Below is a summary of different assessments that have evaluated the accessibility of the Rotary Centre for the Arts:

### Key Areas of Success

- **Vehicle Access:** There is designated accessible parking and a designated drop-off zone adjacent to the main entrance.
- **Exterior Approach and Entrance:** A low slope ramp with handrails is available and the entrance includes an automated door.
- **Interior Circulation:** The studios are open concept and spacious. Hallways are spacious and well illuminated and stairs have tactile indicators including high contrast nosing.
- **Interior Services & Environment:** There is a variety of seating and tables for a variety of activities.
- **Emergency Systems:** There are clear fire plans and some visual alarms. Firefighting equipment is at an accessible height.
- **Additional Use of Space:** There is clear space to maneuver within the art studio. The studio is well illuminated and has a variety of tables to create art. The food services space on the main level has clear space to maneuver.

## Key Areas for Improvement

- **Vehicle Access:** Accessible spaces are not clearly defined and there is no marked pathway to the sidewalk or main entrance of the building. There are two steps that lead from the designated parking area and these steps do not include high contrast nosing for easy recognition.
- **Exterior Approach and Entrance:** Markings and decals on all glazed doors and walls should be in high contrast. There is an area beside the exterior ramp that may be confusing for people with low vision or cognitive issues. It has been recommended that the RCA consider a guard rail that closes the space between the ramp and the stairs.
- **Interior Circulation:** The art studio does not have automated entrance doors. It has been recommended that the RCA consider a mirror on the back wall of the elevator. To protect people from body impact injuries, soft pad bumpers can be added to the wooden posts in the hallway adjacent to the art studio.
- **Interior Services and Environment:** There is a craft-style kitchen counter and sink within the Art Studio. It is not at an accessible-height and does not have knee space for people using a wheeled mobility device. It has been recommended that the RCA consider renovating the counter and sink area utilizing CSA B651-12 as guide.
- **Washrooms:** There are no emergency call bells in the accessible washrooms. People with limited core strength and limited mobility require a seat back for stability. It has been recommended that the RCA consider seatbacks on tankless open water jacket toilets in the accessible washrooms. Sanitary disposal, mirror, hand dryers, soap dispensers, toilet paper dispensers and coat hooks are not accessible from a seated position in all washrooms. Round knob handles on stall doors are difficult to open for people with closed hand grips and impairments. It has been recommended that the RCA consider installing sliding door locks on stall doors. To prevent burn injuries at sink locations, it has been recommended that the RCA consider wrapping drainpipes.
- **Signage, Wayfinding and Communication:** Many people with low vision or partial sight rely on tactile signage and landmarks for way-finding. It has been recommended that the RCA consider wayfinding signage that uses international symbols and shapes, raised lettering and braille and is mounted at an accessible height. Bold, high contrast room signage that is tactile, utilizes braille and is mounted at accessible height on the latch side of the door could be installed.
- **Emergency Systems:** Visual fire alarms aren't visible from all areas of the building. It has been recommended that the RCA consider bold, high contrast evacuation signage that has marked exit points on a non-reflective surface mounted at accessible height.
- **Additional Use of Space:** The Art Studio could include height-adjustable tables, a lowered height coat rack and storage that is accessible for all users, as well as some chairs that have arm rests and are adjustable in height.

## Summary of Community Feedback

The following information was communicated during the public consultation process. The information reflects the opinion of those who responded and should be considered collectively with other information provided.

In interviews and feedback, users considered themselves to be “moderately satisfied” with the overall functionality of the building and rated the RCA as being in “fair to good” condition. The facility was thought to be somewhat limited in its use and functionality and its condition was described as “creeping on the 1990s.” There is a need for two types of spaces – arts administration/office spaces and additional studio spaces. The building was designed to structurally support a third storey above the studios, which would alleviate some of the space issues.

### Specific opinions expressed during the consultation:

- Some tenants under-utilize their space.
- The co-location with art groups is great. Some organizations are active and fantastic, and the collaboration is awesome.
- Parking has been identified as a concern, particularly during events at Prospera Place.
- The box office/front reception area has no sightlines for safety and monitoring visitors. There has been an increase in security incidents and issues, including drug use in the public washrooms.

- The flooring upgrade is really good. The tables and chairs are starting to get dated.
- Certain spaces have noise issues.
- While the RCA provides opportunities for interactions among artists, users cited challenges with booking availability, storage, rental costs and hours of operation.
- The studio wing has the structural capacity for a third-floor expansion. Adding a third storey would create much-needed space.
- Enhancements of sound-proofing in the current space will allow simultaneous (non-disruptive) use.

## Investment

### Capital Investment

The \$6,800,000 RCA building project in 2002 was funded by the City of Kelowna, the Province and the Federal Government. There were also significant individual contributions, along with donations from special interest groups. The Centre was named after the Rotary Clubs, whose extensive efforts fundraised \$350,000.

New flooring throughout the primary public traffic areas of the facility was installed in 2019. In 2020, boilers were replaced as part of the City of Kelowna Boiler Replacement Program. Exterior lighting was upgraded to LED.

Although a capital improvement fee is charged by the Rotary Centre for the Arts to patrons of the theatre, a reserve fund has not yet been established. To date, the fee has been used to off-set in-year expenses for repairs and maintenance. A future reserve fund will assist with upgrades and new equipment purchases for the facility.

### Annual repairs and maintenance investment

	2017	2018	2019	2020	Total
<b>Operator investment*</b>	\$149,755	\$157,788	\$148,012	\$135,425	<b>\$590,980</b>
<b>City Investment**</b>	\$27,386	\$30,428	\$80,683	\$41,805	<b>\$180,302</b>

\*The Operator investment totals were as submitted by the organization and include annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.

\*\*The City investment totals are derived from the Building Services Operations (CC 156/277) annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.



## Kelowna Museums Society

Website: [kelownamuseums.ca](http://kelownamuseums.ca)

The Kelowna Museums Society manages and maintains multiple museums located in three of the City's cultural facilities. These facilities are owned by the City of Kelowna and operated by the Kelowna Museums Society under a lease and operating agreement. They include:

### Okanagan Heritage Museum

470 Queensway Avenue, Kelowna

This building includes the Central Okanagan Sports Hall of Fame Museum, Kelowna Public Archives and the Ursula Surtees Conservation Lab.

### Okanagan Military Museum

Memorial Arena  
1424 Ellis St, Kelowna

The museum is located at the front of the building and includes the Vince Bezeau Military Archives and Library. The main section of the building is operated as an arena.

### Laurel Packinghouse

1304 Ellis St, Kelowna

The Laurel Packinghouse has 4,275 sq. ft. of rental space for community and private events and hosts the Okanagan Wine and Orchard Museum. This museum was formerly the BC Wine Museum and BC Orchard Industry Museum.

# Okanagan Heritage Museum

470 Queensway Avenue  
Kelowna, BC V1Y 6S7  
250-763-2417

**Year built:** 1967

**Major Renovation:** 1975 & 2001

**Covenants/Heritage Status:** The Okanagan Heritage Museum is located within Kelowna's Cultural District and parts of the Museum are within the Kelowna Trust Area (Simpson Covenant).

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## History

The Kelowna Museums Society grew out of the Okanagan Historical and Natural History Society (OHNHS), which was formed in 1925. By 1944, the Central Okanagan Boy Scouts Association began overseeing the exhibitions and this led the group to find a temporary home in the loft of a barn until a permanent building was erected in Kelowna's City Park in 1948.

By 1951, the Okanagan Museum and Archives Association (OMAA) took over managing the museum and a new home was found on Bernard Avenue. To accommodate the increased collections, the City helped purchase and renovate the Willow Inn Lodge at Mill Street and Queensway Avenue, which opened in 1958.

With continued public support and more artefact donations, the OMAA quickly outgrew the Willow Inn Lodge. Board members and City staff found government funding to construct a new building specifically for the museum at the corner of Queensway Avenue and Ellis Street, the current site of the Okanagan Heritage Museum. What was then known as the Kelowna Centennial Museum officially opened on June 10, 1967. The building was originally only one floor. The second storey was added in 1975 to accommodate new offices, storage and exhibits, as well as the Kelowna Art Gallery. In 1996, the Kelowna Art Gallery moved into a dedicated building on Water Street.

## Facility Amenities

The Okanagan Heritage Museum is comprised of two adjacent main floors of exhibit space, a reception area, gift shop, meeting/public room, public washrooms and four staff offices. The lower-level holds the Kelowna Public Archives, including over 36,500 objects, 222 linear meters of archival documents, plus thousands of photos, audiovisual recordings, maps and books relating to the region's history. The lower-level is also home to the Ursula Surtees Conservation Laboratory, which offers conservation assessment, treatment and workshops. The Conservation Lab is the only facility of its kind in the interior of BC. Lastly, the lower-level has collections storage, a collections/mounting work area, an education/meeting room, workshop and loading bay, staff kitchen and washroom and some staff desk space. The building has an elevator for accessibility between floors and somewhat narrow wheelchair ramps at the front entrance.

## Service to the Community

Overall, the Kelowna Museums Society welcomed over 34,000 museum visitors in 2019, 22,000 of whom were participants in school or public programming. These numbers include the Okanagan Heritage Museum, Okanagan Military Museum, the Okanagan Wine & Orchard Museum and community outreach programming.

In 2019, there were a number of public events at the Okanagan Heritage Museum, including exhibition openings, workshops, presentations and public tours. The Kelowna Museums Society partners with numerous Indigenous partners such as, Wildrose Traditions, Westbank First Nation and additional community organizations to present workshops, exhibitions and public events. Ancillary users of the building include researchers accessing the Kelowna Public Archives and artifact donors.

Staff: 21.5 FTE (14 FT, 13 PT, 2 contract)

These staff are governed by a collective agreement.



## Building

Building size: 15,000 sq. ft. (main floor) plus approximately 15,000 sq. ft. of basement space.

Building footprint: 9,000 sq. ft.

A Building Condition Assessment & Replacement Reserve Study was completed in June 2021. An energy study, performance upgrade analysis and project optimization were not completed as part of the building condition assessment scope of work. For detailed information regarding the condition of the building, the full report should be referenced.

Highlights:

- **Building Functionality:** The low-slope modified bitumen (SBS) roof membrane is nearing its serviceable life and is recommended to be replaced. HVAC package rooftop heating/cooling units are approaching the end of their service life and they are due replacement in a short term.

The *Building Condition Assessment & Replacement Reserve Study* provides the following summary table of expenditures expected within the next 5-year period. Costs indicated capture like for like renewals using Class D estimates, are future value and account for inflation.

	2021	2022	2023	2024	2025
Substructure	-	-	-	-	-
Shell	-	\$28,000	-	\$314,781	-
Interior	\$22,600	\$23,052	\$23,513	\$23,983	\$24,463
Services	-	-	-	\$57,560	-
Equipment & Furnishings	-	-	-	-	-
Building Sitework	-	-	\$52,904	-	-

## Additional Review

A detailed review of the electrical systems was conducted in 2021 by the City of Kelowna Electrical Technician and indicated numerous items that require immediate action, including:

- Outdated switches and plugs;
- Lack of ample outlet access and extensive use of extension cords;
- Baseboard heating is recessed in the wall;
- Need for GFI (ground-fault interrupter) protection for plugs within 1.5 m of sinks;
- Update to electrical space heaters;
- Appropriate fire protection devices needed within archives;
- Panels/circuit labelling; and
- Replace light fixtures (interior and exterior).

## Accessibility

Below is a summary of different assessments that have evaluated the accessibility of the Okanagan Heritage Museum:

- **Vehicular Access:** The facility has a good number of accessible stalls available and the parking area is accessible and in good condition. The building is located near a well-maintained transit stop with frequent bus service.
- **Building Entrances:** The building has an overhang that protects from the elements and automated push buttons.
- **Interior Paths of Travel:** The corridors are an appropriate width and the flooring is designed with minimal patterns. Ramps and stairs have appropriate handrails.
- **Washrooms:** All floors have an accessible, unisex stand-alone washroom. All washrooms are clean, well-lit and feel safe.

- **Social Connectedness:** There are plenty of reasons for people of all ages to visit the Okanagan Heritage Museum and many opportunities are created for visitors to connect.

## Key Areas for Improvement

- **Vehicular Access:** It has been recommended that a passenger loading zone be added, adequate handrails be added to ramps in the vehicle area and level landings be installed at appropriate intervals.
- **Building Entrances:** There is a large distance from the accessible parking area to the accessible entrance. The wheelchair ramp is steep with sharp corners. The entrance has no relief area or tactile signage.
- **Interior Paths of Travel:** It has been recommended that slip-resistant, non-glossy flooring be installed. Doors are heavy and hard to operate. Ramps, stairs and handrails could use colour contrasts.
- **Washrooms:** Both washrooms need tactile signage and baby changing stations. There is no room for feeding children. Consider adding washroom components that are accessible to people who are visually impaired and people of varying heights. To avoid burns, insulation can be added to the pipes under washbasins.
- **Interior Features:** The building does not have a lowered service counter, drinking fountains with multiple heights or visual signal devices for fire alarms. Signage could include identification of all accessible facilities within the building, wayfinding signage upon entry to navigate the building and digital beacons or QR codes for audible cues.
- **Social Connectedness:** To increase social interaction, consider adding a venue to buy snacks or food, including seating areas with tables for social interaction. There is no AED that is easily available with clear instructions.

## Summary of Community Feedback

The following information was communicated during the public consultation process. The information reflects the opinion of those who responded and should be considered collectively with other information provided.

From interviews and feedback, users considered themselves to be “slightly satisfied” with the overall functionality of the building, but rated it as being in “poor condition.” The Okanagan Heritage Museum has aging infrastructure and requires ongoing maintenance and renewal investment. The facility is over-capacity with inadequate space for collections storage, program equipment storage, school groups, gallery space and presentation/lecture space. The Kelowna Public Archives are not in a temperature/humidity-controlled environment, leading to concerns about the long-term preservation of archival material.

### Specific opinions expressed during the consultation:

- The building entrance creates enormous access challenges for people with mobility issues.
- The heat-activated deluge sprinkler system puts collections and displays at risk.
- The entrance has a dated and unattractive appearance. Passers-by don’t “see” the museum.
- The electrical system in lower-level spaces appears improvised.
- Lighting, air flow and temperature controls in the classroom do not provide the necessary flexibility for the type of use making it an unhealthy and uncomfortable space.
- Traffic flow in the lower level is highly problematic, with tromping through archives essential for moving between rooms. This puts extra demands on the elevator. Lack of direct public access to the archives limits broader utilization of this important resource.
- Have had to turn away school groups and limit audience numbers at lectures, as there is not enough space.
- The gallery space is not large enough to tell the whole story.
- Archival and collection donations continue and additional space will be necessary over time.
- Maintenance costs continue to rise and the elevator technician is required to visit once a month.
- A proper loading ramp to bring in big items for exhibits is required.
- A feasibility study is desired to explore options for renovations or new locations.

## Investment

### Capital Investment

In 2001, various renovations were undertaken at the Okanagan Heritage Museum to create space for the Kelowna Public Archives and the Ursula Surtees Conservation Laboratory. Renovations to archival and collections storage were completed between 2004 – 2006.

A portion of the front entry garden of the Museum (facing the Memorial Parkade) was replaced in 2019. The remaining portion of the entry still requires updating.

In the spring of 2019, the Kelowna Museums Society completed a multi-year renovation of the gallery and exhibition space at the Okanagan Heritage Museum, funded primarily through the museum's future project reserve fund and Canada 150 grants. Replacement of the facility is not currently in the City of Kelowna's capital plan.

### Annual repairs and maintenance investment

	2017	2018	2019	2020	Total
<b>Operator investment*</b>	\$23,379	\$19,199	\$32,867	\$42,393	<b>\$117,838</b>
<b>City Investment**</b>	\$7,413	\$8,415	\$11,398	\$8,887	<b>\$36,113</b>

\*The Operator investment totals were as submitted by the organization and include annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.

\*\*The City investment totals are derived from the Building Services Operations (CC 156/277) annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.



## Okanagan Military Museum

1424 Ellis St  
Kelowna, BC, V1Y 2A5  
250-763-9292

**Year built:** 1948

**Major renovation:** 1958, 1979 & 2004

**Covenants/Heritage Status:** The museum is a part of the Memorial Arena, which exists within Kelowna's Cultural District and the Kelowna Trust Area (Simpson Covenant). The building is on the City of Kelowna Heritage Register.

### History

The Kelowna & District Memorial Arena was built as a tribute to the local men and women who gave their lives during the Second World War. It was funded and built by the greater Kelowna community at a cost of \$235,000. The facility officially opened on Remembrance Day in 1948. The Okanagan Military Museum is housed in the original part of the Memorial Arena.

A dedicated group of veterans and volunteers created the Okanagan Military Museum Society (OMMS) in 1987, with a goal to collect, preserve and exhibit artefacts related to Okanagan military heritage and to tell the stories of locals and their contributions on the world stage. The OMMS is a separate registered charity and society. In 2006, the OMMS amalgamated with the Kelowna Museums Society. The OMMS board is still active and works with the Kelowna Museums Society in many aspects of the operation of the museum.

## Facility Amenities

The Okanagan Military Museum area has a north-facing double door entrance leading into the main floor exhibit galleries, two public washrooms and a workshop space. The main floor exhibit area has been enlarged over the years, opening up walls to tunnel into unused arena dressing rooms and spaces. The museum's second floor houses the Vince Bezeau Military Library & Archives, a research/meeting room (capacity 20), washrooms, three offices and collections storage.

## Service to the Community

Programming at the Okanagan Military Museum includes drop-in visits, guided tours and programming for school and community groups, lectures, community outreach and a Remembrance Day Open House and associated programs. Ancillary users of the building include researchers accessing the Vince Bezeau Military Library & Archives and partner community groups using the research/meeting room. The British Columbia Dragoons also partner with the museum.

Staff FTE: Staffing is included in the Kelowna Museums Society total numbers, with a designated OMM staff of 1 FTE. The separate Okanagan Military Museum Society also has one <0.5 staff position. The Okanagan Military Museum relies heavily on volunteers to assist with exhibits and programming.

## Building

Building size: 12,000 sq. ft. (estimated)

Building footprint: 6,300 sq. ft.

A Building Condition Assessment & Replacement Reserve Study was completed in June 2021. An energy study, performance upgrade analysis and project optimization were not completed as part of the building condition assessment scope of work. For detailed information regarding the condition of the building, the full report should be referenced.

The Building Condition Assessment & Replacement Reserve Study indicates there are no expenditures expected within the next 5-year period.

## Accessibility

Below is a summary of different assessments that have evaluated the accessibility of the Okanagan Military Museum:

### Key Areas of Success

- **Building Entrances:** Good drainage aimed away from the building.
- **Interior Path of Travel:** Floors are slip resistant and made with non-glossy material. All stores and mezzanines are open to the public and reachable by an accessible path of travel. Interior doors are properly recessed to not reduce the minimum required width of the path and are mounted at an accessible height.

### Key Areas for Improvement

- **Parking:** There are no accessible parking stalls. Street parking is time-limited and sparse. There is no accessible loading zone.
- **Building Entrances:** While there is an accessible path of travel from the parking area to the building with the appropriate width and surfacing material, it has been recommended that the museum consider improving the condition to reduce tripping hazards caused by things like high lips, low dips and cracks. It has also been recommended that the museum consider adding an overhang on the building entrance and installing power-operated entrance doors.
- **Interior Path of Travel:** Interior doors are heavy and slow closing with inaccessible door handles. The second floor is not generally wheelchair accessible, although there is accessible access through the arena and into the museum's second floor via a loading ramp.
- **Interior Features:** It has been recommended that the museum consider appropriate interior wayfinding signage and signage for identifying accessible features of the building. Avoid signage with a glare and add a tactile option, digital beacons and QR codes.

## Summary of Community Feedback

The following information was communicated during the public consultation process. The information reflects the opinion of those who responded and should be considered collectively with other information provided.

In interviews and feedback, users considered themselves to be “slightly satisfied” with the overall functionality of the three Kelowna Museums Society buildings, but rated them as being in “poor condition.” The Okanagan Military Museum facility was considered to be in the worst condition of the three museum buildings, with inadequate exhibit space and storage. The facility is outdated, unsightly and no longer meets modern standards around accessibility, environment and health. Maintenance costs rise every year and the HVAC system is inadequate.

### Specific opinions expressed during the consultation:

- Noise from the adjacent arena degrades the experience for visitors and greatly impacts the quality of the work environment for staff and volunteers within the facility, creating a workplace health and safety issue.
- The efficiency of the electrical system and its age is of concern.
- Have had to turn away school groups and limit audience numbers at lectures.
- There is not enough gallery space to tell the whole story.
- Temperature control within the facility is challenging and the facility is considered to be cold most of the time.
- Accessibility within the facility, in particular washroom facilities, is limited.
- Main floor public washrooms are old and an eye sore.
- Major cracks in the floor inhibit movement.
- The current co-location of a museum and arena is not compatible. Co-locating with a different type of organization with aligned interests would be feasible.
- There is a need to work with the City to explore options for major renovations or new locations.

## Investment

### Capital Investment

The facility is maintained on an ongoing basis. In 2005, some improvements updated the building for operational efficiencies and code requirements. The Kelowna Memorial Arena is aged and in poor condition but because it is a WWII memorial building, public sentiment is against seeing the building demolished and replaced.

### Annual repairs and maintenance investment

	2017	2018	2019	2020	Total
Operator investment*	\$4,184	\$5,640	\$10,200	\$11,474	\$31,498
City Investment**	\$0	\$0	\$0	\$901	\$901

\*The Operator investment totals were as submitted by the organization and include annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.

\*\*The City investment totals are derived from the Building Services Operations (CC 156/277) annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.



## Laurel Packinghouse

1304 Ellis St  
Kelowna, BC, V1Y 1Z8  
778-478-0325

**Year built:** 1918

**Major Renovations:** 1982/83, 2010

**Covenants/Heritage Status:** The Laurel Packinghouse is located within Kelowna's Cultural District. The Laurel/BC Growers Packinghouse is on the City of Kelowna Heritage Register, formally recognized in 1983/01/10 and the National Register of Canada's Historic Places (2005/07/29). It is Kelowna's first designated heritage building.

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### History

The Laurel Packinghouse was built in 1917 and completed in 1918, using bricks made locally from Knox Mountain clay. At that time, what is now Kelowna's Cultural District was packed with fruit warehouses, packinghouses, canneries and a sawmill. Horses, boxcars and trucks jostled for position on tracks and dirt roads.

A fire in the 1960's destroyed much of the industrial district, but the Laurel remained a working packinghouse until the 1970's. When it was slated for demolition in 1982, members of the community rallied to save it. The building was revitalized in 2010. The BC Orchard Industry Museum opened in 1989 and the BC Wine Museum and VQA Wine Shop in 1996. The Laurel also provided space for a range of community arts groups and was the key component of the redevelopment of the neighbourhood as Kelowna's Cultural District.

A more complete history of the Laurel Packinghouse can be found at: [www.kelowna.ca](http://www.kelowna.ca)

## Facility Amenities

The Laurel Packinghouse is a two-storey heritage building with a full basement/cellar that is accessible by loading bays as well as a staircase. The facility has 4,275 sq. ft. of open space for events and a capacity of 300 people. The Laurel is also home to the Okanagan Wine & Orchard Museum and gift shop, housed in two sections on the main floor. The main floor also has three public washrooms, one of which is a family room that contains a baby-changing station and a full kitchen with microwave, electric stove, double-wide fridge and three sinks. The facility has a raised stage, 10 ft. x 10 ft. screen, podium, tables, chairs and access to a rear patio/deck area and courtyard. There is no audio-visual system in place and no technicians on site for rentals. The Kelowna Museums Society has audio-visual equipment for museum events. There is one office space on the main floor for museum staff.

The second storey of the facility was renovated in 2010, removing the unsafe offices, hallway and south stairwell. The renovation left a second storey loft with staff work spaces at the north end of the building and opened up most of the space in a way that conforms to the original layout. The Laurel basement has extensive storage space for collections and equipment. There are several closed-off rooms including a cold cellar. Access to the basement is through the building's original loading bays or through the north stairwell.

## Service to the Community

The Okanagan Wine & Orchard Museum and Laurel Packinghouse visitor/programming numbers are included in the Kelowna Museums Society 2019 statistic of over 34,000 visitors. Programming at the Laurel includes drop-in visits, guided tours and programming for school and community groups, lectures, public events and fairs.

The Laurel is also utilized by and rented to community groups, business and individuals for public and private events, adding another 26,200 visitors/users of the facility in 2019. These include craft fairs, galas, fundraisers, civic and community presentations and roundtables, meetings and private events such as weddings and Christmas parties.

Staff FTE: Staffing is included in the Kelowna Museums Society total numbers.

## Building

Building size: 11,195 sq. ft.

Building footprint: 11,195 sq. ft.

A Building Condition Assessment & Replacement Reserve Study was completed in June 2021. An energy study, performance upgrade analysis and project optimization were not completed as part of the building condition assessment scope of work. For detailed information regarding the condition of the building, the full report should be referenced.

Highlights:

- **Building Functionality:** The exterior sealants observed on-site were either missing or at/near the end of their serviceable lives and are recommended to be installed and/or replaced. The original heritage windows were noted to be aged and require continuous preservation and rehabilitation to perform as intended. A budgetary allowance has been allocated for short-term window upgrades.

The *Building Condition Assessment & Replacement Reserve Study* provides the following summary table of expenditures expected within the next 5-year period. Costs indicated capture like for like renewals using Class D estimates, are future value and account for inflation.



	2021	2022	2023	2024	2025
Substructure	-	-	-	-	-
Shell	-	\$5,000	-	\$66,194	-
Interior	-	-	-	-	-
Services	-	-	-	-	-
Equipment & Furnishings	-	-	-	-	-
Building Sitework	-	-	-	-	-

## Accessibility

Below is a summary from different assessments that have evaluated the accessibility of the Laurel Packinghouse:

### Key Areas of Success

- **Parking:** Plenty of accessible parking stalls are available. The pavement is in good condition and the aisle next to the accessible stall is appropriately paved. Parking stalls are designed so vehicles do not encroach on the path of travel. There is public transit. The pathway to the building is accessible. Ramps are the appropriate width, free from obstruction and feature appropriate handrails.
- **Building Entrances:** Good drainage away from the entrance. There are automated doors that are push button activated with hardware at the appropriate height.
- **Interior Paths of Travel:** Generally, the interior paths are accessible. Handrails are in contrasting colours.
- **Washrooms:** Well-maintained, safe public washrooms are provided, with an accessible and unisex washroom available. Grab bars are available in each stall. Hooks and shelves are available in the stalls. Wash basins are fully accessible. Automatic or lever type faucets are used. Mirrors are provided and fully accessible.
- **Interior Features:** All surfaces are non-glare. All accessible features are identified within the building. Signage uses the appropriate font and colouring contrast. Entertainment areas are accessible to those with diverse abilities.
- **Social Connectedness:** Activities are available for people of all ages. The building is equipped with movable seating and tables, as well as refuge locations.

### Key Areas for Improvement

- **Parking:** The transit stop is paved and firm, but there is no designated waiting area with benches. Ramps do not have level landings at 6,000 mm apart.
- **Building Entrances:** No relief area for seeing eye dogs. No tactile signage.
- **Interior Paths of Travel:** Stairs do not have non-slip surfaces, contrasting colours or non-slip tread. Handrails do not have tactile cues for those with vision impairments.
- **Washrooms:** No tactile signage, family room for feeding or safe needle disposal container. No components to accommodate children or little people. No call buttons installed in accessible stalls. No steps in front of the urinals, grab bars beside the urinals or clear width of approach of 800 mm centred on the urinals.
- **Interior Features:** Counters are not contrasting colours and there are no shorter counters to make accommodations. No visual signals with the fire alarms. No assisted listening devices installed. No wayfinding signage, digital beacons or QR codes. No tactile signs.
- **Social Connectedness:** There is no venue to buy snacks or food. There is no AED.

## Summary of Community Feedback

The following information was communicated during the public consultation process. The information reflects the opinion of those who responded and should be considered collectively with other information provided.

In interviews and feedback, users considered themselves to be “slightly satisfied” with the overall functionality of the three museum buildings but rated them as being in “poor condition.” The Laurel Packinghouse was considered the most functional and in best condition overall, with ample programming/event space and new offices.

### Specific opinions expressed during the consultation:

- Window sashes on east side are in very poor shape and require maintenance.
- Wooden floorboards are comprised of a thin historical laminate on new lumber and do not hold up well to heavy use.
- While the Laurel has extensive storage space for collections, the basement space is not temperature or humidity controlled leading to concerns for the long-term preservation of the collections.
- Storage for moveable furniture and other event accessories is inadequate. Improvised storage solutions create extra work between users and may reduce public access to the venue.
- There is a need to follow Standards and Guidelines for Conservation of Historic Places in Canada for all repairs and renovations.
- Salvage wooden floorboards from other historical buildings to replace damaged boards in the Laurel building.
- Spring flooding season generates significant risk for groundwater entering the basement area where collection items are stored.

## Investment

### Capital Investment

The facility was fully renovated in 2010 at a cost of \$2.54 million with approximately \$1.44 million paid by the City and \$1.1 million by the federal government. A further \$380,000 was requested during the City’s 2011 budget process for an upper story walkway through the heavy timber trusses and a heritage garden in the south rear-yard, including replacement of the original train spur for the eventual restoration and relocation of the 1940’s box car. This did not proceed.

In 2019, the \$500,000 outdoor Laurel Courtyard upgrade was completed, with \$235,000 covered by a BC Capital Project Gaming grant. The remainder was a shared expense between Kelowna Museums Society and the City of Kelowna.

In 2019, HVAC Condensing Units were replaced.

### Annual repairs and maintenance investment

	2017	2018	2019	2020	Total
Operator investment*	\$27,371	\$26,909	\$26,151	\$12,885	\$93,316
City Investment**	\$17,547	\$29,455	\$25,071	\$5,388	\$77,461

\*The Operator investment totals were as submitted by the organization and include annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.

\*\*The City investment totals are derived from the Building Services Operations (CC 156/277) annual spending on maintenance of the facility. Utility fees (electric, gas, sewer, water) have been removed. This does not include capital expenditures.

# Examples in Action from Across Canada



A review of how other municipalities are handling cultural facility challenges was conducted. Four key practices were identified as relevant to Kelowna's situation:



Co-location of cultural organizations



Partnership building



Delivering culture across civic facilities



Investment prioritization



## Co-location of Cultural Organizations

Integrating multiple arts, culture and recreation organizations into one facility serves to cross-pollinate users and drive-up participation for all programs. To support the co-location of organizations, comparative municipalities have undertaken projects, such as:

- Developing a mixed-use community and cultural centre; and
- Developing a creative hub to support neighbourhood revitalization.

According to Canadian Heritage, “a creative hub is a multi-tenant facility which brings together professionals from a range of arts or heritage sectors and creative disciplines. Creative hubs feature diverse business models, such as not-for-profit and for-profit organizations and self-employed creative workers. Creative hubs provide multiple users with shared space, equipment and amenities; opportunities for idea exchange, collaboration and/or professional development; and offer space and programming that is accessible to the public.”

## Comparative Communities

### Town of Oakville

In 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 venue provides artists with specialized spaces, such as ceramics, woodworking, textile, digital arts and fine art studios and the main gallery and corridors offer opportunities for artists to display their work. The QEPCCC has shown growth year-over-year in attendance, programming and revenues, with more than 500,000 people visiting the Centre annually.



With a large number of mixed-use spaces and a diverse range of users, the QEPCCC requires approximately \$3 million in annual operating funding and staff to support group scheduling. By co-locating arts and cultural groups with recreational facility users, there has been increased public participation in arts and cultural activities, with some groups quadrupling their memberships. The Town supports non-profit users with discounted facility rental fees (approximately one-third less than regular rental rates) that equate to approximately \$900,000 in municipal funding, which is absorbed by the tax base.

The planning and development of the QEPCCC highlights lessons to be considered when developing co-location facilities. While there was widespread interest among users intending to use co-location spaces, subsequently, some groups opted to use independent facilities.

Some spaces have been underutilized and the Town is considering repurposing them. This experience indicates the need to forecast the sustainability of demand for each dedicated space within a co-location facility. Town staff suggest this can be achieved by conducting a granular feasibility analysis of each space and developing partnership agreements with the intended users.

To learn more about this facility, visit [oakville.ca](http://oakville.ca)

## City of Regina

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. This facility has become a catalyst for creativity in Regina. As a 43-seat venue that hosts between 150-200 events each year, the facility welcomes approximately 4,500 people through its doors annually.

As a result of lack of opportunities for operating support, this space is reliant on very dedicated volunteers. Volunteers complete all activities from programming to facility operations, administration and grant writing. This model is considered by the founder to be unsustainable over the long-term and highlights the need for an appropriate financial model and ongoing operating support.

The nature of the space promotes collaboration among users and has provided many local artists with their first opportunity to present their work or experience new art forms. These opportunities have put many artists on the path to their current art form or their current level of success.

To learn more about this facility, visit [creativecitycentre.ca](http://creativecitycentre.ca)



## BCA Sun Wah (Vancouver)

Spanning 49,000 sq. ft. over three floors in Chinatown, BCA Sun Wah is home to over 80 artists, cultural organizations, and social impact organizations and it is the largest community cultural hub in the province. Operated by BCA (formerly BC Artscape), this space strives to nurture an environment that supports its tenants' work while also serving the broader community.

Initial community support for the development of this space amounted to approximately \$3.75 million and required an additional loan of \$1.3 million to complete the renovations. Unfortunately, opportunities for operating support for the ongoing expenses of these spaces is very limited and creates ongoing sustainability challenges to the operation of the space. The City of Vancouver has acknowledged this challenge and recently created a Space Operators Fund to support facilities like BCA Sun Wah. Without ongoing public support for operating expenses this project would not be possible.

BCA Sun Wah management has acknowledged the significant benefits that come with the development of a community space that promotes culture, collaboration and connection between local community members and organizations. However, ensuring conservative budgets, an appropriate financial model and appropriate rainy-day funds are available is critical to the success of the space long-term.

To learn more about this facility, visit [bcabca.ca](http://bcabca.ca)



## Considerations for Kelowna

The review of comparative municipalities suggests that there is value in exploring co-location and mixed-use arts spaces designed for collaboration within the arts and cultural community. Key considerations for the City of Kelowna include:

- Co-locating arts and culture with recreation;
  - Developing an understanding of the costs of operating and maintaining co-location facilities and the required municipal investment;
  - Developing consistent rental discounts and tax abatements to non-profit organizations
  - Developing partnership agreements with co-locating groups; and
  - Validating demand for specific (inflexible) spaces through individual needs and capacity analysis.
- 



## Partnership Building

A key theme in the interviews and feedback was the challenge of cultural facility affordability. From the perspective of user groups, limited access to funding is an ongoing issue, which reduces the ability to afford capital investments and cover operating costs. To address similar challenges, comparative municipalities are taking on a range of community development approaches, such as:

- Supporting groups with capital development grants;
- Focusing on partnership development to leverage external funding opportunities; and
- Assisting groups with capacity building to enable better access to external funding and management of their own capital funding requirements.

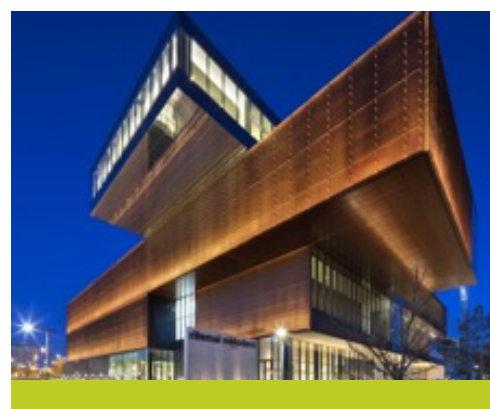
## Comparative Communities

### City of Saskatoon

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;
- Cultural capital reserves 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 funds are managed as reserves, with annual contributions from general revenues and unused surpluses remaining accessible for future allocation. To be eligible for municipal contributions, capital grant recipients typically have to source additional funds at a ratio of one-third municipal contribution, two-thirds organization contribution. The City of Saskatoon can provide support by way of cash contributions, tax credits or in-kind services. The City of Saskatoon also offers grant workshops to assist potential applicants with their business case presentations and grant allocations are based on peer assessments by other arts and cultural organizations (subject to staff review/recommendation and Council approval).



The City of Saskatoon maintains an agile approach to investment planning in the arts and culture sector, ensuring it can be responsive to partnership opportunities and external capital contributions. Saskatoon's cultural planning framework indicates general principles and priorities and rather than leading facility development, the municipality relies on community drivers and access to community partners for capital and resourcing capacity in determining which projects will be supported. As an example, the Rемаi Modern Art Gallery was made possible through philanthropic partnerships, municipal land availability and the City's ability to respond to the opportunity.

For more information, visit [saskatoon.ca](http://saskatoon.ca)

## City of St. Catharines

The City of St. Catharines, Ontario leveraged \$18 million in contributions from both 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> FirstOntario 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.

For more information, visit [firstontariopac.ca](http://firstontariopac.ca)



## City of Ottawa

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 City of Ottawa's ownership 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.

For more information, visit [ottawa.ca](http://ottawa.ca)



## Considerations for Kelowna

The review of comparative communities suggests a range of partnership building strategies may help leverage external funding, assist groups with developing independent facilities and the capacity to sustain them and reduce the impact on the City's budget. Key considerations for the City of Kelowna include:

- Establishing a reserve fund to support grants for facility improvements;
- Using a peer adjudication process for capital grant approval;
- Setting a benchmark ratio of municipal funding to external funding;
- Adopting a standardized business case template for capital grant applications;
- Investigate developer contributions through initiatives like DCC's, CAC's or density bonusing;
- Assisting grant applicants with business case development;
- Entering P3 agreements for investment in arts and cultural facilities in support of major cultural development; and
- Assigning staff resources to work directly with facility users, supporting their efforts to self-fund and establish or improve independent facilities.



## Delivering Culture Across Civic Facilities

To address similar challenges, comparative municipalities are taking on a range of community development approaches, such as:

- Utilizing a broader range of facility assets;
- Leveraging more facilities and unique spaces; and
- Supporting street level cultural vitality.

### Comparative Communities

#### City of Hamilton

Launched in 2018, the City of Hamilton's Music Monday's program is a series of free live music events offered over the lunch hour on the forecourt of 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 seven concerts.

As this program has grown, more investments have been made, such as the hiring of a sound technician to increase production quality and the purchase of chairs for public use to increase accessibility.

Using this space allows the City of Hamilton to take advantage of already existing but otherwise vacant spaces and animates them with unique live music experiences. This program demonstrates the municipality's support of local music and advances its Music Strategy goals, specifically the goal of supporting music creation and talent and the goal of increasing the public's access to music experiences.



#### City of Richmond

In response to community concerns about 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, the City of Richmond developed community exhibition spaces for local artists and art groups to use. 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.

Many of the exhibition spaces were started up with the support of the City of Richmond's Community Services Division but now operate on their own. The spaces that are still managed by the Community Services Division are filled by the facility's arts groups and supported by the local art gallery. Each user group gets a dedicated month each year to curate an exhibition for the space with additional themed months to support significant celebrations. The City of Richmond funds staff from the local Art Gallery to support hanging the exhibits and to ensure professional exhibition standards are maintained.





This program supports professional development of local artists and organizations by providing difficult to access exhibition space, providing the opportunity for community artists to see their work hung publicly and animating otherwise dull facility hallways and lobbies. With some exceptions, artists are not paid for their work to be hung but are able to leave contact information to facilitate sales.

While this initiative is limited to civic facilities, some local businesses have inquired about the program and ask about what they should consider if they were to implement something similar in their own spaces.

For more information, visit [richmond.ca](http://richmond.ca)

## City of Surrey

The dual-purpose Centre Stage facility in Surrey's City Hall is used by City Council and as a much-needed performance venue for community groups. The space serves as 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.

To provide better cross-departmental collaboration and utilization of City assets, Surrey's Cultural Development Advisory Committee includes staff from the Parks, Recreation and Culture Department, the Planning and Development Department, the Economic Development Division and the Surrey Library. The Committee provides a formal structure for staff across the various departments to engage in discussions related to cultural planning, asset utilization and support services. The cross-departmental engagement has resulted in work that recognizes the importance of arts and culture and the provision of appropriate spaces to support economic and community development.

For more information, please visit [surrey.ca](http://surrey.ca)



## Considerations for Kelowna

The increased use of civic facilities for cultural activities has the potential to improve facility utilization, increase operational efficiency and maximize municipal resources, including financial resources. Key considerations for the City of Kelowna include:

- Identifying underutilized spaces that can be leveraged to provide additional support to the creative community with nominal capital investment;
- Identifying appropriate exhibition spaces within civic facilities;
- Developing a cross-departmental advisory team to act as a liaison with arts and culture groups in order to support affordable and efficient utilization of all facilities;
- Taking an innovative approach to the design of new facilities to maximize their suitability for more diverse community use; and
- Further integrating arts and culture into the built environment.



## Investment Prioritization

While it is clear from interviews and feedback that renewal of the Kelowna Community Theatre and the addition of multi-use spaces and other amenities are overdue, it is important to be transparent when ranking these priorities in relation to other civic facility and service needs.

To address similar challenges, comparative municipalities are taking on a range of community development approaches, such as:

- Utilizing a weighted score card; and
- Establishing a prioritization process to set priorities and respond to changing demands.

## Comparative Communities

### City of Regina

To develop its 2019 Recreation Master Plan, the City of Regina ranked 32 facilities using a weighted score card that considered:

- Strategic plan alignment;
- Public demand indicators from household and youth surveys;
- User group and stakeholder demand indicators;
- Accessibility;
- Financial impacts;
- Demographic projections;
- Existing facility inventory;
- Cost savings through partnerships or grants; and,
- Economic impacts.

The resulting prioritization allowed Regina to develop a high-level, phased implementation plan that addresses timeline, capital costs, funding sources, operating impacts and partnership potential.

To learn more about the City of Regina's Recreation Master Plan, visit [regina.ca](http://regina.ca)

### The City of Coquitlam

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

Desired service levels were characterized as basic, enhanced, or elite and identified gaps were incorporated into the five-year capital planning process. The planning model also provided an indication of project needs and cost implications beyond 2030.

The prioritization process adopted in Coquitlam helps its Council set its annual priorities and respond to changing needs, trends and demographics. This example suggests there is merit in broadening prioritization processes to include all parks, recreation and cultural facilities.

To learn more about the City of Coquitlam's Parks, Recreation and Culture Master Plan Implementation Strategy, visit [coquitlam.ca](http://coquitlam.ca)

## Considerations for Kelowna

Key considerations for the City of Kelowna include:

- Undertake an evidence-based assessment of potential projects, the demand indicators to which they respond, their financial implications and anticipated outcomes.
- Specific tools for prioritization can take a range of forms, but some key inputs for informed decision making include:
  - Measuring alignment to strategic priorities;
  - Factoring community demand indicators;
  - Factoring user group demand indicators;
  - Understanding the capital and operational funding implications;
  - Understanding partnership potential and resourcing efficiencies; and
  - Considering the evidence for all of the above.
- Development of a template to standardize inputs for the prioritization process;
- Creation of a system for organizations to monitor and record their facility usage and related indicators to help inform the allocation of resources, improve facility utilization and ensure equitable distribution of City resources based on need, use and growth; and
- Consideration of engaging with the community to receive input into the scope of investments and adjudication on prioritization.

# Exploring Prioritization



The purpose of a prioritization tool would be to assist in the assessment of capital investment requests, determine their respective merits and eventually rank them 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 could also be used as part of a screening mechanism to consider unsolicited community-driven requests.

In some instances, a proposed cultural facility investment may not be identified in the City's current Capital Plan and may be considered as either an emergent or unforeseen need or opportunity. The prioritization tool can be used to review and initiate the process for these projects to be included within the City's financial review cycle and the ultimate determination of whether a project warrants inclusion in the Capital Plan. In an instance where investment is not supported, mechanisms for deferment or re-assessment could be identified.

Developed through conversations with internal and external stakeholders, the criteria below provide a starting point for creating a prioritization tool to guide facility investment for the City of Kelowna. Facility operators may consider these criteria as key themes to address in a business case for facility expansion or renewal. This should not be considered the tool.

## Potential Prioritization Criteria

A fundamental requirement for any investment request should be a business case that clearly demonstrates the scope of a proposed initiative's size, program and budget. This business case should also identify the timeline and anticipated contribution commitment required from the City. Therefore, a prioritization tool should require an evidence-based analysis of the following criteria:

- Current and future state;
- Strategic alignment;
- Need for investment; and
- Financial implications.

### Current and Future State

The context for investment in facility development should require a foundational conditions assessment of the current facility's purpose, usage, limitations, age, size and anticipated lifespan from which the proposed investment can be measured. An understanding of the anticipated future usage and opportunities should be articulated.

### Strategic Alignment

*Imagine Kelowna* envisions a collaborative, responsible, connected and smarter community. Investment in cultural facilities should embody the City's aspirations for entrepreneurship, vibrant urban centres and an engaging arts and cultural scene that is accessible to all. Therefore, the proposed investment will need to be consistent with the City's vision and guiding principles as found in larger community plans such as, *Imagine Kelowna*, the Official Community Plan, the 2020-2025 Cultural Plan, area plans such as the Civic Precinct Plan and other community plans.

Proposed investments could also align with identified and quantifiable community priorities from other sources. These could be identified through the priorities of the provincial or federal government or local feasibility studies.

### Need for Investment

Criteria for measuring the comparative merits of a proposed cultural facility relative to other competing initiatives will be fundamental in the prioritization process. The following are potential investment need categories for inclusion in a prioritization tool:

- **Meeting a recognized program or space requirement**  
The proposed investment should clearly illustrate the scope and purpose of the initiative relative to the underlying needs of the facility or the creative sector.
- **Potential for flexible / multi-purpose use**  
It will be necessary to balance the need for single purpose space relative to multi-purpose space.
- **Potential for co-location**  
Similar to flexible and multi-purpose use, co-location will be an essential strategy for optimizing investment. Co-location not only provides the ability to share space but also the ability to share and pool funding and staffing resources.

- **Principles for equitable development**  
To ensure the principles and practices of equitable development, environmental justice and affordability are applied to the project. This criterion should help to determine if the proposed project meets our community objectives for equity and provides benefits to everyone.
- **Community support & creative sector consensus**  
A business case should indicate the level of community support and the level of consensus in the creative sector, particularly for significant cultural facility investments. It is very likely that funding one initiative will be achieved at the expense of deferring or denying another facility request. Transparency in the decision making will be necessary to address potential conflicts.
- **Time sensitivity and risk**  
It will be necessary to decide if a request is anticipated, emergent or urgent. Prioritization will need to address the potential risk relative to a proposed project's timeline and evaluate if it can realistically be completed within an acceptable timeframe. It will be important to understand the consequences of deferring or not proceeding with a project.
- **Level of service improvement**  
As part of the assessment, the impact on current service levels should be demonstrated relative to the level of investment.
- **Future implications**  
The long-term benefits of a proposed investment should be demonstrated in relation to anticipated future trends and evolving needs.
- **Innovation**  
Facility investment should encourage innovation, not only in the enhanced services provided, but also in the means by which these enhancements are achieved.
- **Community added value and enhanced social outcomes**  
Investment in facilities creates value for the community in many different ways. Prioritization will need to consider the broader community outcomes as a result of investment in a particular facility.
- **The environment and future sustainability**  
Prioritization should consider the future sustainability of the project and the inclusion of mitigation strategies that reduce environmental impact.

## Financial Implications

Criteria for comparing the financial implications of competing initiatives needs to be a fundamental component of the prioritization process. The following are potential financial implication categories for inclusion in a prioritization tool:

- **Implications to the City's capital and operating budgets**  
The City's current level of funding should be quantified in relation to future operation and maintenance costs. Additional programming support sources such as grants or subsidies should also be identified. In addition, it will be important to consider changes in operating expenses and future facility and building system replacement costs, especially when a proposed facility is not part of the current municipal inventory.
- **Funding model**  
The ability to leverage City funding with alternate funding opportunities plays a significant role in supporting an initiative due to the pressures on municipal services and the existing infrastructure deficit. Alternate self-funding models (full or partial) such as fund-raising through donations, increased revenue streams, opportunities for partnerships, grants and sponsorships should be investigated.
- **Return on investment**  
ROI is a necessary metric for comparing the relative value of investing in one facility versus another.
- **Alternate option analysis**  
An evidence-based analysis of alternate means for achieving similar results will need to be undertaken to confirm

the viability of a proposed initiative. For example, strategies for new builds should be tested against facility renewal. Variations in scope, scale, operational and service models, space acquisition models and project timing should be investigated.

- **Service life of the facility**

As part of a baseline analysis, the service life of an existing facility or the potential for other uses should be considered. There will be diminishing returns for investing in already-existing facilities that are approaching the end of their service life. The timing for new facilities will need to be carefully considered relative to the cost and consequences of prolonging the service life of existing facilities. Planning for new facilities should be in place well in advance of terminating operations at an existing facility, including the provision of temporary facilities for organizations and programs displaced by construction.

- **Community impact**

Enhancing the economic viability of Kelowna by attracting high profile productions, improving the quality of the city's cultural scene and increasing tourism and employment, are some of the direct benefits of investing in cultural facilities. Measuring these indicators in the prioritization process will be essential.

# Key Recommendations and Action Steps



## 1

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

#### Summary

- Cultural organizations have varying degrees of understanding of their facility needs over the medium- and long-term, making planning at the community level difficult.
- The capacity of organizations to undertake large capital projects, including facility development and fundraising campaigns, varies significantly, often highlighting the need for support from the City.
- Some cultural organizations are eager to move forward with new facility development and/or extensive renovations to existing facilities to meet growing community needs.
- Support is necessary to ensure we have shovel ready projects, and that we can streamline facility planning, design and construction.



## Action Steps

- 1 Action 1:** Provide grant support to community organizations to conduct feasibility studies that demonstrate their facility needs now and into the future.
- 2 Action 2:** Develop an approach to measuring and communicating the contributions, economic benefits and impacts that cultural facilities have on Kelowna's social, cultural, environmental and economic conditions.
- 3 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.

## 2

### Key Recommendation 2: Implement a prioritization tool

#### Summary

- The results of interviews with facility users suggest an ongoing and evolving need for a variety of additional arts and cultural spaces, as well as the refurbishment of existing spaces. Specifically, there is strong support for updating or replacing the Kelowna Community Theatre and providing versatile mixed-use spaces with associated support spaces, such as storage.
- Using a prioritization tool allows for a structured and transparent approach that addresses alignment with the Official Community Plan, five and 10-year capital budgets, community needs, risks and financial implications.
- Scoring and prioritization of capital investments should be undertaken concurrently with other proposals, along with a tiered approach to validating investment prioritization, through staff review, peer review and Council approval.

#### Action Steps

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

## 3

### Key Recommendation 3: Rethink how community space can be created

#### Summary

- The City of Kelowna manages more than 100 civic facilities for a variety of purposes. There is a need and opportunity to maximize the use of civic facilities for the delivery of cultural programming, where this makes sense.
- The 10-Year Capital Plan indicates major investments for the renewal of the Parkinson Recreation Centre, the expansion of the Capital News Centre and numerous other facility investments outside the traditional spaces for arts and cultural activities. An opportunity exists to support the space needs of the creative sector within these projects without a substantial increase in overall costs.
- There is an appetite to create unique artistic experiences within the creative sector. This opens opportunities for new use of existing space.

## Action Steps

- 5 **Action 5:** Develop opportunities for the professional exhibition of art within municipally-owned facilities and spaces.
- 6 **Action 6:** Establish the civic plaza, Art Walk extension and cultural amenity space within the development at 350 Doyle Avenue.
- 7 **Action 7:** Include the needs of the creative sector in the planning, redevelopment and construction of civic facilities and outdoor spaces.
- 8 **Action 8:** Evaluate vacant city-owned heritage assets for opportunities to enhance space availability for community programming.

# 4

## Key Recommendation 4: Ongoing investment in existing facilities

### Summary

- Current infrastructure needs within the City of Kelowna exceed available funding for investment. There is a need to expand the lifespan of existing infrastructure in some cases beyond the anticipated life of the facility.
- Some cultural facilities are aged and repairs and maintenance needs continue to increase annually. Maintenance costs continue to increase without an equal increase in the available budget to meet these needs.
- A number of challenges exist related to the accessibility of public facilities. Improvements are required at all municipally-owned cultural facilities.
- The primary cultural facilities are owned by the municipality but operated by third parties through lease and operating agreements. A collective effort is required to ensure that facilities continue to meet the needs of the community.

### Action Steps

- 9 **Action 9:** Increase investment in Facilities Asset Management, including the ongoing maintenance, repairs, renewals and accessibility upgrades of municipally-owned facilities.
- 10 **Action 10:** Clarify repair and maintenance responsibilities in the lease and operating agreements with cultural facility operators.
- 11 **Action 11:** Establish appropriate reserves for future cultural facility capital needs and development.

# 5

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

### Summary

- The expectations of the community continue to grow, changing the role of the municipality in service delivery.
- Municipalities can no longer shoulder the primary responsibility for all cultural facility development needs in the community, a new way of thinking about infrastructure development is required.
- Working collectively with a broad range of partners to support community needs is necessary for a successful future.

### Action Steps

- 12** **Action 12:** Explore the role of the municipality in fundraising campaigns, sponsorship, advertising and philanthropy for facility development and renewal.
- 13** **Action 13:** Investigate models that engage new partnerships and enhance future cultural facility development.

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### 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. The Key Initiatives Table highlights upcoming major projects that are considered to advance the CFMP's key recommendations and action steps. The completion of each initiative included in this table will continue to move the needle towards the realization of our local creative sector's space needs.

# Key Initiatives Table

Legend: X = project lead X = involved

Action Step & Initiative #	Description	Cultural Services (ALC Div.)	Parks & Building Planning	Partnerships Office	Property Management	Real Estate	Building Services	Finance	Capital Budget & Asset Mgmt	Communications	Policy & Planning	Infrastructure	Cultural Facility Operators	Timeline	Existing Budget (EB), Operating Request (OR), Alternate Source (AS)
<b>1</b>	Provide grant support to community organizations to conduct feasibility studies that demonstrate their facility needs now & into the future.														
1.1	ALC Application-Based Grant Program Review & Recommendation Implementation	X												2022/2023	OR
1.2	Cultural Grants Project Program	X												Ongoing	EB
1.3	Cultural District Storage Space Analysis	X												2022	EB
<b>2</b>	Develop an approach to measuring and communicating the impacts that cultural facilities have on Kelowna's social, cultural, environmental and economic conditions.														
2.1	Cultural Plan Report Card	X												2022 & 2024	EB
2.2	Economic Impact Assessment of the Creative Sector Update	X												2024	OR
2.3	Strategic Partnership Reporting Framework			X	X		X	X							
2.4	Bi-Annual Commitment to Community Impact Report	X		X										2023 & 2025	EB
2.5	Outcome Measures Toolkit	X												2023	EB
<b>3</b>	Support capacity building of local organizations through ongoing educational opportunities & financial support for projects that enhance long-term sustainability & financial security.														
3.1	Organization Development Grants	X												Ongoing	EB
3.2	Non-profit Lifecycles Capacity Building Program (BESTI)	X												2021/2022	EB
3.3	Annual Board Governance Workshop	X												Ongoing	EB
3.4	Direct Support to Community Organizations (information & opportunity sharing, workshop facilitation etc.)	X		X										Ongoing	EB
3.5	Support to the Implementation of the Central Okanagan Music Strategy	X												Ongoing	EB
<b>4</b>	Work collaboratively to develop, implement & publicly communicate an assessment tool to prioritize capital investment in facilities & facility development.														
4.1	Strategic Facilities Master Plan	X	X	X	X	X	X	X	X	X	X			2023	OR
<b>5</b>	Develop opportunities for the professional exhibition of art within municipally-owned facilities & spaces.														
5.1	Art@KCT	X								X				2022 ongoing	EB
5.2	ArtWalk Banner Exhibition Project	X			X									2021 ongoing	EB
5.3	Artist in Residence Program	X								X				Ongoing	OR
5.4	Revitalize Temporary Art in Public Spaces Program	X	X											2021	EB
5.5	Public Art Master Plan	X	X				X							2022	OR
5.6	Evaluate Community Art Program	X	X											2022	EB

Action Step & Initiative #	Description	Cultural Services (ALC Div.)	Parks & Building Planning	Partnerships Office	Property Management	Real Estate	Building Services	Finance	Capital Budget & Asset Mgmt	Communications	Policy & Planning	Infrastructure	Cultural Facility Operators	Timeline	Existing Budget (EB), Operating Request (OR), Alternate Source (AS)
<b>6</b>	Establish the civic plaza, Art Walk extension & cultural amenity space within the development at 350 Doyle Avenue.														
6.1	Art Walk (Smith Ave to Doyle Ave) & Civic Plaza Schematic Design	X	X	X		X	X							2021/2022	AS
6.2	Art Walk (Doyle Ave to Queensway) Schematic Design	X	X	X		X	X							2022	EB
6.3	Art Walk, Civic Plaza & Creative Hub Detailed Design, Construction & Opening	X	X	X		X	X					X		2024/2025	OR
<b>7</b>	Include the needs of the creative sector in the planning, redevelopment & construction of civic facilities & outdoor spaces.														
7.1	Consultation with the creative sector in the development of policies and plans, such as: <ul style="list-style-type: none"> <li>• Official Community Plan 2040</li> <li>• 2040 Capital Plan</li> <li>• Strategic Facilities Master Plan</li> <li>• Parks Master Plan</li> <li>• Event Strategy</li> <li>• Rutland Urban Centre Plan</li> <li>• Midtown Urban Centre Plan</li> <li>• Pandosy Urban Centre Plan</li> <li>• North End Site Planning</li> </ul>														
7.2	Consultation with the creative sector in redevelopment and construction of civic facilities and outdoor spaces, such as: <ul style="list-style-type: none"> <li>• Parkinson Recreation Centre Redevelopment</li> <li>• City Park Enhancement</li> <li>• City Hall Expansion</li> <li>• Capital News Centre Expansion</li> <li>• Island Stage Redevelopment</li> <li>• Waterfront Walk Way</li> <li>• Gateway Redevelopment</li> <li>• Civic Space Animation Project</li> </ul>														
<b>8</b>	Evaluate vacant city-owned heritage assets for opportunities to enhance space availability for community programming.														
8.1	Heritage Strategy Update	X	X								X			2025+	OR
8.2	Father Pandosy Mission Site & Program Review	X	X	X	X	X		X		X	X		X	2022/2023	OR/AS
8.3	Adaptive Re-Use Initiative of Grist Mill Site		X	X	X	X								2022 Ongoing	TBD
8.4	Adaptive Re-Use Initiative of Cameron House		X	X	X	X								2022 Ongoing	TBD
<b>9</b>	Increase investment in Facilities Asset Management, including the ongoing maintenance, repairs, renewals & accessibility upgrades of municipally-owned facilities.														
9.1	Community Energy Retrofit Strategy						X				X		X	2022	EB
9.2	Include Cultural Facilities and Major Assets in City Works Program	X					X		X				X	2022	EB
9.3	Renewal of Entrance of Okanagan Heritage Museum	X	X		X		X					X	X	2023	AS
9.4	Grant Strategy (Internal Resource)			X			X	X	X			X		2022	EB
<b>10</b>	Clarify repair & maintenance responsibilities in the lease & operating agreements with cultural facility operators.														
10.1	Cultural District Facility Lease & Operating Agreement Renewals	X		X	X		X						X	2022	EB
10.2	Re-establish Annual Partners Information Meeting & Annual Walk Throughs	X		X	X		X						X	2022	EB
10.3	Review Service Request Submission Process for Cultural Facility Operators	X					X						X	2023	EB

Action Step & Initiative #	Description	Cultural Services (ALC Div.)	Parks & Building Planning	Partnerships Office	Property Management	Real Estate	Building Services	Finance	Capital Budget & Asset Mgmt	Communications	Policy & Planning	Infrastructure	Cultural Facility Operators	Timeline	Existing Budget (EB), Operating Request (OR), Alternate Source (AS)
<b>11</b>	Establish appropriate reserves for future cultural facility capital needs & development.														
11.1	Cultural Facilities Reserve Fund Exploration and Implementation	X			X		X	X					X	2022/2023	EB
11.2	ALC Reserve Guidelines Development	X						X						2022/2023	EB
11.3	Capital Improvement Fee Long Term Capital Plan for KCT	X					X	X						2022	EB
<b>12</b>	Explore the role of the municipality in fundraising campaigns, sponsorship, advertising & philanthropy for facility development & renewal.														
12.1	Sponsorship Program Review			X										2022	EB
12.2	Cultural District Marketing Strategy	X								X				2022	EB
12.3	Cultural Mapping Project	X								X				2022-2024	EB
<b>13</b>	Investigate models that engage new partnerships & enhance future cultural facility development.														
13.1	Future Performing Arts Centre Funding Model Review	X	X	X		X		X	X	X				2021	OR
13.2	Creative Hub Governance and Operating Model Development (Phase 2)	X	X	X		X								2022/2023	OR/AS
13.4	Zoning Bylaw Replacement Project					X					X			2021/2022	EB

### Outcome Evaluation

While projects identified in the Key Initiatives Table 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.

#### Short-term

If we were successful in implementation, in the short-term we could achieve changes in learnings including knowledge, tools and skills, such as:

- 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.
- knowledge of 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.
- the development of a long-term facility asset management strategy.

## Medium-term

Over the medium-term, efforts would lead to outcomes that influence changes in behaviour, decision making, policies and action, such as:

- additional space is available for cultural programming in the community.
- there is a greater understanding of the decision-making process and criteria related to capital investment at the City of Kelowna.
- funding is available when repairs, renewals and redevelopments are required at City-owned facilities.
- cultural programming is offered throughout the community in a broader range of unique community spaces.
- new community spaces are created through unique community partnerships.
- the needs of the creative sector are reflected in community plans and policies.
- City-owned heritage assets are properly preserved, and the historical significance is properly communicated.
- regular and routine maintenance is completed in a timely manner on all cultural facilities.

## Long-term

Over the long-term, commitment will result in changes in conditions within the community, such as:

- cultural programming and services in the community have safe and appropriate space to conduct a variety of activities that are attended by the public.
- the right capital projects are funded at the right time and investments support the broad infrastructure needs of our growing community.
- facilities, no matter their age, are well maintained and meet the needs of our broader community.
- new community facilities are proactively planned and funding is available for the required investment.
- unique cultural experiences continue to engage and inspire the public to participate and engage with the arts.
- cultural programming has a broader reach in our community.
- the history of our community continues to be an ongoing part of our learnings and an important part of our identity.
- cultural facilities continue to serve an important part of the vibrancy of our community.

## Reporting

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

Cultural facility development is not the responsibility of a single division or department within the City of Kelowna and no one initiative will resolve the multiple space challenges faced by the creative sector in Kelowna. It is through a 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.

# Appendices

## Appendix A - Interview Guide

Organization:

Name:

Date:

About your organization:

1. Tell me about your organization.
2. What is your role in the arts and cultural community?
  - Creation / Production (creating art or cultural experiences)
  - Dissemination (sharing and presenting art or cultural experiences)
  - Educational (teaching artistic practice)
  - Curatorial (selecting / presenting art)
  - Other, please specify.
3. How many people do you serve each year, on average?

Visitors / Customers	Program Users / Producers / Makers	Other?
2018:	2018:	
2017:	2017:	
2016:	2016:	

### Facility Space:

4. How many facilities do you operate from? Please indicate if you have a primary/home base facility and if you tap into a network of satellite facilities to deliver various programming as well as the location of these facilities.
  - 1
  - 2
  - More than 2

List all facilities they operate from and to which extent:

5. To what extent do you utilize the facility / facilities?
  - Under-utilized / we do not use all of our space
  - Somewhat under-utilized / occasionally have slack space
  - Neutral ("just right")
  - Somewhat over-capacity / occasionally do not having enough space
  - Over-capacity / we do not have enough space
  - Do not know
6. Who owns the facility / facilities?
  - Our organization
  - City of Kelowna
  - Other
7. What size (square feet) is the facility / facilities?
  - Primary facility: \_\_\_\_\_
  - Other facilities: \_\_\_\_\_



8. What is the condition of the facility(ies) you operate from? Please describe.
  - Excellent condition
  - Good condition
  - Fair condition
  - Poor condition
  - Do not know
9. Consider the functionality of the facility(ies) you operate from, such as parking, storage, amenities, accessibility, etc. Does the facility / facilities satisfy your organizational needs? Please describe.
  - Extremely satisfied
  - Very satisfied
  - Moderately satisfied
  - Slightly satisfied
  - Not at all satisfied
  - Do not know
10. Are there any threats to continuing operating from your facility / facilities?
  - Lease renewal
  - Rent increases or affordability
  - Building condition / maintenance / aging infrastructure
  - Staffing concerns (e.g. recruiting/retaining staff, executive director, etc.).
  - Board / governance issues (including aging board members)
  - Access to grants and funding / competitive nature of sector
  - Other, please specify.

### Future Space Needs:

11. Within the next 5 to 10 years, how much space will your organization need?
12. If you need more space, prioritize the type of space you need.

	Not a priority	Low priority	Somewhat priority	Moderate priority	High priority	Essential priority
Service / program space						
Studio / maker space						
Performance space						
Gallery space						
Retail / sales space						
Office / administrative space						
Meeting space / board room						
Kitchen						
Storage						
Other (please specify)						

13. If you identified a high priority for any types of space in the previous question, please describe.
14. What are your future space plans and when will these plans be initiated? Select all that apply.
  - Stay and maintain current facility
  - Stay and expand current facility
  - Stay and redevelop current facility
  - Relocate to a different site / facility
  - Relocate and develop new facility
  - Acquire additional facilities
  - Other
  - Do not know

### Co-Location:

15. Do you currently share space with one or more organizations?
  - Yes
  - No
  - Do not know
16. If you currently share space with another organization(s), please describe how the arrangement is working for you / meeting your needs.
17. Under what conditions would your organization consider co-locating with another organization(s)?
  - Yes
  - No
  - Do not know
18. Does your facility have under-utilized space that could be occupied by another organization?
  - Yes
  - No
  - Do not know

### Closing:

19. What are the most important facility needs, issues or opportunities facing Kelowna in the future?
20. What role should the City of Kelowna take to address facility needs, issues and opportunities?
21. Is there anything else you would like to share?

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