



Cultural Facilities Master Plan

January 17, 2022

Purpose

- ▶ assess cultural facility usage;
- ▶ address strategies for optimizing existing space or providing more space;
- ▶ assist the City's prioritization and decision-making process;
- ▶ highlight common trends and examples from across Canada; and
- ▶ support the review and development of future City plans



Development Process



Share with the community

- ▶ The final stage of engagement included:
 - ▶ facilitated presentations for the community;
 - ▶ distribution through the Arts and Culture newsletter;
 - ▶ inclusion on kelowna.ca;
 - ▶ presentations to each of the Boards of municipally-owned cultural facilities;
 - ▶ open-house style display at the RCA;
 - ▶ presentations and discussions with City of Kelowna staff.



What we heard

Top priorities



Studio/Creator



Program/Service



Storage

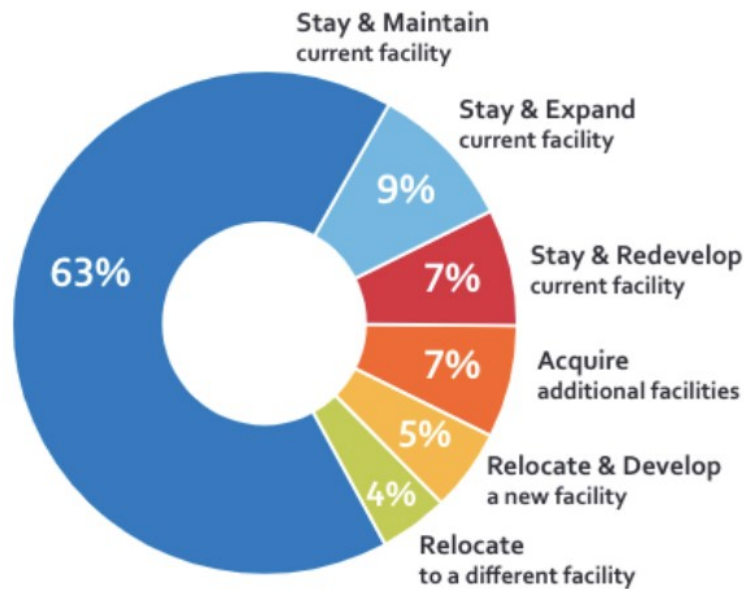


Performance



Admin/Office

Future space plans



Threats to keeping space



Rent increases/
affordability



Funding
availability



Org. capacity
challenges



Building
conditions/aging
infrastructure

Municipally-owned cultural facilities

- ▶ Kelowna Community Theatre
- ▶ Kelowna Art Gallery
- ▶ Rotary Centre for the Arts
- ▶ Okanagan Heritage Museum
- ▶ Okanagan Military Museum
- ▶ Laurel Packinghouse

Each facility has their own history, amenities and service to the community.



Exploring Prioritization

- ▶ Assist in the assessment of capital investment requests, determine their respective merits and rank them in relation to other capital improvement needs and services
- ▶ 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.
- ▶ More exploration will occur in the development of the upcoming **Strategic Facilities Master Plan**.



Key Recommendation 1:

Build 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.
 - ▶ Cultural Grants Project Program, Cultural District Storage Space Analysis, ALC Application-based Grant Program Review
- ▶ **Action 2:** Develop an approach to measuring and communicating the impacts that cultural facilities have on Kelowna's social, cultural, environmental and economic conditions.
 - ▶ Cultural Plan Report Card, Strategic Partnership Reporting Framework, Bi-Annual Commitment to Community Impact Report
- ▶ **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.
 - ▶ Organization Development Grants, Nonprofit Lifecycles Capacity Building Program, Direct support to community organizations

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.
 - ▶ Strategic Facilities Master Plan

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.
 - ▶ Art@KCT, Artist in Residence Program, Public Art Master Plan
- ▶ **Action 6:** Establish the civic plaza, Art Walk extension and cultural amenity space within the development at 350 Doyle Avenue.
 - ▶ Art Walk & Civic Plaza schematic design, Creative Hub detailed design, construction and opening
- ▶ **Action 7:** Include the needs of the creative sector in the planning, redevelopment and construction of civic facilities and outdoor spaces.
 - ▶ Consultation with the creative sector on plans, policies and in redevelopment of civic facilities and spaces
- ▶ **Action 8:** Evaluate vacant city-owned heritage assets for opportunities to enhance space availability for community programming.
 - ▶ Heritage Strategy Update, Adaptive re-use of Cameron House

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.
 - ▶ Community Energy Retrofit Strategy, Renewal of entrance of the Okanagan Heritage Museum, Inclusion of cultural facilities in City Works Program
- ▶ **Action 10:** Clarify repair and maintenance responsibilities in the lease and operating agreements with cultural facility operators.
 - ▶ Cultural District Lease and Operating Agreement renewals, Review service request submission process for facility operators, Re-establish annual partner information meetings and walk-throughs
- ▶ **Action 11:** Establish appropriate reserves for future cultural facility capital needs and development.
 - ▶ Cultural facilities reserve fund exploration and implementation, ALC Reserve Guidelines development, Capital Improvement Fee Long-term Capital Plan for KCT

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.
 - ▶ Sponsorship Program Review, Cultural District Marketing Strategy, Cultural Mapping Project

- ▶ **Action 13:** Investigate models that engage new partnerships and enhance future cultural facility development.
 - ▶ Future Performing Arts Centre funding model review, Creative Hub governance and operating model development, Zoning Bylaw Replacement project

Successful Implementation

- ▶ In the short-term, it is anticipated that we will see:
 - ▶ cultural facility renewal and development;
 - ▶ implementation of a City of Kelowna prioritization tool;
 - ▶ reserve funds for municipally-owned cultural facilities;
 - ▶ clarity with 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 in planning processes;
 - ▶ adaptive re-use of City-owned heritage assets; and
 - ▶ a long-term facility asset management strategy.

Next Steps



- ▶ Work collaboratively with our partners in the creative sector
- ▶ Continue our cross-departmental implementation efforts
- ▶ Continue to evaluate our efforts and report on the implementation as part of the bi-annual Cultural Report Card



Questions or Feedback?

For more information, visit kelowna.ca.