

Terms of Reference



COMMUNITY TASK FORCE ON PERFORMING ARTS

1. Introduction

The Community Task Force On is to provide recommendations to Council on community-driven partnership opportunities to advance the redevelopment of the Kelowna Community Theater ("KCT").

The Community Task Force On functions as a **Task Force** of Council.

2. Objectives

Task Force recommendations to Council will focus on the following objectives:

- Identifying partnership opportunities for the redevelopment of the KCT;
- Engage the public for their vision for KCT redevelopment opportunities
- Increase integration between all stakeholders involved the Performing Arts; and
- Identifying philanthropic opportunities to fund, in part, a new KCT and to what extent.

3. Scope of Work

To achieve its purpose and objectives, the Community Task Force On will:

- Review previous work completed by staff and consultants
 - (see this memo): [2023 05 12 Performing Arts Centre Briefing Note for Partnership Office.docx](#)
- Review the Civic Precinct Plan
- Obtain and review updated operating information from Kelowna Community Theatre:
 - building condition assessment
 - programming review
 - operating budget
 - box office and booking data (ticket sales, show bookings, audience seat fill rate and demographics)
- Consult the Theatre Manager and associated staff to understand; operational and technical capacity and limitations of the current facility, gaps in service delivery, and local demands;
- Consult the performing arts community and identify gaps, challenges and issues in the current, broad service delivery model;
- Consult major KCT users (including touring show representatives)
- Identify and interview possible partners for the redevelopment of the KCT;
- Report back to Council with a summary of what was learned through the community and stakeholder review process; and
- Develop actionable recommendations related to:
 - Partnership opportunities
 - Philanthropic funding prospects
 - Facility scale

- full analysis of benefits and detriments of a larger sized KCT vs. a smaller facility within the pool of current and proposed performing arts facilities.
- seating capacity
- Facility usage
 - Local performing arts community focus vs. national productions
 - Proposed 'vision'
- Functional plan
 - Facility amenities and attributes to be included (i.e. Blackbox Theater)
- Operating models
 - public
 - private
 - multi-party partnership
 - hybrid
- Interim Use Strategy
 - Alternate performing arts venue identification, during facility construction

4. Guiding Principles

The Task Force should consider the following guiding principles when developing recommendations:

- Consider the previous work conducted by staff and the associated specialized consultants, related to the future facility size and massing, siting, operating models, critical amenities and the ability to fund raise;
- Consider short- and medium-term steps to be taken to advance the redevelopment;
- Be aware of the City's overall financial plans and relative priority of infrastructure;
- Acknowledgement of the operating cost of a new KCT
- Consider partnerships that may involve; community groups, resident or business association, non-profit sectors, businesses, post-secondary institutions and other potential partners in the community while acknowledging capacity, respective mandates, expertise, and level of involvement;
- Base recommendations on best practices, data and evidence-based models;
- Consider cost, sustainability, and ongoing operations.

Note: *Completing a functional plan or facility design of a new KCT is currently not in scope of the Task Forces at this time.*

5. Membership, Appointment and Term

Members will be appointed by resolution of Council and will include:

- 1 member with Real Estate and/or City Planning expertise
- 1 – 2 Subject Matter Experts
 - Performing Art Facility Development
 - Architect
- 1 member from the Performing Arts community
- 1 member from the tourism/economic development sector
- 1 member from a post-secondary institution
- 1 member with fundraising and/or partnership development expertise

- 1 member from the Business Community
- 1 Councillor
- Mayor

The Mayor will serve as the Task Force Chair.

The Community Task Force On will be in place for a 8-month timeframe with the ability to extend.

5. Reporting to Council

The Task Force will provide updates to Council at the end of month 4 and month 8.

6. Support

Support will be provided as follows:

- Administrative support will be provided by the City of Kelowna;
- Meeting rooms will be provided at City Hall as needed;
- Miscellaneous expenses will be covered by the City of Kelowna; and
- Financial recommendations are subject to the regular City of Kelowna budgeting processes.

Endorsed by Council: August, 14, 2023