

What is the Cultural Facilities Master Plan?

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.

Highlight common trends and examples from across Canada that are applicable to the City of Kelowna and cultural facility usage.

Provide recommendations to assist the City's prioritization and decision-making process about individual municipal facilities and the collective inventory.

Support the review and development of future city plans, processes and initiative including the development of the comprehensive Strategic Facilities Master Plan.



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.
- 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 future as part of a Strategic Facilities Master Plan covering all civic facilities.

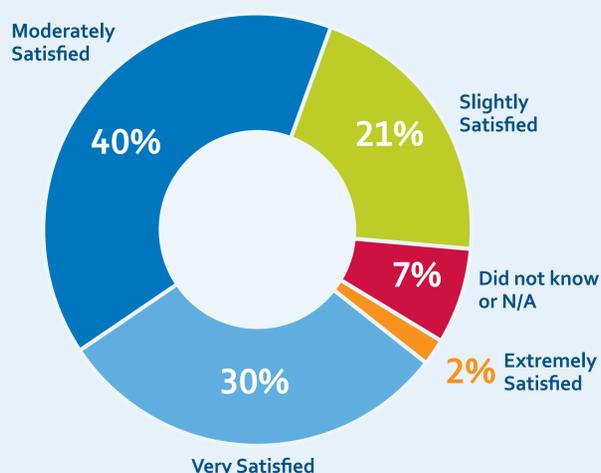
The CFMP and its recommendations focus on areas where municipal investment is likely or highly likely and where it is determined that the City of Kelowna can have the largest overall positive impact on the creative sector.

What we heard

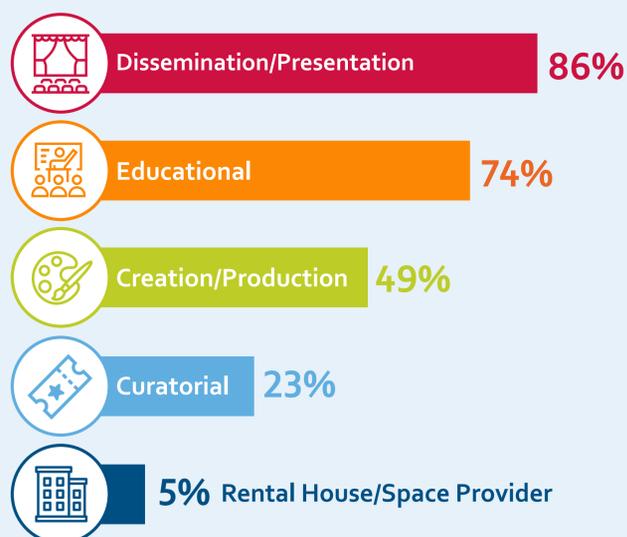
Developed concurrently with the *2020-2025 Cultural Plan* and the *Creative Sector Economic Impact Assessment*, the recommendations of this Plan are based on:

- 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.

SATISFACTION WITH CURRENT FACILITIES



RESPONDING ORGANIZATIONS SELF-IDENTIFIED AS:

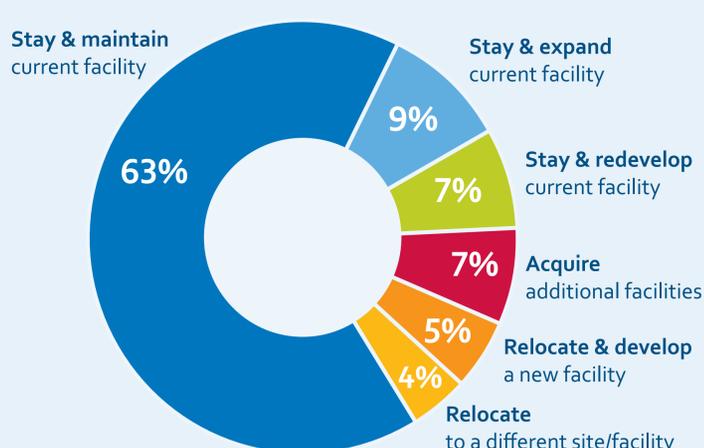


TOP 5 SPACE NEEDS OF THE SECTOR:

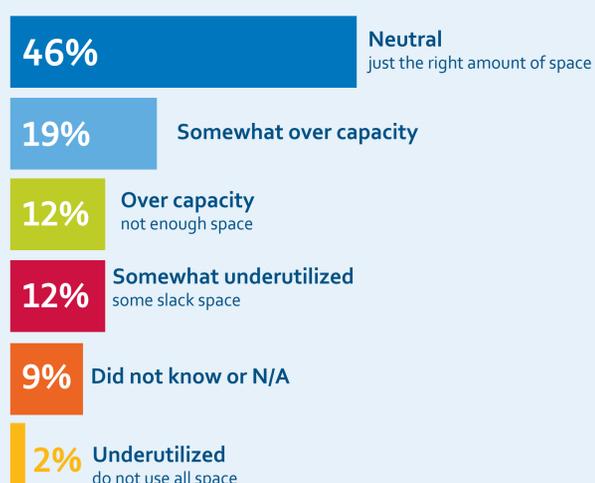


CO-LOCATING > 96% of respondents said they would be willing to co-locate with another organization if the conditions were right

FUTURE SPACE PLANS



UTILIZATION OF CURRENT SPACE



Examples in Action Across Canada

COMPARATIVE COMMUNITIES

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.



City of Regina

City of Coquitlam

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.



Town of Oakville,
Queen Elizabeth Park
Community and Cultural
Centre (QEPCCC)

The Creative City Centre
in downtown Regina

Vancouver's Chinatown,
BCA Sun Wah

Partnership building

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.



City of Saskatoon

City of St. Catharines,
First Ontario Performing
Arts Centre

City of Ottawa
and the Orléans Town
Centre Partnership (OTCP)

Delivering culture across civic facilities

Key interviews highlighted that many groups are having trouble securing suitable studio, rehearsal, performance, programming and meeting spaces. These challenges are particularly evident during peak season, and the lead-time for booking some facilities is more than two years. However, very few groups use facilities at libraries, community/recreation centres or other bookable community spaces.

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.



City of Hamilton's Music
Mondays

City of Richmond's
Community Art Exhibition
Space program

City of Surrey's Centre
Stage facility within
City Hall

Proposing Prioritization Criteria

The purpose of a prioritization tool is 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 a screening mechanism to consider unsolicited community-driven requests.

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, the development of a prioritization tool should consider inclusion of the following criteria.

Note: This is only recommended criteria for the future development of a prioritization tool.



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

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 others.

Proposed investments can also align with identified and quantifiable community priorities from other sources. These can 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
- ✓ Potential for flexible / multi-purpose use
- ✓ Potential for co-location
- ✓ Community support & cultural sector consensus
- ✓ Time sensitivity and risk
- ✓ Level of service improvement
- ✓ Future implications
- ✓ Innovation
- ✓ Community added value and enhanced social outcomes



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
- ✓ Funding Model
- ✓ Return on Investment
- ✓ Alternate Option Analysis
- ✓ Service Life of the Facility
- ✓ Community Impact

Key Recommendations

1

Build capacity within
community organizations

2

Implement a
prioritization tool

3

Rethink how community
space can be created

4

Ongoing investment
in existing facilities

5

Reimagine what's possible
with innovative approaches

Key Recommendations and Action Items

Key Recommendation 1: Build capacity within community organizations

- 1 Action 1:** Provide grants to community organizations to conduct feasibility studies that demonstrate their facility needs now and into the future.
- 2 Action 2:** Facilitate partnerships and enhance community stewardship and support for investment in the development of cultural organizations and facilities.
- 3 Action 3:** 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 status.
- 4 Action 4:** Support capacity building of local organizations through ongoing education opportunities and financial support for projects that enhance organizational long-term sustainability and financial security.

Key Recommendation 2: Implement a prioritization tool

- 5 Action 5:** Working cross-departmentally, develop and implement a prioritization assessment matrix tool to prioritize capital investment in facilities and facility development.
- 6 Action 6:** Inform the community regarding the criteria used for prioritizing in order to rally collective efforts to move projects forward.

Key Recommendation 3: Rethink how community space can be created

- 7 Action 7:** Develop opportunities for the professional exhibition of art within municipally owned community facilities and spaces.
- 8 Action 8:** Establish the civic plaza, Art Walk extension and cultural amenity space within the development at 350 Doyle Avenue.
- 9 Action 9:** Include the needs of cultural programming and community arts organizations in the redevelopment or new construction of civic facilities, parks and outdoor spaces.
- 10 Action 10:** Evaluate city owned heritage assets that are currently vacant for opportunities to enhance space availability for community programming.

Key Recommendations and Action Items

Key Recommendation 4: Ongoing investment in existing facilities

- 11** **Action 11:** Increase investment in Facilities Asset Management, including the ongoing maintenance, repairs and renewal of municipally-owned facilities to improve accessibility and extend their useful life, based on formal condition assessment reports.
- 12** **Action 12:** Clarify repair and maintenance responsibilities in the lease and operating agreements with cultural facility operators.
- 13** **Action 13:** Explore the development of appropriate reserves for future cultural facility capital needs and development.

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

- 14** **Action 14:** Explore the role of municipalities in conducting fundraising campaigns for cultural facilities.
- 15** **Action 15:** Develop the role of sponsorship, advertising and philanthropy in future cultural facility development.
- 16** **Action 16:** Explore models to engage new partnerships that enhance future cultural facility development. (community contribution agreements, p3 partnerships, community art, density bonusing, using planning tools/methods)

What are the next steps?

The Cultural Facilities Master Plan is anticipated to be completed in the Fall of 2021.

Implementation of projects and initiatives that advance the key recommendations and action items of the plan will begin.

Share your thoughts about the
Cultural Facilities Master Plan!

Send us an email at culture@kelowna.ca