

GREATER VERNON CULTURAL FACILITIES WORKSHOP DISCUSSION PAPER

Created for the Regional District of North Okanagan by CitySpaces Consulting Ltd.

September 10, 2015

TABLE OF CONTENTS

Overview	1
1. Publicly owned Cultural Facilities	1
Vernon & District Performing Arts Centre.....	1
Greater Vernon Museum & Archives	2
Vernon Community Arts Centre	4
Vernon Public Art Gallery	4
Caetani Cultural Centre	5
Okanagan Science Centre.....	6
2. Public Perceptions of Cultural Facilities Assets and Gaps	7
Strengths and Assets	7
Gaps, Deficiencies and Risks.....	8
3. Future Facilities Planning.....	9
TRENDS IN FACILITY PLANNING AND DEVELOPMENT	9
ESTABLISHING AN INFRASTRUCTURE INVESTMENT EVALUATION FRAMEWORK FOR GREATER VERNON	10
<i>Appendix B1 – Facility Cost summary with annual visitorship</i>	<i>11</i>
<i>Appendix B2 – SAMPLE GUIDELINES FOR FUNDING ELIGIBILITY AND SERVICE DELIVERY EXPECTATIONS</i>	<i>13</i>



GREATER VERNON CULTURAL FACILITIES WORKSHOP DISCUSSION PAPER

OVERVIEW

The Greater Vernon area has a number of publicly owned facilities providing spaces for cultural production, presentation, preservation and education. The purpose of this paper is to provide the Greater Vernon Advisory Committee with information that will facilitate a discussion on recommended improvements to the existing support that the Regional District provides toward these facilities, and the method of delivery of that support. The paper also provides a high-level assessment of how well Greater Vernon's cultural facilities are meeting the needs of the community, and alternatives and approaches for addressing facility needs and gaps in the future.

The findings presented in this discussion paper are based on three sources of research. The first is an assessment of the cultural facilities in which those cultural organizations, who are supported by the Regional District of North Okanagan (Regional District), operate. This research was conducted through a combination of site visits, interviews, and desktop research. The second is a review of best practices from other communities, and the third is a summary and commentary of public input on Greater Vernon's cultural facilities received through public engagement as part of the Greater Vernon Cultural Plan.

1. PUBLICLY OWNED CULTURAL FACILITIES

The following is an assessment of the publicly owned facilities that are currently being used for the purposes of providing cultural programming, and are supported financially by the Regional District. The assessment includes a summary of the purpose of the facility, relevant building details and key notes with respect to operations and funding.

VERNON & DISTRICT PERFORMING ARTS CENTRE

The Vernon and District Performing Arts Centre (Centre) is Greater Vernon's premier performing arts venue. The facility was built in 2001 and financed through borrowing supported by a successful referendum in 1999, and is owned by the Regional District. The total cost for construction of the facility was \$9.754 M. The land on which the facility is located is owned by the City of Vernon, which has caused some complications in the past, such as challenges with liquor licensing.

The 36,500 sf facility's key spaces are a 750-seat auditorium and a 1,240 sf flexible black box space with a capacity of 100. The Centre is rented between 185-205 days a year, offering a mix of music, theatre, dance and spoken word performances. The Centre welcomes an estimated 50,000 ticketed attendees per year.

While there are a number of minor inadequacies with the Centre (e.g., no elevator to the upper balcony; small box office and concession areas), the facility is seen to be functioning well. The building is in good condition with good upkeep and maintenance. The Centre recently completed \$300,000 worth of upgrades to improve the audio/visual quality, taking the



system from analogue to digital. In 2015 the Regional District committed funding to expand the concession area by adding an extension to the bar, which will increase food and beverage service capacity and alleviate one of the identified inadequacies.

The Vernon and District Performing Arts Centre Society (Society) operates the Centre under the terms of a five-year "Management and Operating Agreement" with the Regional District. This contract has been re-negotiated for four terms, with the most recent agreement negotiated in early 2015. The Centre operates with 18 staff in total, with 7 full-time and 11 part-time, and receives support from about 300 volunteers providing a total of 6,000 hours a year. As part of the negotiated agreement, the Regional District pays for all utilities, permits, the mechanical systems within the facility, and the exterior of the building. The Society employs a part-time maintenance staff, who is able to oversee the maintenance of the building, reducing the need for Regional District coordination. The Society is responsible for replacement of small equipment due to wear and tear, while the Regional District is responsible for most replacement items, including mechanical, electrical, theatre seating and key facility components (flooring, etc). The agreement is detailed in assigning replacement responsibility in an inventory, which makes up part of the operating agreement. The Regional District also provides a grant to the Society toward operating costs, which includes \$15,000 for direct programming costs (i.e. bringing in performances).

In 2014, the operating funding grant provided by the Regional District covered approximately one quarter of the Society's annual operating expenses, based on 2012 figures. Almost 60% of its operating budget comes from earned revenues.

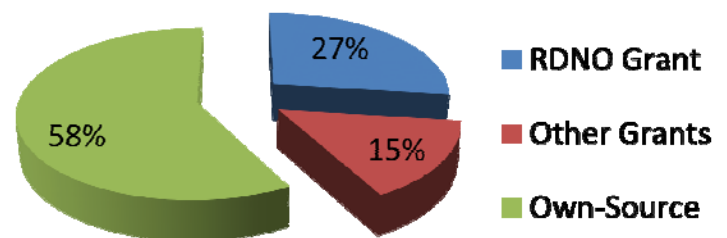


Figure 1. Breakdown of operating funding sources for the Vernon and District Performing Arts Centre Society

GREATER VERNON MUSEUM & ARCHIVES

The Greater Vernon Museum and Archives building was constructed in 1967 to coincide with centenary of Canadian Confederation. While a Vernon Museum had been in existence since 1949, this building provided the Museum and Archives with the opportunity for a permanent home. The City of Vernon owns the Museum and Archives building, while the Regional District maintains the building in exchange for use of the space at no rental cost. There is no formal lease or license in place for the Museum's occupancy of the building, which is something that should be corrected. Ownership transfer is not recommended due to the geographic proximity and shared infrastructure of the museum and Vernon City Hall.

The Greater Vernon Museum and Archives Board of Directors was established by a Regional District bylaw in 1982. The Greater Vernon Museum and Archives is a registered charity, but not a registered society. The Museum's lack of Society status, in conjunction with the Regional District Bylaw that establishes the Museum Board, creates ambiguity around roles and responsibilities of the Regional District in relation to liability and management issues of the museum. It also prevents the Museum Board from gaining the benefits of operating as a Society, such as access to specific, additional funding sources. Although the Museum is supported by the Friends of the Museum (Friends), which is a registered society, the Friends are best used as a source of volunteers rather than a body to secure large grants, as they are not the direct service

provider making them also ineligible for many funding opportunities. Most Museum's in BC are operated either, directly by local government (less commonly), or by a registered not-for-profit society (most common service delivery option).

There is no current agreement in place between the Greater Vernon Museum and Archives and the Regional District for the operation of the service as a result of their operating grant. Such an agreement would help clarify roles, responsibilities and expectations in the operations and maintenance of the facility and of the programming. The Regional District currently maintains the museum building, in its entirety, although the Regional District no longer employs a Facility Manager. The Regional District also provides IT/IS services, which it does not do for any other cultural organization. The staff of the Museum currently report any facility maintenance issues directly to the Regional District, who then notifies the appropriate contractor, creating an unnecessarily cumbersome response system.

The mandate of the Museum organization is to collect, preserve, research, exhibit and interpret the collections of artifacts and materials relevant to the region. The Museum currently has two, full-time staff and five part-time staff, as well as many volunteers, with whom it delivers upon its mandate. The archival material and collections are owned by the Regional District, which is consistent with most communities and is appropriate for the protection of these public assets. As such, it may be appropriate for the Regional District to continue to directly provide IT/IS services, as this makes up the storage of a significant portion of the archives and collections record-keeping. Expectations of the stewardship of the collections and archives should be included as one of the responsibilities of the Greater Vernon Museum and Archives, within an operating and management agreement.

Along with the main building, the Museum has five off-site, small exhibition spaces (satellite locations) that it maintains: the Vernon Curling Club; Kal Tire Place (home to the *Okanagan Sports Hall of Fame*); Paddlewheel Park Hall, the Vernon Cadet Camp and, most recently, Silver Star Ski Hill and Resort. Each of these satellite locations takes staff time to establish, maintain and update. It is important to recognize that, although the satellite locations may be an effective way to bring a piece of the museum's collection to more people, any new satellite location is, in essence, a small expansion of the museum. As such, each new location will require additional resources in order for it not to adversely affect the resources of the main location.

In 2014, the facility was assessed by the Canadian Conservation Institute (CCI), an agency of the federal government whose mandate is to "promote the proper care and preservation of Canada's cultural heritage and to advance the practice, science, and technology of conservation." The resulting report provides a number of options for improving collections preservation, which include maintaining the existing building, preparing a collections development and use plan, providing more space (facility expansion, off-site storage, non-collections storage space), and new construction.

Currently the funding provided by the Regional District toward operating expenses is determined on an annual basis (through an annual grant application), and defined for this purpose as a percentage of the Museum and Archive's overall budget. The Regional District provides almost 70% of the Museum and Archive's budget, based on 2012 figures. The remainder is raised through grants (8%) and own sources (23%).

The Greater Vernon Museum and Archives has received consistent increases in their operating grant funding, with recommended funding levels from a 2006 consultant's report being achieved by 2009 (levels were based on operating costs necessary for the existing facility). Since that time, there have

continued to be increases equal to or greater than the annual CPI levels.

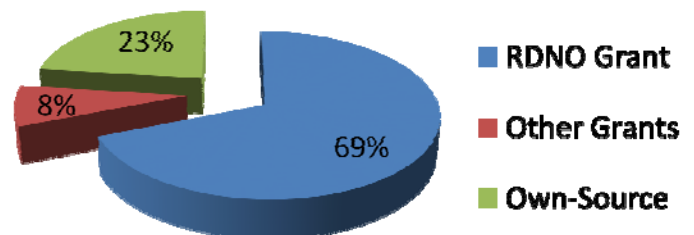


Figure 2. Breakdown of operating funding sources for Greater Vernon Museum and Archives

VERNON COMMUNITY ARTS CENTRE

The Vernon Community Arts Centre (Arts Centre) is operated by the not-for-profit society, the Arts Council of North Okanagan (ACNO), who in 2001 entered into a 20-year agreement with the City of Vernon and the Regional District to renovate and operate its current facility for the provision of community arts programming. The City owns the facility and a License of Occupation is held by the Regional District. As prescribed in the agreement, the ACNO is responsible for the maintenance of the building interior, as well as for paying utility costs. The Regional District provides a grant to help with the costs related to their occupancy of the building (utility expenses, janitorial and building maintenance expenses), which has remained static for the last five years at \$39,360.

The Arts Centre is housed in a former high-school industrial arts building. The Centre includes eight multi-use studio spaces for painting, ceramics, glass, lapidary classes and other uses. The building is of sound construction and appears to be in good condition on the exterior. On the interior, upgrades are being completed systematically to ensure that the facility can continue to meet the needs of the users and is functionally operational. As money becomes available, projects are tackled. The Regional District has contributed to facility improvements on an adhoc basis in the past, upon request and in consideration of the financial ability of the Greater Vernon Parks, Recreation and Culture department in the year requested. The Regional District is responsible for maintaining the exterior of the building, including the exterior walls and roof.

The Centre offers a variety of art classes and programs for a range of ages and user groups. Feedback from consultation identified a need for more and enhanced programs for people with disabilities and for youth. The Arts Centre's current Joining Hands program is well attended, and has been very successful in engaging adults living with a disability in the arts. The operating agreement includes a condition that the Arts Centre is not to duplicate programming with the Vernon Public Art Gallery. This condition is based upon sound principles, as public monies should not be investing in competing services; however, with no such agreement in place with the Vernon Public Art Gallery, the conditions are unilateral and therefore hard to enforce.

The Centre is run by two full time staff, who are supported by 25-30 sessional and part-time staff, and about 85 volunteers who provide about 4,000 hours of volunteer service a year. Attendance is estimated to be between 20,000 and 21,000 a year.

The Centre receives more than a third (37%) of its funding from the Regional District based on 2012 figures, while its earned revenues account for more than half (54%) its annual budget.

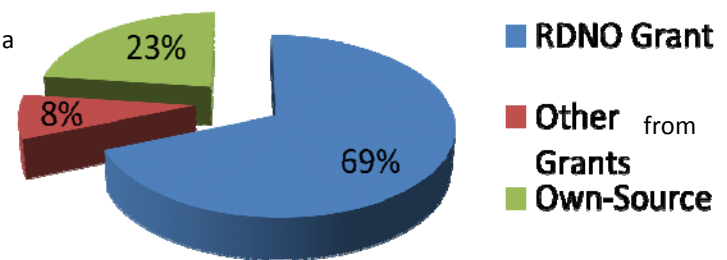


Figure 3. Breakdown of operating funding of Arts Council of North Okanagan

VERNON PUBLIC ART GALLERY

The Vernon Public Art Gallery is a not-for-profit society that focuses on contemporary art. Its roots can be traced back to 1945 and over the years the Gallery has been housed in various locations, but has been at its current location since 1995. The gallery is located at street level in a storefront at the base of the City of Vernon-owned parkade. The Regional District holds a lease on the facility in which the art gallery is located, for which the Regional District pays approximately \$6 K per year. As this agreement is a landlord/tenant arrangement, the facility maintenance remains the responsibility of the City of Vernon, with the exception of specialized equipment associated with the art gallery. The facility has been expanded over the years, growing into adjacent space, and is now approximately 6,200 sf and includes four exhibition spaces.

As with the Greater Vernon Museum and Archives, the Canadian Conservation Institute (CCI) conducted a facility assessment of the Vernon Public Art Gallery in 2014. The CCI examined the Art Gallery primarily through the lens of art

preservation. The resulting report provides some strategies to reduce current risks to the art, which include improvements to the current facility and strategic collections care. It goes on to say that, while some mitigation of risk to the art collection is possible through facility improvements, a “substantial renovation of the existing facility is not recommended due to lack of adequate space and limited potential for risk reduction, particularly with regards to security and environmental control.”

One full-time staff and seven part-time / contract staff operate the Gallery; it is supported by 40 to 50 volunteers, representing 1,400 volunteer hours a year. Attendance levels in 2014 were approximately 6050, which is down from 7,185 in 2013 and 7,500 in 2012. There is currently no agreement between the Regional District and the Gallery for their occupation and management of the facility, or the deliver of the service as a result of their operating grant. Such an agreement would help clarify roles, responsibilities and expectations in the operations and maintenance of the facility and of the programming.

Based on 2012 actuals, Regional District grants accounted for 59% of the Gallery’s annual revenues. The remainder of the Gallery’s budget consisted of grants (23%) and own sources (18%).

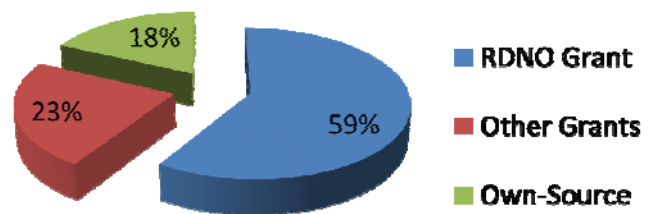


Figure 4. Breakdown of sources of operating funding for Vernon Public Art Gallery

CAETANI CULTURAL CENTRE

The Caetani Cultural Centre is based in a circa 1895 heritage house previously owned by artist Sveva Caetani. The house and grounds were bequeathed by Caetani to the Art Gallery and the City of Vernon, as Trustee Owner, to be used for the arts. The Regional District holds the Caetani House and property through a License of Occupation. For a time, the Vernon Public Art Gallery utilized the grounds for events and rented out the units in the house. In 2008, the Caetani Cultural Centre Society was founded to oversee the intent of the original dedication, which was to maintain a centre for the arts including a gallery, art workshops and classes, and an artist-in-residence program.

The house is approximately 6,000 square feet on three and a half levels, and over the years has undergone extensive renovations. As a result of these, the house includes four self-contained apartments that are rented to artists. The grounds include additional five artists’ studios as part of the Centre’s artist in residence program. The grounds are used for an annual summer music series, with about one event a month between May and September.

The building, while in relatively good condition, requires ongoing and costly maintenance and repairs. A small endowment was provided for upkeep, but is inadequate to provide enough funding to meet the current maintenance needs. The Society and its Board are currently working to improve the building condition, with a goal of being able to open up the main floor of the house to the public.

There is currently no agreement in place between the Caetani Cultural Centre Society and the City of Vernon or the Regional District to operate and maintain the facility. Such an agreement would help clarify roles, responsibilities and expectations in running and overseeing the maintenance of the facility.

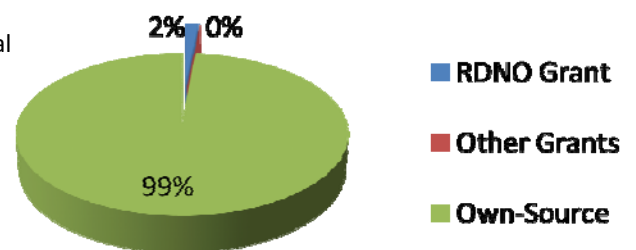


Figure 5. Breakdown of sources of operating funding for the Caetani Cultural Centre

The Caetani Centre is operated by one manager and one events coordinator, and receives more than 1000 volunteer hours per year.

Funding from the Regional District is limited, and is primarily for grounds maintenance. There have been capital funding grants provided to the Society for the last two years, for upgrades to the Centre, totaling \$37,500. The City of Vernon provided funding to replace the roof approximately five years ago.

The Society raises 80% of its operating budget through own-source funding, including rentals, memberships, and fundraising.

OKANAGAN SCIENCE CENTRE

The Okanagan Science Centre (Science Centre) is a science and technology exhibition and education facility. It is located in central Vernon on a property connected to Polson Park and adjacent to the Vernon Community Arts Centre. The building is a City of Vernon-owned Municipal Heritage Site, which is leased by the Vernon Science and Discovery Centre Society at no cost (nominal \$10), who is responsible for managing and maintaining the building. The Science Centre has modified the interior space to provide as much programming space as they can, but have indicated that additional space may be required in the future to allow them to continue to grow their exhibition space and programming. They recently leased and renovated the adjacent Anna Cail building to provide additional programming space. Building occupancy costs are approximately \$32,000 (based on 2014 figures), with approximately \$15,000 in utilities and \$17,000 in maintenance expenses.

The Science Centre plays an important role in the enrichment of science education, as it sees approximately 30,000 visitors annually. This does not include the people reached through the Random Acts of Science Bike or outreach at the schools, which adds an additional 10,000 people. Public funding to support science centre's is not unprecedented; in fact, the Regional District of Fraser Fort George, serving the Prince George region, provides funding to their Science Centre, the *Exploration Place Museum and Science Centre*, as does the City of Calgary and the City of Vancouver. Public consultation through the planning process has indicated that there is community support for providing public funding to support the Okanagan Science Centre. Feedback from the Greater Vernon Advisory Committee seemed to indicate interest in providing exploring the option of providing facilities for cultural programming.

Almost two thirds of the Science Centre's revenues are own source. The Regional District supports the Centre by providing 8.5% of the Centre's annual revenues. It receives about 6000 volunteer hours per year.

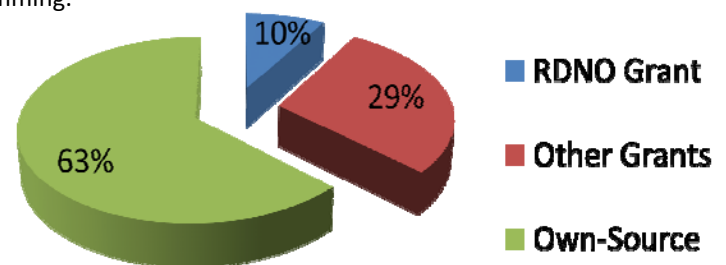


Figure 6. Breakdown of the operating funding sources of the Okanagan Science Centre

2. PUBLIC PERCEPTIONS OF CULTURAL FACILITIES ASSETS AND GAPS

The Cultural Plan process included extensive public consultation between June and September 2014. Much of the input that was received related to cultural facilities, and this section of the facilities assessment report will discuss the results of the public consultation through the lens of this cultural facilities review.

STRENGTHS AND ASSETS

Generally, the findings of the public consultation suggest that residents recognize that Greater Vernon has a number of important and appreciated arts and cultural facilities. Note that the following is not intended to provide a comprehensive list of all the facilities that are considered strengths and assets in the community, but rather it is a summary of those facilities that, through the Cultural Plan public engagement process, were identified as used most often or felt to be especially noteworthy.

Vernon and District Performing Arts Centre. The results of public consultation found that the Vernon and District Performing Arts Centre is the local cultural facility used most by residents. Also, more than any other cultural facility, it is considered by residents as “the best thing about Greater Vernon’s cultural scene.”

Vernon Branch of the Okanagan Regional Library. The results of the public consultation found that the Library was a viewed as a key cultural facility. Providing reasonably priced meeting space, and a wealth of resources and programming, the library is highly valued by the community.

Local theatres. The results of public consultation found that the Towne Theatre and Powerhouse Theatre, two small venues providing venues for film and live theatre respectively, are two of Greater Vernon’s most frequented cultural facilities. The Towne Theatre is a one-screen movie theatre located in downtown Vernon. The theatre screens several different films during the week, offering a range of Hollywood and independent films. The Powerhouse Theatre is a 250-capacity theatre which has been in operation since 1963. The venue provides an important venue for locally produced theatre.

Greater Vernon Museum and Archives. Results of public consultation indicated that the Museum is also one of Greater Vernon’s most frequented cultural facilities. It was the fifth most common response to the question “The cultural facility I frequent the most is ...” asked as part of the Cultural Plan’s public engagement.

Gallery Vertigo. Gallery Vertigo was identified through public consultation as a key local cultural asset. It is an artist-run centre operated by the non-profit North Okanagan Artists Alternative. Since 2002, Gallery Vertigo has been located in a rented space in downtown Vernon. The facility includes several arts presentation spaces, which are used for various types of shows and exhibitions, as well as for workshops, music performances, discussions and other events. The space also provides studio space for 11 artists, while serving as a social hub for the local arts community.



GAPS, DEFICIENCIES AND RISKS

While there are a number of important and well-used cultural facilities in Greater Vernon, it is clear that there are certain gaps and deficiencies. Some of the notable facilities gaps suggested through the findings of the public consultation included the following:

Small venues for performing arts. While public consultation showed that residents value its existing venues for the performing arts, such as the Vernon and District Performing Arts Centre and the Powerhouse Theatre, there is a feeling in the community that there needs to be a greater number of smaller performance venues. When asked “When it comes to culture, Greater Vernon needs...”, the most frequent response was the desire for more venues for performing arts, especially music. A connected finding of the public consultation is that Greater Vernon residents feel proud of its local music scene, with almost 20% of respondents to the question “I wish everyone in Greater Vernon knew about...” singling out the local music scene – the top response. These two findings – the perceived lack of venues for performing arts, especially music, and the pride in the local music scene, in addition to new organizations focused on bringing music to the community, suggests that the availability of venues is lacking in relation to the level of interest in local music. In addition to providing a location for live music, there was interest in a more general, adaptable (black-box) small performance space (to seat 75-100). The Hub Arts Collective operated a grassroots, 90-seat black-box style performance venue that was available for mixed use. The Hub provided space that hosted monthly improv comedy shows, locally theatre productions, live music and theatre camps. Currently the Regional District does not provide facilities to support non-profit societies operating a small performance venue, such as those that provide space for live music or theatre and geared towards emerging artists. In the case of the Hub, a lack of funding to support some necessary building maintenance ultimately resulted in its closure. In the future, the Regional District could look at providing a one-time grant through the Greater Vernon Arts, Culture and Youth Project Grant, using the Cultural infrastructure investment Evaluation Criteria. This could provide the necessary support to enable these types of independent, grassroots initiatives to overcome short-term challenges and become self-sustaining.

More cultural facilities and activities for youth. Public consultation found that there is a perceived gap in facilities and activities for children and youth in Greater Vernon. While many of the cultural facilities mentioned in this report offer activities and programs aimed at children and youth, a significant percentage of residents feel that this is one of Greater Vernon’s most pressing needs in terms of culture. It is not clear from the public feedback whether there is a strong feeling that a new cultural facility geared primarily towards children and youth is needed, or if additional programs offered through existing facilities would be adequate. Gaining a better understanding of the specific cultural needs for children and youth is a recommended area for follow up research.

The future of Gallery Vertigo. As of the time of writing this paper, the building in which the Gallery is located was recently sold. Whether this will result in higher rents or the need for the Gallery to move is not known at this time.

A new art gallery. Public consultation indicated that many residents feel that the Vernon Public Art Gallery needs a new facility. In response to the question “When it comes to culture, Greater Vernon needs...”, the fourth most frequent response was a new art gallery. This perception is likely a reflection of concern for the current facility to adequately preserve its collection (as noted in the section above) as well as the gallery’s somewhat awkward location and its uninspiring exterior appearance (a parking garage).

A new/expanded museum. According to the findings of the project’s public consultation, residents feel that the museum should be expanded or moved to a new location. It has also been noted earlier that the facility being used for the Greater Vernon Museum and Archives is not adequate to its role as preserving cultural artifacts for future generations. Unlike the Art Gallery, however, the Museum’s current building is in a central location and is of architectural interest. This suggests that the desire for a new or expanded museum is most likely a comment on the overall sense that the museum is too small for its purpose.



Cultural Complex. Public consultation indicated that many residents feel that a cultural complex would be the best approach to address the future cultural space needs, including those of the art gallery and museum. In 2006, a strategic plan was developed for a cultural complex, which at that time, included the Vernon Public Library. This was a lengthy planning process, and there remains to be interest in this approach with many community members.

3. FUTURE FACILITIES PLANNING

TRENDS IN FACILITY PLANNING AND DEVELOPMENT

A Partnership Approach

A leader in cultural development, the City of Vancouver is shifting its role from ‘planner-provider-deliverer’ to ‘enabler-convener-catalyst- broker’. This shift looks to encourage collaboration within and between the public sector, cultural organizations and the broader community. This method strives to “...widen the responsibility and pool of problem solving experience and talent available for cultural spacemaking in Vancouver.” Of course Vancouver is not a reasonable comparator to Greater Vernon, in size or capacity; however, a notable and transferable trend is the movement toward partnerships and collaboration in the provision of cultural facilities and services. The City of Calgary has also made partnership a required component of any new facility, in that the City will not fund more than twenty-five percent of a project, and has a cap on the total available public contribution per project.

Multi-purpose Places and Spaces

Building on the trend toward a partnership approach to new facilities, there is also a growing trend toward multi-purpose facilities, as the costs of new building tend to involve large amounts of capital outlay. The multi-purpose facilities can be developed by the local government alone (e.g., *Richmond Arts Centre* or the *Chilliwack Cultural Centre*), or through a partnership model (e.g., *Seattle’s 12th Avenue Arts*, which is a partnership between several levels of government, a non-profit housing agency, and police department).

This multi-purpose trend also applies to the use of spaces within new facilities. Adaptable, multi-purpose spaces that can meet many needs within the community are more efficient and provide the greatest benefit from community investment. This is particularly the case in small to mid-size communities that cannot sustain specialized spaces that function strictly for one or two users. The use of short-term multi-purpose, pop-up spaces are also being used to address space needs, through the use of vacant storefronts or properties.

Use of Evaluation Frameworks

Another trend that is being demonstrated through current best practice is local government’s use of assessment criteria, or an evaluation matrix, to support decision making around investments in public cultural capital. These evaluation criteria can be applied to any cultural capital investment that is made, from smaller scale improvements to new or significantly expanded facilities, with the level of detail being appropriate for the size of the project. The City of Calgary has chosen to use an arms-length body as an initial review committee for their applications. The committee’s role is to review the applications and provide recommendations to the City, based on their application of their established evaluation criteria. Those recommendations are then brought forward to the City for consideration during the adjudication of the cultural infrastructure project funding applications. Other communities, such as the City of Vancouver and the City of Richmond, choose to internally audit the applications using their established evaluation criteria. Either way, the use of a pre-determined evaluation criteria provides transparency around the types of projects that will be considered, and the project objectives that will receive priority.

Evaluation frameworks can also be used to help establish new partnerships for service delivery. Over the past year, the City of Kelowna has been piloting the use of a *Civic Partnerships Framework*. The City recognized that their partnerships with external agencies varied widely (particularly in recreation and culture), involving the provision of City owned land, direct capital or operating funding, below-market leases, permissive tax exemptions, operating agreements, service agreements, or a combination of same. Similar to the Regional District, most of their partnerships had been developed on a case-by-case basis, with some being in place for many years. As a result, the reporting and strategic measurement of each partnership had been inconsistent. In response to this issue, the City developed a framework to guide and ensure consistent outcomes in all partnerships implemented by the City, which included:

- Articulation of how a particular partnership is/will be beneficial and accountable
- An understanding of what a healthy and effective partnership looks like and how it functions for both staff and partners
- Consistency, confidence and clarity in setting and meeting partnership objectives, expectations and standards
- A pro-active, supportive and solutions-oriented approach when problems arise
- Access to reliable data and information about the programs and services being delivered by partners.

The City is currently testing this Framework within a few select existing partnerships, and using it to guide new partnership considerations. At the conclusion of the trial period, City staff will review the model against 2015 activities, make adjustments as needed and consider further implementation based on available resources.

ESTABLISHING AN INFRASTRUCTURE INVESTMENT EVALUATION FRAMEWORK FOR GREATER VERNON

The decision to make an investment in cultural infrastructure, be it an improvement or a new space, must be based on consistent guiding principles. Below is a draft list to inspire discussion, based on examples of best practices:

Outcome Driven – the decision to expand or construct new cultural spaces will be outcome driven, with clear and well-established objectives.

Community Impact – cultural spaces will be developed to yield maximum benefit and positive impacts for the citizens of Greater Vernon, and public investment will reflect the anticipated community impact; these spaces will enrich and contribute to the quality of life in Greater Vernon.

Affordability – cultural spaces will work to achieve equity in the creation of affordable facilities and services, with co-location of facilities examined, and consideration of the use of existing, suitable spaces. Cultural not-for-profit organizations engaged in providing programming in Greater Vernon also require affordable use of facilities in order to sustain their activities for the benefit of Greater Vernon residents.

Adaptability – cultural spaces will offer Greater Vernon residents with a wide variety of opportunities related to creative expression and cultural programming. To enable growth, there is a need to plan for facility capacity that is **flexible, adaptable** and **expandable**.

Accessibility – geographic location of cultural spaces should consider factors of accessibility, such as the availability of parking and transit, in addition to being designed to be accessible to all residents and visitors.

Aesthetics – cultural spaces should be spaces that insight innovation and inspiration. Aesthetic considerations should be considered in the design of new or expansion of buildings. The preservation of historical aspects of buildings will also be respected in order to enhance understanding of our past and build a sense of identity and pride within the city.



APPENDIX B1 – FACILITY/SERVICE COST SUMMARY WITH ANNUAL VISITORS

Greater Vernon Museum and Archives	Facility Costs	Operating Grant	TOTAL	Annual Visitors
2010	\$48,946	\$153,301	\$202,247	13,085
2011	\$88,045	\$161,804	\$249,849	12,637
2012	\$101,813	\$189,214	\$291,027	11,285
2013	\$89,980	\$184,235	\$274,215	no data
2014	\$77,932	\$186,077	\$264,009	11,636

Vernon Public Art Gallery	Facility Costs	Operating Grant	TOTAL	Annual Visitors
2010	\$80,936	\$121,500	\$202,436	5,660
2011	\$80,860	\$123,930	\$204,790	6,534
2012	\$67,876	\$158,375	\$226,251	7,447
2013	\$70,900	\$177,625	\$248,525	7,185
2014	\$81,462	\$177,625	\$259,087	6,050

Arts Council of the North Okanagan	Facility Costs	Operating Grant	TOTAL	Annual Visitors
2010	\$40,571	\$83,675	\$124,246	24,425
2011	\$40,154	\$83,675	\$123,829	21,363
2012	\$34,894	\$95,000	\$129,894	21,671
2013	\$39,923	\$95,000	\$134,923	21,746
2014	\$35,043	\$95,950	\$130,993	23,163

Caetani Cultural Centre	Facility Costs	Operating Grant	TOTAL	Annual Visitors
2010	\$7,500	\$0	No data	No data
2011	\$7,000	\$0		No data
2012	\$7,000	\$0		
2013	\$7,000	\$0		
2014	\$3,167	\$0		

Okanagan Science Centre	Facility Occupancy	Operating Grant	TOTAL	Annual Visitors
2010	\$0	\$0		No data
2011	\$0	\$0		No data
2012	\$0	\$35,500	\$35,500	
2013	\$0	\$35,500	\$35,500	26,000
2014	\$0	\$35,500	\$35,500	28,843

Gallery Vertigo	Facility Occupancy	Operating Grant	TOTAL	Annual Visitors
2010	\$0	\$15,000	\$15,000	no data
2011	\$0	\$15,000	\$15,000	no data
2012	\$0	\$15,000	\$15,000	no data
2013	\$0	\$15,000	\$15,000	3,174
2014	\$0	\$15,000	\$15,000	1,571

Boys and Girls Club*	Facility Occupancy	Operating Grant	TOTAL	Annual Visitors
2010	\$60,344	\$77,997	\$138,341	51,050
2011	\$61,881	\$79,556	\$141,437	56,458
2012	\$88,432	\$81,147	\$169,579	58,152
2013	\$66,767	\$82,364	\$149,131	51,445
2014	\$56,247	\$99,960	\$156,207	no data

*The Okanagan Boys and Girls Club (Club) agreement allows for the Okanagan Boys and Girls Club to occupy the current facility for the delivery of recreation programming for youth and children. The agreement requires that the Club develop programs to compliment rather than duplicate those offered by the Regional District. With the Regional District no longer responsible for the delivery of the recreation services, this coordination must now be done with the City of Vernon and cannot be managed as part of the existing agreement. This is ineffective, and there is risk that efficiencies are lost and duplication of programming may occur.

As part of their agreement, the Regional District is responsible for maintenance, repair and/or replacement of: the exterior building, the grounds; mechanical systems; alarm system, and upgrades and maintenance for specific areas within the facility (excludes the CCR area and the preschool). The Regional District also pays utility costs, with some reimbursed from the Club for the excluded areas of the facility. In order to encourage efficiencies, it would be best for the Club to complete all interior building maintenance.

As the Regional District no longer provides recreation services, consideration should be given to having the support for the Boys and Girls Club be incorporated, in its entirety, into the Recreation and Programming Grant Service. This would allow for oversight of the agreement, to prevent program duplication and encourage efficiencies, as well as align the service type with the appropriate provider. This would require minimal work related to facility ownership, as the facility is owned by the City of Vernon, and the property could just be removed from the current License of Occupation.

APPENDIX B2 – SAMPLE GUIDELINES FOR FUNDING ELIGIBILITY AND SERVICE DELIVERY EXPECTATIONS

Funding Eligibility Criteria:

The following is a list of criteria that organizations must meet and maintain the following criteria in order to be eligible for Regional District Funding. The organization must:

- Provide programs and services are within the Greater Vernon Arts, Culture and Youth Services mandate (scope of service);
- Provide programs and services that fill a recognized gap in the community;
- Must demonstrate:
 - A recognizable need for funding assistance for program and service delivery.
 - A proven record of public support.
- Not deliver services and/or programs, which are already being provided by the public or private market.
- Have a clear art, culture or youth focus in their vision and mandate, which is reflected in the bylaws or other governance documents;
- Be a registered not-for-profit society, in good standing, that operates in Greater Vernon;
- Provide art, culture and/or youth services to Greater Vernon residents without exclusion to anyone by reason of religion, ethnicity, gender, age, sexual orientation, language, disability or income;
- Demonstrate good governance, through the establishment of long terms plans and policy manuals, healthy operations, and clear and written objectives.
- Demonstrate financial stability, sound administration and organizational capacity;
- Demonstrate a proven track record of public service and excellence in programming;
- Demonstrate strong community ties and relationships;
- Adhere to the accountability requirements set out with the approval of any discretionary grant;
- Not be any one of the following:
 - Individual(s);
 - Political parties and advocacy groups;
 - Religious groups;
 - Educational Institutions;
 - Third parties raising funds solely for charity or their own purposes.
- Demonstrate volunteer contribution:
 - Volunteers would not have any impact on funding for adult services
 - Volunteer contribution should be documented, acknowledged and reported.
 - The organization must show they are fiscally responsible and accountable.
 - The programs and services must have a well defined cycle of activities.
- Maintain and report on user/Attendance Statistics:
 - Adults
 - Children
 - Breakdown by program types wherever possible
- Demonstrate sustainability and growth in program participation and/or visitor numbers.
- Deliver programming that adheres to Greater Vernon policy regarding recovery of costs, which is adult programming is to be run at cost-recovery, and youth programming can be subsidized to a maximum of 50%, with policies in place.
- Must provide annual activity and financial reports.

Considerations for reviewing/determining funding levels:

The following is a preliminary list of considerations when considering new funding levels, or periodically reviewing funding levels:

- The cost of providing the services if the staff were paid local government wages.
- Comparison of subsidy to other Greater Vernon Parks and Recreation services.
- Funding provided to organizations in communities of comparable size.
- Funding per capita.
- Accessibility to the public
 - Physical
 - Hours of operation
- Economic spin off.
- Demonstrated own-source revenue streams, which demonstrate sustainability and/or growth.

The following performance indicators will be used and incorporated into any funding agreement:

- Demonstrated good governance, through the establishment of long terms plans and policy manuals, and healthy operations.
- Optimized the service delivery to the community.
- Demonstrated own-source revenue streams, including fees, funding from other levels of government and private sources, which demonstrate sustainability and/or growth.
- Demonstrated sustainability and growth in program participation and/or visitor numbers.
- Good record keeping, such as visitorship numbers and demographics, volunteer hours, etc.
- Demonstrated collaborative spirit, demonstrating cooperation in joint projects of mutual benefit with other community partners.