

# **GREATER VERNON**

## **CULTURAL PLAN**



2016

# Acknowledgments

Thanks to the many people in the community who provided input into the development of the plan, and to the following individuals for their time and dedication to their position on the Greater Vernon Cultural Plan Steering Team:

Aaron Deans, *Executive Director (ED), Allan Brooks Nature Centre*  
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Andrew Powell, *Board member, Vernon Public Art Gallery*  
Dauna Kennedy Grant, *ED, Vernon Public Art Gallery*



Members of the Greater Vernon Advisory Committee and the Greater Vernon Cultural Plan Steering Team at the endorsement of the Greater Vernon Cultural Plan Policy Directions, October 2014

The active involvement and participation of the Greater Vernon Advisory Committee was paramount to the success of the plan’s development, so thanks to the following committee members (past and present) for their dedication and guidance to the planning process:

Director Juliette Cunningham (Chair)      Director Bob Fleming      Director Catherine Lord      Director Akbal Mund  
Coldstream Councillor Maria Besso      Director Jim Garlick      Director Mike Macnabb      Director Rob Sawatzky  
Director Doug Dirk      Coldstream Councillor Gyula Kiss

and finally, thank you to Sebastian Lippa, of City Spaces Consulting Ltd., and Kari Huhtala of Kari Huhtala + Associates, for facilitating the development of the vision, guiding principles and key objectives of the plan.

# Executive Summary

The development of the Greater Vernon Cultural Plan, 2016, adopted in March 2016, was a notable achievement being the first adopted cultural plan for the Greater Vernon community. The plan provides clarity and direction that will help to facilitate a coordinated effort in support of the cultural health and development of the community.

In March 2014 the Regional District approved the terms of reference for the Greater Vernon Cultural Plan Steering Team. A twenty-four person committee that was comprised of Regional District Directors, community representatives, and municipal and Regional District staff, the Steering Team was mandated to work alongside the political lead, being the Greater Vernon Advisory Committee, on the development of Greater Vernon's long-term plan for culture.

The planning process was extensive; a multi-pronged approach to research, plan development and community consultation was accomplished through a thorough review of local planning documents, six Steering Team workshops, nine Greater Vernon Advisory Committee workshops, and eleven public input opportunities. These in-person opportunities were supplemented with outreach through a questionnaire that was made available in the Greater Vernon Leisure Guide and online.

The following are the strategic themes and key objectives that were distilled from the extensive community input and outlined in this Culture Plan:

**Leadership** Ensure intergovernmental and community implementation of the cultural plan.  
Support Greater Vernon arts and culture projects.  
Monitor and report on progress of cultural plan implementation.

**Places & Spaces** Ensure the healthy use and condition of existing cultural facilities.  
Enable the development of new cultural facilities.  
Encourage a culturally vibrant and connected public realm.  
Promote natural areas as cultural assets.  
Protect, support and encourage public art.

**Cultural Capacity** Increase economic development through cultural development.  
Support the health and development of cultural not-for-profit organizations.  
Support and encourage special events.  
Celebrate and protect our cultural heritage.  
Increase awareness of and participation in local cultural activities.  
Support youth engagement in culture.  
Increase communication and collaboration with Okanagan First Nations.  
Support neighbourhood cultural projects.

This plan provides clarity around roles and responsibilities, in addition to strategies that will support the many community partners in working together toward their common vision of a culturally vital and inspired community.



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# INTRODUCTION

What is Culture?

Why Culture Matters

Culture in Greater Vernon

The Historical Role of RDNO

The purpose of the Cultural Plan for Greater Vernon is to:

- Articulate a sustainable, authentic, long-term vision for cultural vitality in Greater Vernon.
- Identify possibilities for connections and partnerships between and among cultural organizations and other stakeholders.
- Present opportunities for collaboration among the Regional District of North Okanagan, the City of Vernon and the District of Coldstream.
- Provide policy directions, as well as direction and considerations for Plan implementation.

## What is Culture?

Culture in Greater Vernon is the interaction between the community’s values, atmosphere or feel, education, creativity, and the cultural resources of it’s places and the people who live or have lived there.

VALUES	ATMOSPHERE	CREATIVITY
 <p>MACKIE LAKE HOUSE (FOUNDATION)</p>	 <p>VERNON &amp; DISTRICT PERFORMING ARTS CENTRE</p>	 <p>VERNON PUBLIC ART GALLERY</p>
<p>Memories, stories, ideas, and beliefs that are cherished and preserved for present and future generations.</p>	<p>Feelings we get from a place, the activity, and the energy that spills out onto the street, or the active culture of a place that is experienced in local shops, restaurants, public places &amp; spaces.</p>	<p>Experiences of excellence and creative expression that is conveyed and created through artist talent in theatres, studios, community programs and spaces, and galleries, to name a few.</p>

Every community has values, atmosphere and creative talent, and it is the characteristics and interplay between these elements that make a place distinctive from other communities.

# Why Culture Matters

## Culture and Quality of Life

Culture enriches people's day-to-day lives, sometimes in intangible ways. Culture provides enjoyment and appreciation of all creative endeavours, and through culture, the community shares its stories and history, and is able to learn about itself and others. Culture includes the richness of knowledge about an area's social history, and the wonders of the natural world.

A successful community is one that is responsive to the needs of all its residents for the varied experiences that go under the heading "culture." This can include enjoying a live jazz performance and participating in a public debate about books; glass-blowing at a community art centre and quiet contemplation of a masterpiece in a gallery; dance classes for children and birding groups for seniors; and so on.

Cultural spaces and places help foster the development of community identity and a pride of place that not only attracts and retains residents, but also create interesting and engaging cultural experiences for visitors to the community. Greater Vernon's cultural spaces and places give it a welcoming, charming and unique character that residents and visitors alike recognize as a place they can create, perform, exhibit, learn, engage and be entertained.

Culture can also enhance quality of life through special cultural events, festivals, and performances, of which Greater Vernon enjoys many over the course of the year. Like Greater Vernon's cultural places, these events provide opportunities for residents to gather socially and celebrate the culture and diversity of the community by showcasing local cultural resources and artistic talent to both residents and visitors.

**“Greater Vernon’s culture is vital, rich and alive – keep it up!”**

**~ Public input received at Sunshine Festival**



## The Economic Benefits of Culture

The economic contribution of artists, artisans, creators and the many other participants in the emerging creative economy is very significant. When their impact on the retail sector, tourism, culinary, hospitality, travel and many other key elements of the Greater Vernon economy are included, the creative economy is a multi-million dollar part of the local economy that has significant and rapid growth potential to add to local jobs and improve our prosperity as a major community in the Okanagan region and province.

Today, a vibrant art and cultural sector is crucial to attracting and retaining a talented labor force, creating an environment favourable to innovation, attracting investment and promoting tourism. The rich and distinctive cultures of large cities such as Vancouver, Seattle, Calgary and Toronto, and smaller communities such as Tofino, Whistler, Osoyoos and Kelowna are not so much evidence of these communities' economic prosperity as they are factors that give rise to it.

Municipalities that adopt culture as an economic engine have gained positive economic benefits for their communities. Cultural industries create job growth, turn commonplace communities into desired destinations, generate interconnections between arts and business, invigorate urban areas, entice skilled workers, and create spin-off industries.

Greater Vernon's economic base is diverse, including natural resources, agriculture, retail, military, and manufacturing, and increasingly, creative and knowledge-based industry dependent on skilled creative professionals.

Greater Vernon is well positioned to benefit from integrated cultural planning because the community already offers a quality lifestyle that is the desire of many other cities and is becoming more and more appealing. The community has a growing wealth of cultural assets that can leveraged to attract creative people in many fields to live, work and invest in Greater Vernon.



# Culture in Greater Vernon

Greater Vernon is home to many organizations that together create a rich diversity of culture, which includes artist organizations, performance venues, museums, galleries, historic buildings and sites, nature clubs, and festivals. Some of Greater Vernon's key cultural assets include facilities and organizations that provide a wide range of cultural programs to the community. This (by no means complete) list includes:

- Allan Brooks Nature Centre
- Arts Council of the North Okanagan
- Bishop Wild Bird Sanctuary
- Caetani Cultural Centre
- Coldstream Women's Institute Hall
- Gallery Vertigo
- Greater Vernon Museum and Archives
- Mackie Lake House
- North Okanagan Chapter Federation of Canadian Artists
- Okanagan Science Centre
- Okanagan Symphony Orchestra
- O'Keefe Ranch
- Powerhouse Theatre
- Vernon Community Arts Centre
- Vernon Community Music School
- Vernon and District Performing Arts Centre
- Vernon Camera Club
- Vernon Film Society
- Vernon Jazz Club
- Vernon Public Art Gallery
- Vernon Public Library

# The Historical Role of the Regional District in Greater Vernon Cultural Services

The Regional District of North Okanagan has historically provided cultural services to the Greater Vernon area, as set out by a service establishment bylaw (Greater Vernon Parks, Recreation and Culture Service Conversion and Service Establishment Bylaw No. 1648, 2000). This Bylaw defines the scope of the Regional District's role in providing cultural services by determining the types of cultural services and organizations it will support, as well as identifying how these services and organizations will be supported.

The cultural functions and/or facilities included in the Bylaw are: Museum; Art Gallery; Boys and Girls Club; Arts Council; Caetani House; and Cultural grants; Literacy and Youth Initiatives Society of the North Okanagan (Teen Junction). Over the years, the provision for "cultural grants" has allowed other groups and services not specified within the bylaw to be eligible for funding.

The Regional District supports these organizations and/or the services provided by these organizations through operating grants, as well as grants-in-aid. The Regional District also offers a project grants program, which provides funding to non-profit organizations for a variety of types of projects, including festivals, events, and capital improvements. Additionally, cultural Services in Greater Vernon are supported by the equivalent of a 0.8 FTE (full-time employee), which is currently split between three employees within the Regional District.

In 2015, the Regional District dedicated annual funding of roughly \$1.65 million to support Greater Vernon cultural facilities, organizations and activities, amounting to an investment of \$27\* per capita. This per capita investment is in-line with other Okanagan communities, including its culturally-vital neighbour, Kelowna.

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*\*This calculation did not include debt payments associated with the Performing Arts Centre, or any value that would be associated with the free use of the publicly-owned buildings, including tax exemption. It also does not include the Vernon branch of the Okanagan Regional library, or any contribution that the City of Vernon independently makes towards arts and culture (such as their contribution to the murals, or the Civic Sounds music in the park). The calculation also excludes any cultural investment by the District of Coldstream, including the recent acquisition of the Coldstream Women's Institute Hall, which is used primarily for cultural activities such as dances and farmers markets.*



# PLAN PROCESS + DEVELOPMENT

- 1 Plan Process
- 2 Issues and Opportunities



# Plan Process

The development process of the plan included three phases: audit and analysis; direction setting and plan development.

## Audit and Analysis

In order to be effective, a cultural plan needs to be positioned within the community context, and create links between other local government planning document and decision-making processes. It also must encourage the consideration of culture in future planning exercises. This is particularly important in the case of Greater Vernon, where the provision of the community’s cultural services is through a sub-regional partnership at the Regional District level; in this case, some aspects of supporting policy and services are the responsibility of the other municipal partners, such as the City of Vernon or the District of Coldstream. The following image depicts a few of the key planning documents that were reviewed as part of the development of this plan.



Many of the plans that were reviewed indicated some consideration of cultural development. The hope is that some of the objectives within the Culture Plan may be supported through goals and actions identified within other strategies, and that the Plan may serve as a guide for ensuring that culture is considered in the development of future planning documents.





# Plan Process

## Greater Vernon Advisory Committee & Steering Team Workshops

This plan was developed with ongoing input and oversight from the RDNO Cultural Services staff, the Greater Vernon Advisory Committee (GVAC), and a project Steering Committee – a twenty-four member body representing the cultural sector, business community, and the RDNO. From June to September 2014, both these groups met five times – roughly once a month. Through this process, the groups were able to help identify key issues and opportunities, and develop a vision and guiding principles, as well as draft policy directions.

## Public Engagement

The Plan has also been informed by ongoing input from the public. Over the course of the project, RDNO Community Development Coordinator attended, along with members of the Steering Team, eleven separate public events in Greater Vernon with a pop-up Cultural Plan display and information booth and interactive feedback poster board. This highly effective form of direct outreach helped raise the profile of the Plan in the community and generated hundreds of individual comments on cultural issues and opportunities. This direct outreach was supplemented by a questionnaire which was placed in the Greater Vernon Parks and Leisure Guide, and an online questionnaire which was available on the RDNO website.

## Development of implementation actions

From the direction set by the Policy Directions document, the Steering Team met again, along with several meetings of the Greater Vernon Advisory Committee in order to determine the steps that would be necessary to achieve each of the objectives. The Greater Vernon Advisory Committee strongly focused on the Cultural Leadership and Places and Spaces issues, while the Steering Team worked on the Cultural Capacity issues.





# Issues and Opportunities

At the initial direction setting step in the planning process, the Greater Vernon Advisory Committee (GVAC) and Steering Team identified the following key issues and opportunities that they wanted to see addressed through the Cultural Plan:

## **1. Review the Regional District's approach to cultural funding**

Both the Regional District representatives, as well as members of the cultural community identified issues with the mechanics of how the Regional District funds and supports cultural services. While the current bylaws and policies do provide some direction on how cultural services should be funded, they have also been interpreted in different ways over the years. This has led to a situation where neither the Regional District nor the cultural community has the desired level of certainty over which cultural organizations are eligible for certain types of funding, and at what funding levels and expectations. The Plan provides recommendations that will give greater clarity for both the decision-makers as well as potential funding applicants.

## **2. Establish priority facility needs**

Steering Team and GVAC members noted the need for a clearer and criteria-based decision-making process for establishing funding priorities for new cultural facilities. They identified that the process should take into consideration the spacial needs of the community for cultural programming, the existing spacial capacity that may be available, and the financial capacity of the community.

## **3. Provide greater stability in funding**

For the most part, the RDNO provides funding on a year-to-year basis. Short term funding provides maximum flexibility and reduces risk to the RDNO. On the other hand, longer term funding such as through a multi-year funding agreement, provides the facility operator with greater security of tenure, which can assist in obtaining private financing. It can also provide greater budgeting security to the RDNO.

## **4. Improve community access to publicly-owned and funded resources**

Many publicly funded facilities and spaces are not fully accessible to non-profit groups. The situation, by comparison, is better with recreation facilities, which offer subsidized rates for youth participants, for example. Also, onerous fees and insurance requirements can act as a barrier to small groups looking to organize arts and cultural events in local parks.

## **5. Foster collaboration and partnerships**

The Plan should identify ways to foster cultural collaboration. In the case of collaboration among cultural groups, this might include making it easier for groups to share space, equipment, and information. There are several good examples of collaboration between the cultural community and government, but this could be broadened. The Plan should also facilitate collaboration between business and cultural groups. Additionally, the Plan should explore the feasibility of collaborative efforts to:

- Better incorporate the arts into the education system
- Provide opportunities for involvement in arts and culture as part of health / mental health programs
- Include agricultural and environmental issues into the Plan
- Encourage greater ethnic diversity and First Nations inclusion in cultural events



# Summary of public feedback

## Results of Public Input

The following tables show the most common responses to each of the questions. Responses shown are those that were given by at least 5% of respondents. The full results of the public input can be found in the Policy Directions document included in Volume 2 to the Cultural Plan.

### 1. When it comes to culture, Greater Vernon needs ...

More venues for performing arts, especially live music	16%
More special events/ festivals	16%
More cultural facilities and activities for youth	14%
A new art gallery	13%
A more vibrant downtown/cultural district	9%
A new/expanded museum	6%

### 2. It would be great if Greater Vernon had ...

More special events/festivals	15%
A more vibrant downtown/cultural district	11%
More venues for live music / theatre	10%

### 3. The cultural facility I frequent the most is ...

Vernon and District Performing Arts Centre	30%
Library	9%
Towne Theatre	8%
Powerhouse Theatre	6%
Museum	5%



**4. I wish everyone in Greater Vernon knew about ...**

Greater Vernon's local music scene	19%
The Vernon Public Art Gallery, and its need for more space	14%

**5. The best thing about Greater Vernon's cultural scene is ...**

Its variety and high quality	19%
Its outdoor culture	14%
Its live music scene	10%
The Vernon and District Performing Arts Centre	10%
Library	5%



MACKIE LAKE HOUSE

## Key Findings from Public Input

### 1. A need for a variety of new or expanded cultural spaces and places

Public perception of cultural needs and gaps in Greater Vernon was tested through the following two questions: “When it comes to culture, Greater Vernon needs...” and “It would be great if Greater Vernon had...” The results of the responses to these two questions shows that the Greater Vernon public would like to see a number of additional or improved cultural facilities and/or districts, with the priorities being:

- More venues for performing arts, especially live music
- More cultural places and activities for youth
- A new art gallery
- A more vibrant downtown/public realm
- A new/expanded museum

### 2. A desire for more special cultural events

The responses to the questions “When it comes to culture, Greater Vernon needs...” and “It would be great if Greater Vernon had...” indicate that the public would like to see more public special events, such as festivals and live performances.

### 3. An appreciation for Greater Vernon’s cultural assets

The questions: “The cultural facility I frequent most is...”, “I wish everyone in Greater Vernon knew about...”, and “The best thing about Greater Vernon’s cultural scene is...” were posed in order to gauge the public’s preferences for particular cultural facilities, programs and activities. These questions found that the public is greatly appreciative of Greater Vernon’s overall variety and quality of culture, noting particularly its music scene, outdoor culture, and the Vernon and District Performing Arts Centre.





# VISION + GUIDING PRINCIPLES

- 1 Vision
- 2 Guiding Principles



# Vision

The following vision statement captures the culture planning process community input and will guide future cultural initiatives and actions:

We see a community where:

**Greater Vernon's culture is a measure of our daily lives;  
a reflection of our historical roots and present diversity; and  
a recognition that our community and cultural vitality rises from our creative spirit.**



MACKIE LAKE HOUSE (FOUNDATION)



# Guiding Principles

The Guiding Principles are values and perspectives which reflect the Vision and inform the Goals and Strategies of the Plan. They function as a filter through which all Goals and Strategies are considered.

## **Embrace accessibility, inclusivity and diversity**

Ensure that cultural learning opportunities, resources and activities are embraced and fostered, and are accessible regardless of age groups, physical abilities, ethnicity and socioeconomic households.

## **Promote innovation and creativity**

Seize opportunities to encourage creativity and innovation to build a culturally vibrant community that attract skilled creative professionals to live and work in Greater Vernon.

## **Encourage collaboration and communication**

Foster collaboration between and among citizens, cultural organizations, local government, educational institutions, and the business and tourism sector.

## **Build on strengths and support new initiatives**

Enhance and enrich Greater Vernon's existing cultural facilities and programs, while also supporting new initiatives.

## **Recognize culture's role in promoting economic vitality**

Acknowledge that culture is a driving force to economic vibrancy, where the community's uniqueness and cultural contributions are celebrated in order to help bring Greater Vernon to the world and the world to Greater Vernon.

## **Celebrate history of yesterday, today and tomorrow**

Collect, preserve and display Greater Vernon's cultural heritage, while promoting creativity, supporting wider educational efforts, and fostering innovation.

## **Be accountable and fiscally responsible**

Ensure cultural sustainability for future generations is in harmony with the community's economic health, social equity and environmental responsibility that include continuous monitoring and accountability, and provide guidance on the fair allocation of public resources.

# Role and scope of the Regional District's Greater Vernon Cultural Services

On November 5, 2015, the Regional District endorsed the Greater Vernon Cultural Plan Policy Directions document, which has guided the development of the strategies within this plan. Clarifying the role that the Regional District plays in supporting culture in Greater Vernon was a key objective identified within the Policy Directions document, and is necessary in order to develop and apply consistent and transparent decision making processes, and establish roles and responsibilities within the implementation plan.

As a result of workshops with the Greater Vernon Advisory Committee, and in consideration of the public consultation received throughout the planning process, the Regional District has agreed that they will support culture in Greater Vernon in accordance with the following:

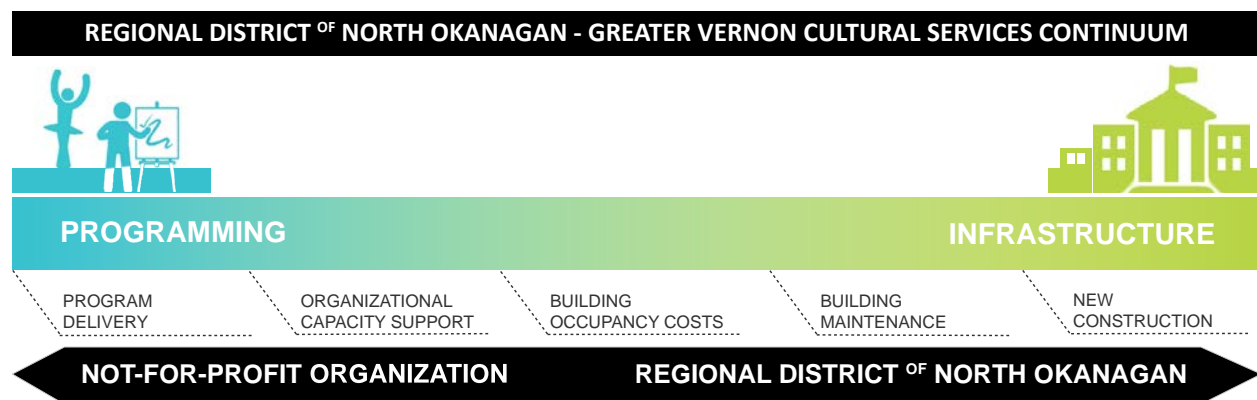
## CONTEXT

It is recognized that “culture” has a wide horizon of activities, and that the Regional District works within a finite capacity in providing support and venues to facilitate cultural activities.

## ROLE

For the benefit of all Greater Vernon residents, the Regional District will support cultural development and increase capacity in the cultural sector through the facilitation of administrative expertise, coordination and knowledge, and the ownership and provision of facilities for the purposes of cultural programming. The Regional District will not directly deliver cultural programming, but may provide funding to support cultural projects within Greater Vernon, and funding to support operating costs associated with delivering cultural programming within Regional District owned or licensed facilities.

In consideration of the above role, it was also necessary that the Regional District establish the scope of that which it supports, and develop a clear and documented process with which to expand or modify that scope.





## SCOPE

### Leadership

- The Regional District will play a lead role in the development, update, and coordination of the implementation of this long-range cultural plan for Greater Vernon.
- The Regional District will work with community partners to build local and visitor awareness of Greater Vernon’s cultural resources and assets.

### Capacity building

- The Regional District will help build capacity in the cultural sector through: the facilitation of a Greater Vernon Cultural Plan implementation advisory team for the purpose of guiding the implementation of the Cultural Plan; and the provision of administrative expertise, coordination and knowledge.
- The Regional District may provide not-for-profit organizational support, such as: funding for Board of Directors training, support for strategic long-term planning, facilitation of strategic partnership development, or support for external funding applications.

### Programming

The Regional District will not directly provide cultural programming, but may:

- through the Regional District Project Grant program, provide annually defined funding to support cultural projects within Greater Vernon, including but not limited to special cultural events, small capital projects and special cultural programs or initiatives.
- provide funding, through multi-year agreements, to support the operational costs associated with the delivery of cultural programming within Regional District owned/licensed facilities to independent, registered not-for-profit societies, which currently include:

INVENTORY OF CULTURAL OPERATING FUNDING RECIPIENTS	
• Greater Vernon Museum and Archives	• Arts Council of the North Okanagan
• Vernon Public Art Gallery	• Vernon and District Performing Arts Centre

### Infrastructure

- The Regional District will own (and where necessary, lease or license) facilities, which it will provide for use by registered not-for-profit cultural societies, by way of multi-year agreements, for cultural programming purposes. These facilities include:

INVENTORY OF REGIONAL DISTRICT FACILITIES				
PURPOSE		ADDRESS	LEGAL	OCCUPIED BY
Cultural conservation & exhibition	Public history museum & archives	3400 30 St. Vernon BC	PID 010-862-927 lot a, ODYD, pl 39576 sec 34	Greater Vernon Museum & Archives
	Public art gallery	3228 31 Ave, Vernon, BC	Lot A, DL 72, ODYD, Plan 32802	Vernon Public Art Gallery Society
Community cultural programming	Community arts centre	2704a Hwy 6 Vernon BC	That part of BLK 31, Lots 4-7, ODYD, Plan 327C	Arts Council of the North Okanagan
	Community theatre	3800 33 st. Vernon BC	PID 023-127-598 That part of Lot 1, Sec 3, ODYD, KAP76941	Vernon & District Performing Arts Centre Society

- The Regional District may provide funding for maintenance and other expenses associated with existing Regional District facilities according to adopted guidelines (shown on page 39)
- The Regional District will facilitate the planning and development of any new cultural facilities that it will ultimately own or lease/license, in accordance with the New Facility Development Process (shown on page 44)

### **SCOPE AMENDMENT PROCESS**

The legislative framework and limitations of the cultural services provided by the Regional District within Greater Vernon are provided within the Local Government Act and the service establishment bylaw for the Greater Vernon Parks, Recreation and Culture (currently Bylaw 1648).

Where the establishment bylaw does not allow for a particular situation involving cultural facilities, services or grants, consideration to amending the scope of the service, and subsequently the service establishment bylaw, would need to occur.

**Process for scope amendment:**

1. Consider the proposed scope amendment against the existing services provided by the Regional District to ensure the addition would not create duplication, inconsistencies, or conflicts with the existing services provided.
2. In the case of a new or replacement facility, the New Facility Development Process would be initiated, and the Regional District must give approval to the project as per Step 6 in the Process shown on page 44 of the “Greater Vernon Cultural Plan, 2016”.
3. Gather the necessary information on the proposed scope amendment, confirming all financial and resource implications for the Regional District as a result of the proposed service scope amendment.
4. With supporting information, the service scope amendment is considered by the Greater Vernon Advisory Committee and the Board of Directors, and approval in principle is provided contingent upon unanimous consent of all service participants, being the councils of the participating municipalities and the Directors of the participating electoral areas that make up the service.
5. The proposed service scope amendment is referred out to all service participants, with supporting information, including but not limited to financial and resource implications, with a request for consent to proceed with the service scope amendment.

UNANIMOUS CONSENT PROVIDED	UNANIMOUS CONSENT NOT PROVIDED
6. Provided all service participants consent to proceed with the scope amendment, initiate the steps to amend the service establishment bylaw to reflect the change in scope.	6. If all service participants do not consent to proceed with the scope amendment, the service scope amendment does not proceed.
7. If the service establishment bylaw is successfully amended, any necessary policies or guiding documents should be amended to reflect the change.	7. The service participants who did provide consent may consider establishing a new, separate service that could accommodate the request.



GIRLS  
JUST WANNA HAVE  
ART!!!!





# PLAN OBJECTIVES & STRATEGIES

**Cultural Leadership**

**Cultural Capacity**

**Cultural Places and Spaces**



# PLAN OBJECTIVE & STRATEGIES

The objectives and associated strategies within the Plan have been developed out of the direction provided in the Greater Vernon Cultural Plan Policy Directions document. The objectives are grouped into three cultural development areas, being: **cultural leadership**; **cultural capacity**; and **cultural places and spaces**. The Plan provides strategies and associated action items for achieving the following sixteen objectives:

A.	Ensure intergovernmental and community implementation of the cultural plan.
B.	Support Greater Vernon arts and culture projects.
C.	Monitor and report on progress of cultural plan implementation.
D.	Increase economic development through cultural development.
E.	Support the health and development of cultural not-for-profit organizations.
F.	Support and encourage special events.
G.	Celebrate and protect our cultural heritage.
H.	Increase awareness of and participation in local cultural activities.
I.	Support youth engagement in culture.
J.	Increase communication and collaboration with Okanagan First Nations.
K.	Support neighbourhood cultural projects.
L.	Ensure the healthy use and condition of existing cultural facilities.
M.	Enable the development of new cultural facilities.
N.	Encourage a culturally vibrant and connected public realm.
O.	Promote natural areas as cultural assets.
P.	Protect, support and encourage public art.

## Notes on the strategy tables:

- RDNO- Regional District of North Okanagan
- CoV- City of Vernon
- DoC- District of Coldstream
- NFP - Not-for-profit organization
- IAT- Implementation Advisory Team for the Greater Vernon Cultural Plan
- ACNO- Arts Council of the North Okanagan

Within the timeline, start times are shown as:

- Short term (SHORT TERM) – Years 0-2  
Being those strategies that must precede another strategy, that were identified as a high priority by GVAC and the Steering Team, or that are time-sensitive and critical.
- Medium term (MED TERM) – Years 3-6  
Being those strategies that have actions that must first take place before they start, or that require additional research or consultation, or those that may not have the resources in place to initiate immediately.
- On-going (ON-GOING)  
Being those strategies that will need to carry on throughout the duration of the term of the Cultural Plan, and perhaps beyond.

It is recognized that this Plan can not govern partner municipalities or not-for-profit organizations, but the intention is to encourage the endorsement and involvement in the plan by all potential partners.

## CULTURAL LEADERSHIP

### A. Ensure intergovernmental and community implementation of the cultural plan.

#### A1. Establish an implementation advisory team (IAT)

Close collaboration between local government and the community helps make and implement better plans. In recognition of this, it was seen as a high priority by both the GVAC and the Steering team to continue the collaborative approach used in development of the Plan. An important first action in support of this objective will be for the Regional District to establish an Implementation Advisory Team (IAT), along with the necessary procedures to guide the work of this group over the course of Plan implementation. Once the IAT has been established, it will be able to work in collaboration with the Regional District, and other appropriate partners, on implementing appropriate portions of the Cultural Plan.

The resources required by the IAT will be secured through external sources wherever possible, or support requested as part of the Regional District budgeting process.

A1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b> Develop terms of reference for an implementation advisory team, which will define: members/composition; term of membership; purpose and goals; jurisdiction; resources/budget; governance; and communications, such as reporting between IAT, key community orgs. and local government.	X			RDNO

#### A2. Align service delivery with scope of Greater Vernon’s cultural service.

As a result of the defined role and scope, there will be necessary actions required to align the current service delivery with the scope.



A2. ACTION ITEMS	SHORT TERM	MED TERM	ON GOING	LEAD
<b>a</b> Amend Greater Vernon Parks, Recreation and Cultural Service Establishment bylaw to reflect scope of service as outlined in the Cultural Plan.	X			RDNO
<b>b</b> Work with the Greater Vernon Museum and Archives to register the organization as an independent NFP society.	X			RDNO
<b>c</b> Enter into new or amended licenses for those facilities within the scope of the service.	X			RDNO
<b>d</b> Discontinue the annual operating funding provided to those organizations not listed within the scope of the service.	X			RDNO
<b>e</b> Initiate the <i>Scope Amendment Process</i> to consider adding the facility in which the Okanagan Science Centre is currently located.	X			RDNO
<b>f</b> Initiate the <i>Scope Amendment Process</i> to consider continued support for the Okanagan Science Centre.	X			RDNO
<b>g</b> Initiate the <i>Scope Amendment Process</i> to consider continued support for the Gallery Vertigo.	X			RDNO
<b>h</b> Undertake discussions with the City of Vernon's Administration regarding the transfer of the Okanagan Boys and Girls Club to the City of Vernon with support being incorporated into the Recreation and Programming Grant Service (063)	X			RDNO

**A3. Create linkages between the cultural plan implementation actions and existing and future local government planning documents' actions.**

Another key piece to the success of the plan will be the establishment of regular communication and harmonization of planning documents that may impact cultural development. Many of the implementation items within the plan will require cooperation between the Regional District and its municipal partners, and it will be important to establish mechanisms for this cooperation to take place. This is likely an area where the IAT can play a key role.

A3. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b> Encourage a culture-integrated approach to policy development by incorporating an IAT referral process into the development of local government planning documents, bylaws or other strategies that may have an impact on cultural activities or services.	X		X	RDNO/IAT
<b>b</b> Encourage and facilitate cooperation between the Regional District, the City of Vernon and the District of Coldstream on projects that are in-line with the Cultural Plan, or that support cultural development in Greater Vernon	X		X	RDNO/IAT

## B. Support Greater Vernon arts and culture projects.

### B1. Continue with and make improvements to the Greater Vernon Arts, Culture and Youth project grant.

As part of the cultural services provided through the Greater Vernon Parks, Recreation and Culture Service (060), there has been an allocation of funding to support arts, culture or youth focused projects in the Greater Vernon community through an annual grant process. The application process and adjudication of these funds are supported by Regional District policy. This funding can support cultural projects, including special events, one time projects or small capital improvements, which allows the Regional District to provide seed money for a new event to get established, such as it did for the Okanagan Military Tattoo, or provide funding to enable cultural organizations to make smaller capital improvements to their facilities.

There has been feedback through the cultural planning process that, although this program is a valuable community asset there may be opportunity to make some changes that would improve the program.

B1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b> Retain a budget for the Greater Vernon Arts, Culture and Youth project grant.	X		X	RDNO
<b>b</b> Continue to adjudicate the project grant using the Regional District approved evaluation criteria.	X		X	RDNO

<p><b>c</b> Review the project grant policy and consider changes for efficacy, such as:</p> <ul style="list-style-type: none"> <li>• an additional application intake;</li> <li>• funding prioritization based on cultural plan objectives;</li> <li>• funding eligibility extended to NFP planning, and capacity building projects such as strategic plans or feasibility studies.</li> </ul>	X		X	RDNO
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**C. Monitor and report on progress of cultural plan implementation.**

**C1. Publicize the status of the progress made on the implementation of the Cultural Plan implementation, and any related projects.**

Communicating success of the Plan is important for maintaining enthusiasm and commitment to the Plan’s implementation.

C1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>a</b> Prepare an annual report to GVAC, Board of Directors and public , outlining the progress made on the implementation plan, to be submitted in the Fall.</p>	X		X	RDNO/IAT
<p><b>b</b> Develop a page on the Regional District website that focuses on the Greater Vernon cultural services, and is kept up-to-date on progress and relevant projects.</p>	X			RDNO
<p><b>c</b> Use established indicators of success to evaluate the benefits and effects of the Cultural Plan initiatives.</p>			X	RDNO
<p><b>d</b> Review the Cultural Plan strategies every three to four years, and update and amend when appropriate.</p>		X	X	RDNO

## Cultural Capacity

**D. Increase economic development through cultural development.**

**D1. Support cultural economic development initiatives**

There is a high level of interest in exploring opportunities to strengthen the economic viability of the cultural sector in Greater Vernon, as well as for identifying ways that culture can make greater contributions to the broader Greater Vernon economy.



This is also supported in other existing public policy; for example, one of the goals in the City of Vernon’s Economic Development Strategic Action Plan is to develop “...a cultural community with a strong sense of place.” (City of Vernon, 2012, pg 9).

Both the Regional District and the community will play important roles in bringing an economic development perspective to the implementation of the Cultural Plan; however, it is recommended that the Implementation Advisory Team take leadership of this action. Members of the IAT, as representatives of the local cultural and business community, will be well positioned to stay up-to-date on new and emerging economic development opportunities as they arise. There is also opportunity for the IAT to work closely with and support partners such as the City of Vernon’s Economic Department, the Chamber of Commerce, the Downtown Vernon Association, and the Community Futures of the North Okanagan in economic development objectives with mutual benefit. This emphasis on economic development will run throughout the plan implementation.

D1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Work with and support economic development focused/related organizations on arts and culture related initiatives that would support economic development.	X		X	IAT
b Develop a process for regularly gathering cultural data and reviewing a variety of cultural vitality indicators, possibly through an existing program such as Vital Signs, in order to collect consistent and comparable information that could support economic development strategies, or act as a catalyst to garner other support for culture.	X		X	IAT

**Strategy D2. Develop and promote Greater Vernon’s cultural brand.**

Most of the cultural organizations in the community have their own, pre-established marketing efforts and branding in place, however there remains to be a consistent Greater Vernon cultural brand. The lack of a collective cultural brand creates challenges for marketing the cultural offerings of the community through mechanisms like Tourism Vernon. Developing a collective brand, and implementing a marketing and promotions plan, could be done by the IAT, or in partnership with an organization like the Arts Council of the North Okanagan, whose mandate is to develop culture at a broader level in the community.

D2. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Develop a Greater Vernon Culture brand that is complimentary to local tourism branding.	X			IAT/ACNO

<b>b</b>	Develop a formal connection between IAT and Tourism Vernon and the Thompson Okanagan Tourism Association, and work collaboratively on projects with mutual benefit.	X		X	IAT, Tourism Vernon
<b>c</b>	Work with Tourism Vernon to support the inclusion of elements of culture in updates to tourism planning documents, and development and marketing of new cultural experiences that may be developed, which could include: <ul style="list-style-type: none"> <li>• visitor-focused programs, such as self-guided studio tours/cultural facility tours</li> <li>• cultural experience packages for visitors, created through partnerships between cultural service providers, accommodation providers and local businesses.</li> </ul>	X		X	IAT, Tourism Vernon
<b>d</b>	Continue to work in cooperation with the City of Vernon’s new signage strategy (2015) to include, wherever possible, cultural facilities and attractions into new way-finding signage.	X		X	IAT/RDNO
<b>e</b>	Encourage cultural organizations to share event and exhibit information and space so that they can benefit from the collaborative programming and cross-marketing initiatives.	X		X	IAT/RDNO/ ACNO

### Strategy D3. Support cultural business development.

There are quite a number of established business development programs in place that can be utilized to help build the capacity of local creative industries and cultural businesses. The IAT can also support cultural business development by remaining aware of relevant policies and bylaws, and ensuring that they support and encourage local cultural entrepreneurship.

D3. ACTION ITEMS		SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b>	Advocate for and promote programs that help build capacity of local creative industries and cultural businesses, such as: the City of Vernon’s Small Business Support Program; Creative BC; Our Okanagan (CFNO); Business for the Arts; and the City Centre Neighbourhood Plan.	X		X	IAT
<b>b</b>	Work with partners to deliver arts and culture focused business and professional development training opportunities.		X		IAT

<b>c</b>	Ensure that local government policies and bylaws support and encourage local cultural entrepreneurship.	X		X	IAT/RDNO
<b>d</b>	Work with appropriate community partners, such as the Arts Council of the North Okanagan, to allow for small, unincorporated NFP groups to access financial support for cultural activities.		X	X	IAT
<b>e</b>	Support projects within economic development focused plans that meet mutual objectives.	X		X	IAT

## E. Support the health and development of cultural not-for-profit organizations.

### E1. Support the professional development of board members and staff of not-for-profit cultural organizations.

Support building stronger leadership and organizational capacity among non-profit arts and cultural organizations (e.g. leadership and organizational challenges, questions of board governance, volunteer management, quality fundraising and sponsorships, audience, etc.).

Building the capacity of an individual cultural organization helps to improve its ability to achieve its mission and sustain itself over time. When capacity building is successful, it strengthens a cultural organization's ability to fulfill its mission, and helps the organizations to have a positive impact on lives and communities, therefore building the capacity of the community as a whole.

<b>E1. ACTION ITEMS</b>	<b>SHORT TERM</b>	<b>MED TERM</b>	<b>ON-GOING</b>	<b>LEAD</b>
<b>a</b> Promote and advocate for professional development opportunities to build capacity of staff members of NFP cultural organizations including, but not limited to: Share ED, ArtsBC, Creative BC, BC Arts Council, and the Chamber of Commerce.	X			IAT/RDNO
<b>b</b> Work with Community Futures or other appropriate partners to develop a Greater Vernon Creative Network, similar to Share ED, specifically for the professional development and peer mentoring of Executive Directors of culture-focused NFP organizations.		X		IAT/RDNO
<b>c</b> Provide funding and support for Directors and Boards of the Greater Vernon cultural NFP community, as needs are identified and verified.	X		X	RDNO



d	Promote and advocate for existing training programs such as: Business for the Arts BoardLink program and the Chamber of Commerce Board Governance training.		X		IAT
e	Support NFP cultural organizations in accessing and retaining the volunteers needed to serve in various capacities, including Board directors, and in establishing collaborative volunteer appreciation and incentive programs.	X		X	IAT

**E2. Promote and advocate for a variety of funding sources to support not-for-profit cultural organizations.**

Most local cultural organizations rely on a variety of funding sources, from senior levels of government to larger organizations. There is always potential for some of these funding sources to be reduced, or even eliminated, which puts pressure on local government to make up the shortfall in order to prevent a significant decrease in service or even failure of an organization. The IAT and the Regional District can commit to playing an active advocacy role to ensure that historical funding levels, particularly from senior levels of government, are sustained.

E2. ACTION ITEMS		SHORT TERM	MED TERM	ON-GOING	LEAD
a	Promote and advocate for funding programs that support NFP cultural organizations, such as: ArtsVest Sponsorship program, BC Arts Council, BC Gaming and Creative BC.	X		X	RDNO/IAT
b	Advocate for consistent and adequate provincial and federal funding level investment in arts and culture.	X		X	RDNO/IAT
c	Identify and establish a corporate sponsor(s) for the Greater Vernon Creative Network, and other professional development and training programs.		X	X	RDNO/IAT
d	Identify private and public sector operational and project funding sources to support cultural NFPs, and make this information available through appropriate channels.	X		X	ACNO

e	Ensure that local funding programs that support NFP cultural organizations are designed to be complimentary with private, public and federal funding sources and can be successfully used to leverage funding from other sources.	X		X	RDNO/IAT
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## F. Support and encourage special events.

### F1. Ensure local policies encourage and support special events.

When it comes to planning special events, many local policies and bylaws can come into effect, which may not have been developed considering the implications on cultural activities. A review and audit of existing policies, along with future consultation with cultural activity providers during the development of new policies, can help ensure that the local policies achieve their objective while ensuring that they are not prohibitive to cultural activity.

F1. ACTION ITEMS		SHORT TERM	MED TERM	ON-GOING	LEAD
a	Continue to provide funding for special cultural events through the Greater Vernon Arts, Cultural and Youth grant program.	X		X	RDNO
b	Regularly review local government policies and bylaws to ensure that they support and encourage special events. These may include noise bylaws and permitting processes.	X		X	RDNO/IAT
c	Strive to provide a stream-lined approach for event organizers to access publicly-owned spaces and facilities for special events, currently supported by the Special Event Permit Application process.	X		X	RDNO, COV, DOC
d	Ensure that approvals for new special events consider impacts on well-established existing community events.	X		X	RDNO, COV, DOC

### F2. Encourage infrastructure to support special events.

Most special events take place in publicly-owned spaces, such as parks or roadways. Having the infrastructure in place to support special events, such as power outlets for vendors, or elevated areas for ad hoc performance spaces, go a long way in encouraging special events to take place, creating community vitality.

F2. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b> Work with local government partners and event organizers to provide additional, visible and effective locations to post signage and other publications that promote special events.		X		RDNO, COV, DOC, IAT
<b>b</b> Consider strategic public space improvements at appropriate sub-regional parks, including Kin and Kal Beach, that would improve the usability of the spaces by outdoor festivals and events.		X		RDNO
<b>c</b> Work with local governments to, wherever possible, design and equip public outdoor spaces, such as parks, sidewalks, boulevard areas, public gathering spaces, etc., with required infrastructure to host festivals and special events.			X	IAT

## G. Celebrate and protect our cultural heritage.

### G1. Develop a cultural heritage strategy.

The Greater Vernon area has a good number of heritage assets, from infrastructure to intangible assets, like stories. Given the depth of information to consider, it is recommended that a separate the development of a heritage strategy be explored in cooperation with the municipal partners.

G1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b> Explore with local partners, the opportunity to develop a cultural heritage strategy.		X		RDNO

### G2. Compile and share local, cultural heritage stories.

Given the wealth of local stories, there is an opportunity to share these stories as part of the promotion of the cultural assets of the community. Visitors are looking for unique experiences, and it is Greater Vernon's history that makes it stand out from other Okanagan communities. There could be many partners involved with pulling together an inventory of community stories, including but not limited to the IAT, the Greater Vernon Museum and Archives, the Caetani Cultural Society, O'Keefe Ranch Society, and the Okanagan First Nations.



G2. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Working with appropriate expertise, incorporate local cultural heritage stories in appropriate sources, such as parks and trail brochures, interpretive signage, public art and Tourism publications.			X	RDNO, IAT

## H. Increase awareness of and participation in local cultural activities.

### H1. Increase public awareness of Greater Vernon’s cultural assets.

Although Greater Vernon offers extensive and varied cultural activity and programming, it can currently be challenging to get a full picture of all of the activity taking place. The lack of both a complete event calendar, and a full and accessible inventory with map of the community’s cultural assets, leaves locals and visitors alike struggling to get the information they need to attend the cultural activities available. By streamlining an event calendar, maintaining an inventory of cultural assets, and taking advantage of cross-promotion between cultural organizations, the existing cultural programs can receive greater exposure and attract new participants and larger audiences.

H1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Identify an appropriate lead organization and mechanism for maintaining and delivering a comprehensive Greater Vernon cultural events calendar.	X		X	RDNO, ACNO, Tourism Vernon
b Integrate the cultural asset inventory into public mapping systems, using interactive programs that allow the integration of photos and supplemental information for visitors, and make the mapping information available to the public.		X		RDNO, IAT
c Locally embrace, participate in and promote national Culture Days program.			X	IAT/All orgs
d Consider developing a Greater Vernon reciprocal membership program to encourage regular users of certain cultural facilities to visit other cultural facilities through the membership benefits and incentives.	X			IAT

e	Support the Community Foundation of the North Okanagan in its regular reporting on the state of arts and culture in the community, through the Vital Signs program.	X		X	IAT, RDNO
f	Encourage standardized data collection by publicly funded and privately operated cultural service providers, which will contribute to better community reporting and auditing, and support accountability requirements associated with public funding.	X		X	RDNO, IAT

## H2. Improve access to and participation rates of cultural programming.

Working with social agencies and cultural services providers, the IAT can help to develop strategies for providing additional low-cost or free opportunities for engagement in arts and cultural activities, focusing on demographics that are currently underserved in cultural program participation. Use of existing programs should be considered, such as the Institute for Canadian Citizenship’s Cultural Access Pass, which provides one year of free access to cultural facilities for new immigrants.

H2. ACTION ITEMS		SHORT TERM	MED TERM	ON-GOING	LEAD
a	Working with cultural service providers, develop strategies for increasing low-cost or free opportunities for engagement in cultural activities, focusing on demographics that are currently underserved in cultural program participation.		X		IAT
b	Partner with organizations on projects or initiatives with shared objectives of improving accessibility, inclusivity and participation in cultural activities.			X	IAT

## H3. Promote and support existing local programs that recognize local cultural icons and success stories.

A number of existing programs in the community celebrate local cultural icons and success stories, including the Okanagan Arts Awards, the Okanagan Sports Hall of Fame and the local business awards. Supporting these programs, and in the case of the business awards, encouraging participation from the creative and cultural industries will help ensure that they continue to celebrate these icons and provide a source of stories that help to define our collective community identity.

H3. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Support the recognition of local cultural icons and success stories by supporting, promoting, and encouraging local nominations to programs such as: Okanagan Arts Awards, Okanagan Sports Hall of Fame, Local business awards			X	IAT
b Profile local cultural icons or stories through signage, public art and at local festivals or events.		X		IAT

## I. Support youth engagement in culture.

### I1. Target youth for participation in volunteer and work opportunities with local cultural organizations.

Engaging youth in local cultural and creative industry employment and volunteerism will help with the succession planning for these organizations and businesses. Youth participation also brings new ideas, expanding on the diverse fabric that makes up our community.

I1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Establish formal connections with local cultural organizations and existing and emerging youth employment programs.		X		IAT
b Encourage NFP boards to actively seek out youth participation on their boards as volunteers.			X	IAT
c Develop a partnership with Okanagan College and UBC Okanagan to encourage course-related project work to be connected with and support local cultural organizations.		X		IAT
d Continue to seek out priority actions that would support youth engagement in culture, which may include: <ul style="list-style-type: none"> <li>consultation with OUC, UBCO and SD22 or the NOYFSS Youth Engagement Committee</li> <li>an audit of existing opportunities for youth engagement in culture.</li> <li>identifying and addressing the barriers to participation in cultural programming and events.</li> </ul>	X		X	IAT



<ul style="list-style-type: none"> <li>Encourage and support events that engage, celebrate and recognize youth in the community, such as YAA Fest or the discontinued Our Kids Have Talent.</li> </ul>			X	IAT, RDNO
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## J. Okanagan First Nations.

### J1. Increase communication and collaboration with Okanagan First Nations.

Okanagan First Nations participation on the IAT should be encouraged as the integral part of Vernon's cultural scene that they are. Okanagan First Nation stories, cultural traditions and artists' work should be shared and celebrated within the Greater Vernon community.

J1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Share the Greater Vernon Cultural Plan with the Okanagan First Nations	X			RDNO
b Establish a First Nations contact and/or representative for the Cultural Plan/IAT	X			RDNO
c Identify and, wherever possible, proceed with projects that support shared goals cultural development goals.			X	RDNO, IAT

## K. Support neighbourhood cultural projects.

### K1. Support grassroots neighbourhood culture initiatives

Cultural activity at a neighbourhood level helps to build community.

K1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Support local community associations or neighbourhood groups in the implementation of neighbourhood cultural initiatives, such as the installation of public art, or recognition of heritage locations or stories			X	IAT, COV, RDNO, DOC
b Review and, where necessary, recommend amendments to local government bylaws, policies, and processes to allow for neighbourhood produced cultural activities, such as neighbourhood block parties or localized events.			X	IAT, COV, RDNO, DOC

**K2. Incorporate cultural considerations in local neighbourhood projects and planning.**

K2. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>a</b> Encourage and support local governments in incorporating cultural aspects into neighbourhood development projects, wherever possible.</p>			X	IAT

## Cultural Places and Spaces

**Great places and spaces support and enhance Greater Vernon’s cultural vitality.**

Greater Vernon is in an enviable position of having an assembly of cultural resources and facilities that remain relevant, meaningful, and useful to the community. Many in the community feel that Greater Vernon needs new or enhanced spaces for various arts and cultural purposes, including: space for performing arts (especially music); more cultural facilities and activities for youth; a new art gallery; and others. These community perceptions have been tested through a needs assessment that was conducted as part of the Plan, with details included in the Greater Vernon Cultural Facilities Discussion Paper, included in Volume 2 to this Plan. The assessment found that a number of existing publicly-owned cultural facilities are not adequate for their intended purpose, and provided a list of priorities for cultural infrastructure investment for the next ten years and beyond. The needs assessment also recognized that most of Greater Vernon’s publicly-owned cultural infrastructure, with the exception of the Vernon and District Performing Arts Centre, is aging and will require regular and significant maintenance and, in the case of the Vernon Public Art Gallery and the Greater Vernon Museum and Archives, significant renovations or replacement.

**L. Support the healthy use, condition and development of cultural facilities.**

**L1. Protect and maintain existing Regional District cultural facilities.**

As part of their support for culture, the Regional District has agreed to own (freehold or license) facilities that it will provide for the cultural purposes as listed in the scope of the service. In order to ensure that these facilities service the community well into the future, there must be a commitment to regular maintenance and long-term replacement planning.

L1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>a</b> Establish agreements between the Regional District and those organizations occupying Regional District cultural facilities, outlining roles and responsibilities for facility maintenance, using the guidelines outlined in the <i>Roles and Responsibilities for the Maintenance of Regional District Cultural Facilities</i>, shown on page 39 of the Cultural Plan.</p>	X			RDNO

b	Conduct a building assessment for all Regional District cultural facilities, and develop or update a preventative maintenance/replacement program for each.	X		RDNO
c	Use the <i>Cultural Infrastructure Investment Guidelines</i> , outlined on page 43 of the Cultural Plan, for evaluating all funding requests to support major repairs, replacement or improvement projects within Regional District cultural facilities.	X	X	RDNO
d	Develop a long-range improvement/replacement program for Regional District cultural facilities.	X		RDNO
e	Establish and build up a Cultural Facility Reserve for new or significant repairs/improvements to Regional District cultural facilities.	X		RDNO
f	Explore with local partners, the opportunity to develop a collective cultural heritage strategy which would provide direction around ownership, maintenance and operation of heritage facilities, including the Caetani Cultural Centre.	X		RDNO, COV, DOC



## **ROLES AND RESPONSIBILITIES FOR THE MAINTENANCE OF REGIONAL DISTRICT CULTURAL FACILITIES (adopted January 20, 2016)**

The following general guidelines be used for drafting the operating and management agreements with not-for-profit organizations occupying Regional District facilities:

The Regional District:

- will, at its own expense, be responsible for maintaining the structural components of the building (i.e. the building envelope); subject to building assessments and agreements with building owners regarding pre-existing conditions.
- will set aside an annual budget allocation for capital funding to be used for facility replacement items, such as mechanical, electrical, plumbing and flooring.
- may provide funding to offset building occupancy costs associated with the facility, including utilities; and,
- will, at its own expense, be responsible for maintaining property insurance, except for contents insurance, for Regional District owned and licensed facilities.

The occupant not-for-profit organization will:

- be responsible for the operation and programming of the facility in accordance with the guidelines and expectations outlined in a multi-year operating and management agreement; and
- be responsible for maintaining the interior of the facility, including repair and replacement required due to regular wear and tear,

with funding responsibilities to be negotiated as part of each operating and management agreement.

### **L2. Maximize the community benefit and value of Regional District cultural facilities.**

As the cultural facilities provided by the Regional District are for the benefit of the community, it should be ensured that all reasonable steps are taken to maximize the use of the facilities, and that the use of the facilities is appropriate and adheres to guidelines outlined by the Regional District.



L2. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b> Where agreements exist, or are to be established, between the Regional District and registered NFP organizations who occupy Regional District owned cultural facilities, include expectations and conditions of funding in the agreement document, as guided by performance indicators shown below.	X		X	RDNO
<b>b</b> Regularly review the quality of service being provided within the Regional District cultural facilities, ensuring: <ul style="list-style-type: none"> <li>• adherence to funding eligibility criteria (if applicable),</li> <li>• adequate support levels, and</li> <li>• value for investment based on the <i>NFP Performance Indicators</i> shown below.</li> </ul>	X		X	RDNO
<b>c</b> Ensure that Regional District cultural facilities are being utilized by the community to their maximum reasonable potential.	X		X	RDNO

### NOT-FOR-PROFIT ORGANIZATION PERFORMANCE INDICATORS

- Demonstrate good governance, through the establishment of long term plans and a well-functioning Board of Directors.
- Demonstrate healthy operations through policy manuals, sound operating practices and evidence of good standing as a society.
- Provide efficient, high quality and inclusive service to the community, demonstrated through diverse and increasing participation and membership.
- Demonstrate financial stability through growth of own-source revenue streams, including fees, funding from other levels of government and private sources.
- Maintain good records, such as visitorship numbers and demographics, volunteer hours, etc.
- Demonstrate collaborative spirit, and cooperation in joint projects of mutual benefit with other community partners.
- Adheres to all reporting requirements and other commitments as outlined in standing agreements with the Regional District.

### L3. Remove barriers to cultural use of publicly-owned facilities.

The use of publicly owned facilities and spaces (such as parks) for cultural special events and temporary cultural uses are important when providing access to and variation of cultural activity.

L3. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>a</b> Work with user groups and appropriate local government departments to continue to identify and, wherever possible, remove existing and emerging barriers to the community use of local government owned facilities for cultural activities. This may include:</p> <ul style="list-style-type: none"> <li>• establishing joint-use agreements with SD22</li> <li>• enabling short-term rental agreements or longer-term lease agreements for special purposes (such as the Print-Triennial Pop-up Art Gallery)</li> <li>• harmonize existing policies, bylaws and permitting processes to support cultural activity at publicly-owned facilities or spaces (such as parks, streetways).</li> </ul>	X		X	RDNO, COV, DOC

### L4. Support the development, maintenance and sharing of a detailed cultural facility inventory.

Maintaining an inventory of available and suitable spaces for cultural activities will help to find possible solutions for space needs within existing facilities. Keeping a record of existing cultural facilities and spaces may also help identify gaps when considering new cultural spaces.

L4. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>a</b> Working with information collected during the development of the Cultural Plan, expand on and keep current a list of specific cultural space gaps/needs in the community.</p>		X	X	IAT
<p><b>b</b> Establish a cultural facility and spaces inventory, which would include both public and private spaces, and explore the opportunity to make the inventory public and searchable to maximize the use of available spaces.</p>		X		IAT

c	Use the cultural facility inventory to identify and help find solutions to address gaps in facilities and services.		X		IAT, RDNO
d	Develop a process to align community cultural gaps and needs with vacant and appropriate spaces, utilizing the cultural facility and spaces inventory, or other existing sources of information, such as the City of Vernon's SpaceList database of commercial properties.		X		IAT
e	Encourage the use of shared spaces amongst NFP cultural organizations.			X	IAT, RDNO

## M. Enable the development of new cultural facilities.

### M1. Support the development of new/improved cultural facilities and spaces.

The use of guidelines when considering investment in new/expansion of cultural infrastructure, ensures that there is consistency and equity in each instance. The *Cultural Infrastructure Investment Guidelines* on page 43 were adopted by the Regional District Board of Directors on December 9, 2015.

For new construction, all long-term planning for new facilities that will be owned by the Regional District must be endorsed and facilitated by the Regional District prior to being initiated.

M1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Apply the <i>Cultural Infrastructure Investment Guidelines</i> on page 43 to any new cultural infrastructure investment.			X	RDNO



## CULTURAL INFRASTRUCTURE INVESTMENT GUIDELINES

### **NEW FACILITIES (adopted December 9, 2015)**

The following guidelines will be used by the Regional District for investing in new, repurposed or expanded cultural facilities:

- New, repurposed or expanded spaces / facilities will be flexible and adaptable.
- New, repurposed or expanded spaces / facilities will be multi-purpose with a partnership approach, and collocation of facilities will be considered.
- New, repurposed or expanded spaces / facilities will be located within the City of Vernon's City Centre Neighbourhood area, wherever possible.
- A minimum contribution of 10% of the total project cost will come from sources other than the Regional District.
- There will be demonstrated support from the community, justified by evidence of demand.
- There will be a realistic plan for adequate, ongoing operating funding for the facility.

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### **EXISTING FACILITIES**

The Regional District will use the following guidelines for prioritizing funding of major maintenance/replacement/improvements of existing Regional District cultural facilities:

#### **Urgent/essential repairs/replacement at existing facility**

1. health/safety
2. asset preservation/protection

#### **Non Urgent/essential repairs/replacement at existing facility**

3. energy efficiency improvements/items with reasonable payback period
4. items to meet long-term plans

#### **Improvements/upgrades to existing facility**

5. provides increased capacity
6. provides increased service / enhanced user experience
7. achieves aesthetic improvement



# NEW FACILITY DEVELOPMENT PROCESS

## 1 Cultural facility needs identified

### Facility needs are identified through a needs assessment by way of:

- recommendation within an adopted Regional District planning document;
- imminent facility failure / loss of access; and/or
- demonstrated evidence that regular programming demand has chronically exceeded facility capacity for several years.

In addition to the above triggers, there must be adherence to the Cultural Infrastructure Investment Guidelines (page 43) and demonstrated on-going community need. The demonstrated need must consider impacts that related trends may have on the past or future levels of demand. This may include trends such as population, demographics, program/service popularity, or program/service delivery methods (i.e. certain services may be increasingly provided on-line; new activities, which are increasing in popularity, require different types/amounts of spaces).

## 2 Regional District agrees to preliminary exploration of project

In order to proceed to explore the development of a new facility that would ultimately be owned by the Regional District, the Regional District must give approval for preliminary exploration of the project. This will require that all participants of the service are agreeable to putting resources toward steps 3 and 4. There must be a high degree of interest in addressing the identified needs for a new facility, as well as a willingness to committing the resources necessary, within reason, as expectations will be established by initiating this process.

## 3 Cultural programming plan

The cultural program plan is the process of defining what needs we are constructing the facility to meet. This is the step where we take our needs assessment and determine whether there are other cultural organizations with facility needs that would have practical synergies, where co-location could be used to increase the use/value of a new facility/space. This may mean joint occupancy, or it could just be regular rental/tenancy. This is also the point where a value-added space(s) may be considered, such as the addition of a café or other complimentary service that could be rented out for the generation of revenue to offset operating or construction costs.

## 4 Building program

Once we have clearly identified the purposes for which the facility will be built to address, we can then start to design the facility to meet those purposes. In some cases there may be standards and best practices that can be used to help with this step, however the process must also be guided by the financial reality of both constructing and operating the facility, since the design of the building will have implications for both.

This step will likely be iterative and will require facilitation, particularly if there are multiple stakeholders (which will almost always be the case). It will also be dependent on the size and availability of land and may result in having to move back to the cultural program development stage, if the appropriate property can not be obtained.

## 5 Budget development

The financial plan for both the capital cost and the ongoing operating budget for the new facility will depend on a combination of the cultural program plan and the building program. The cultural program plan may include opportunities to generate revenue, which can be used to offset the overall operating or construction costs of the facility (such as commercial rental revenue). This additional square footage could also be included as part of a long-term growth plan, where the cultural programming can move into the commercial rental space.

## 6 Regional District agrees to proceed with project

In order for the project to proceed, the Regional District must have an eligible service and be in agreement to fund the construction and any necessary on-going operating costs. This may require an amendment of scope of an existing service, or the establishment of a new service. The project will not continue past this step if agreement is not achieved.

## 7 Financing

The financing for the capital construction of a new facility may include a number of different sources. As outlined in the endorsed guiding principles for new cultural facilities, a minimum of 10% of the capital funding for any new cultural facility must come from sources other than the Regional District (without conditions). The Regional District may choose to provide some or all of the remainder of the necessary funding, and it has a couple of mechanisms available. Responsibility for all operating funding should be clearly identified and documented.

## 8 Construction

Construction will be lead by the Regional District through a construction management team.

# STEPS

## 2. REGIONAL DISTRICT AGREES TO PRELIMINARY EXPLORATION OF PROJECT

### 3. CULTURAL PROGRAMMING PLAN

1. Compile a list of space needs as determined through a recognized needs assessment measure.
2. Refer list of needs to the a steering team of stakeholders, facilitated by the Regional District, who will consider the needs and identify potential synergies, in consultation with affected service providers/organizations.
3. The steering team will develop a list of strengths, weaknesses, opportunities and threats for the potential synergies being accommodated in one building, with general financial parameters provided by the Regional District.

### 4. BUILDING PROGRAM

1. Using the recommended list of building space needs as a result of the cultural program plan, start to develop the building program, which includes the building requirements for the identified needs (HVAC considerations, etc), and space sizes, proximities. This will require significant consultation with the service providers/organizations, as well as support from an experienced architect and quantity surveyor.
2. Once the size of the facility is determined, existing publicly-owned properties should be examined and assessed for suitability. This could include new-build or re-purposing of existing buildings, provided that they are large enough and suitable for re-purposing. The area of focus should be the Vernon's City Centre Neighbourhood area. The building program process may be iterative if a suitably sized site can not be secured, or the budget is greater than available or acceptable; however care should be taken not to compromise the objectives of the project for savings in size or cost.

### 5. BUDGET DEVELOPMENT

1. If the budget scope comes back greater than available or acceptable, the building program should be reviewed for areas to cut-back, using caution to not compromise the objectives of the project.
2. Financing of the construction costs should be discussed, and roles, responsibilities, and sources of revenue should be identified for operating costs, including both general facility costs and anticipated programming costs.
3. Once the final construction budget is completed, in addition to the anticipated operating budget, the financial implications for the Regional District must be taken back to the Regional District for final approval.

## 6. REGIONAL DISTRICT AGREES TO PROCEED WITH PROJECT

1. Understanding the financial implications of both the construction and ongoing operating costs of the project, if all participants of the existing service are in agreement to proceed with the project, the **Service Scope Amendment Process** should be initiated (if required).
2. If not all participants are in support, but those that are supportive are willing to create a new service to support the new facility, then a new service should be established.

### 7. FINANCING

1. CAPITAL
  - All identified sources of capital funding, other than that to be provided by the Regional District, should be secured.
  - If Regional District borrowing is required for the construction costs of the project, the process for obtaining elector assent should be initiated (suggested lead-time for referendum is 6 months, including public education)
2. OPERATING
  - Agreements with all parties who will occupy the new facility should be established, using the guidelines established in the cultural plan and clarifying levels and mechanisms for any Regional District funding.

### 8. CONSTRUCTION

1. Establish a construction management team who will oversee the construction of the project.
2. Establish the construction process (ie. Design-Build, construction management, engineer-procure-construct or design-bid-build, etc.) and suitable contract types (cost-plus, lump sum, guaranteed maximum, etc.).
3. Initiate construction, to be lead by the Regional District through a construction management team.

M1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>b</b> Initiate the <i>New Facility Development Process</i>, shown on page 44/45, for a new multi-purpose cultural facility, that would seek to address the identified gaps and deficiencies of:</p> <ul style="list-style-type: none"> <li>Public Art Gallery, as identified in the Vernon Public Art Gallery- Canadian Conservation Institute Assessment (2014)</li> <li>Museum and Archives, as identified in the Greater Vernon Museum and Archives- Canadian Conservation Institute Assessment (2014)</li> <li>adaptable (black-box) small performance space (suggested seating for 75-100)</li> </ul> <p>The process should also consider other community needs and potential synergies, such as those of Gallery Vertigo, and the potential for space to accommodate more youth-focused programming, ensuring that any resulting change in scope to the Regional District’s Greater Vernon Cultural Services follows the appropriate process as outlined in the <i>Scope Amendment Process</i> shown on page 19.</p>	X			RDNO
<p><b>c</b> Advocate for consistent and adequate provincial and federal funding level investment for new cultural facilities and maintenance of existing cultural facilities.</p>			X	RDNO, IAT
<p><b>d</b> Encourage the City of Vernon and the District of Coldstream to investigate potential incentive programs and development approval processes, in addition to existing revitalization tax exemption programs, that could encourage the construction of new cultural facilities.</p>		X	X	IAT
<p><b>e</b> Encourage the consideration of adding space to meet cultural space needs when planning for the expansion or new construction of any new public facilities, not exclusive to Regional District or purpose-built cultural facilities. This could involve the development of partnerships.</p>			X	IAT

## N. Encourage a culturally vibrant and connected public realm.

### N1. Support infrastructure that encourages a culturally vibrant community.

By ensuring that public spaces are equipped with the infrastructure to support cultural activity, such as power outlets for vendors in parks or wide sidewalks to allow for street performances, we can encourage activity that creates a more vibrant community.

N1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>a</b> Work with local government wherever possible, design and equip public outdoor spaces (parks, sidewalks, boulevard areas, public gathering spaces) for cultural activity such as festivals and special events, presentations, street performances or public art. This could include the provision of power in parks, wider affordances on sidewalks, or the provision of space for public art.</p>		X	X	IAT

### N2. Encourage and support projects and policy that support activating public areas.

External funding for festivals and special events exists, but often requires that an event has been run for at least one year. The seed money that is provided for events through the Greater Vernon Arts, Culture and Youth grant can enable these initiatives to get started and ultimately become self-sustainable.

N2. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<p><b>a</b> Support organizations in their efforts to develop programs or activities that activate public areas, which may include:</p> <ul style="list-style-type: none"> <li>• continued funding through the appropriate grant streams for activities such as festivals or events;</li> <li>• assistance with meeting regulatory and permitting requirements;</li> <li>• facilitation of promotion and marketing of programs or activities through new or existing channels.</li> </ul>			X	RDNO, COV, DOC



## O. Promote natural areas as cultural assets.

Community consultation indicated that natural areas, such as trails and lakes, were considered to be important cultural assets in the community. These assets should be included in the larger inventory, and the promotion of natural areas and trails harmonized with the cultural branding and promotion.

O1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Create, maintain and promote an inventory of key natural areas that are culturally significant to Greater Vernon.		X		RDNO
b Harmonize the marketing of the community's natural areas and trails with Greater Vernon's cultural brand.		X		RDNO
c Encourage cultural programming that is inspired by nature, or located in Greater Vernon's natural environment, with consideration of the use of financial incentives (such as increased weighting in the project grant program)		X		RDNO

## P. Protect, support and encourage public art.

### P1. Promote and protect existing public art.

Greater Vernon's existing public art is unique, and helps enhance Greater Vernon's story.

P1. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
a Encourage the promotion of existing public art, such as the Downtown Vernon Association murals, the multi-cultural mosaic at City Hall, and the sculptures and masks at the Vernon and District Performing Arts Centre.			X	IAT
b Advocate for the maintenance and support of existing public art, and have existing public art considered in future public art programs.			X	IAT

## P2. Develop local government policy to support and encourage public art.

Encouraging the development of public art and associated policies will require cooperation with the local municipalities. IAT can play a support role.

P2. ACTION ITEMS	SHORT TERM	MED TERM	ON-GOING	LEAD
<b>a</b> Encourage and support the City of Vernon, the District of Coldstream and, where appropriate, the Regional District Electoral Areas B and C, in the development of public art policies and sustainable public art programs.		X		IAT
<b>b</b> Develop a public art policy for parks under the management of the Regional District that is complimentary, or combined as part of, the public art policies of the City of Vernon and the District of Coldstream		X		RDNO
<b>c</b> Encourage partnership promotion of public art programs with municipal neighbours, where appropriate.		X		IAT
<b>d</b> Encourage partnerships with community organizations to enable the installation of public art that increases awareness of, or helps to address, some of the community's social objectives (Literacy in the Environment; Welcoming Communities; EmbraceBC), or tell the community's stories.		X		IAT

# APPENDICES

Appendix A - Motion Extracts related to the development of the Cultural Plan passed by the Regional District of North Okanagan Board of Directors

## VOLUME 2

Volume 2 includes the following background documents:

Huhtala, K. (2014). **Greater Vernon Cultural Plan - Policy Directions** (pp. 1-41). Coldstream, BC: Regional District of North Okanagan.

Lippa, S. and Nelson, T (2015). **Greater Vernon Cultural Facilities - Discussion Paper** (pp. 1-18). Vancouver, BC: City Spaces Consulting Ltd.

Karsten, I. F. (2015). **Facility Assessment for Vernon Public Art Gallery** (pp. 1-37, Rep. No. Report No. 126672a). Ottawa, ON: Canadian Conservation Institute.

Karsten, I. F. (2015). **Facility Assessment for Greater Vernon Museum and Archives** (pp. 1-37, Rep. No. Report No. 126672a). Ottawa, ON: Canadian Conservation Institute.

**APPENDIX A**  
**Regional District Board of Directors Motion Extracts**  
**related to the development of the Cultural Plan**

<b>Meeting Date</b>	<b>Report Titled</b>
March 19, 2014	Greater Vernon Cultural Plan, 2014- Terms of Reference
November 5, 2014	Greater Vernon Cultural Plan Policy Directions
April 15, 2015	Greater Vernon Cultural Plan – Prioritization and Implementation Planning
June 17, 2015	Greater Vernon Cultural Plan (direction re: scope)
October 21, 2015	Vernon Public Art Gallery (receipt of letter)
December 9, 2015	Greater Vernon Cultural Plan – Workshop 8 (new facility guidelines)
January 6, 2016	Greater Vernon Cultural Plan – Workshop 9 (direction re new/existing facilities)
February 10, 2016	Greater Vernon Cultural Plan – Notice of Motion



# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors*

*Held on*

*March 19, 2014*

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## **Greater Vernon Cultural Plan, 2014- Terms of Reference**

That the Terms of Reference for the Greater Vernon Cultural Plan, as outlined in the staff report dated February 18, 2014 and titled "Greater Vernon Cultural Plan, 2014 - Terms of Reference", be approved; and further,

That Director Juliette Cunningham, Director Bob Fleming and District of Coldstream Councillor Maria Besso be appointed to sit on the Greater Vernon Cultural Plan Steering Team for the duration of the Cultural Plan project; and further,

That a letter be sent to the City of Vernon, requesting a planning or tourism staff representative to sit on the Greater Vernon Cultural Plan Steering Team for the duration of the Cultural Plan project; and further,

That a letter be sent to the District of Coldstream, requesting a planning or tourism staff representative to sit on the Greater Vernon Cultural Plan Steering Team for the duration of the Cultural Plan project.

**CARRIED**

**Opposed: Directors Lord and O'Keefe**

# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors*

*Held on*

*November 5, 2014*

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## **Greater Vernon Cultural Plan Policy Directions**

Moved and seconded by Directors Cunningham and Macnabb

That the Greater Vernon Cultural Plan Policy Directions, be endorsed as presented.

**CARRIED**

# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors*

*Held on*

*April 15, 2015*

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## **Greater Vernon Cultural Plan – Prioritization and Implementation Planning**

Moved and seconded by Directors Cunningham and Macnabb

That the results of the prioritization workshop exercise completed by the Greater Vernon Advisory Committee at the Regular meeting on April 2, 2015, be considered for inclusion in the implementation plan for the Greater Vernon Cultural Plan.

**CARRIED**

# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors*

*Held on*

*June 17, 2015*

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## **Greater Vernon Cultural Plan**

Moved and seconded by Directors Cunningham and Quiring

That working within existing resources, the following direction be provided to support the development of the Greater Vernon Cultural Implementation Plan:

- The Regional District will only fund independent registered societies
- Any operating funding provided by the Regional District will have an operating agreement and/or contract for services (multi-year) in place
- The Regional District will provide facilities (not direct programming) for the following:
  - Cultural Conservation and Exhibition
  - Community Cultural Programming

**CARRIED**



# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors*

*Held on*

*December 9, 2015*

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## **Greater Vernon Cultural Plan – GVAC Workshop No. 8**

Moved and seconded by Directors Cunningham and Quiring

That staff be directed to undertake discussions with the City of Vernon's Administration regarding the transfer of the Okanagan Boys and Girls Club to the City of Vernon with support being incorporated into the Recreation and Programming Grant Service (063).

**CARRIED**

Moved and seconded by Directors Cunningham and Lord

That the Regional District will use the following guidelines for investing in new, repurposed or expanded cultural facilities in Greater Vernon:

- New, repurposed or expanded spaces / facilities will be flexible and adaptable.
- New, repurposed or expanded spaces / facilities will be multi-purpose with a partnership approach, and co-location of facilities will be considered.
- New, repurposed or expanded spaces / facilities will be located on public lands, wherever possible, and located within the Vernon's City Centre Neighbourhood Plan area, wherever possible.
- A minimum unconditional contribution of 10% of the total project capital cost will come from sources other than the Regional District.
- There will be demonstrated support from the community, justified by evidence of demand.
- There will be a realistic plan for adequate, ongoing operating funding for the facility.

**CARRIED**

# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors  
Held on*

*January 6, 2016*

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## **Greater Vernon Cultural Plan – GVAC Workshop No. 9**

Moved and seconded by Directors Dirk and Cunningham  
That the Greater Vernon Cultural Plan include policy that both land and structure for any new purpose-built Cultural Facility in Greater Vernon be owned by the Regional District of North Okanagan.

**CARRIED**

Moved and seconded by Directors Dirk and Cunningham  
That staff be directed to develop new and/or amended license agreements with the City of Vernon for the following facilities:

- 3400 30 Street, Vernon, BC  
That part of PID 010-862-927, Lot A, PL 39576 Sec. 34 TWP 9 ODYD
- 2704A Hwy 6, Vernon, BC  
That part of BLK 31, Lots 4-7, Plan 327C ODYD
- 2704A Hwy 6, Vernon, BC  
That part of PID 012-245-976, BLK A, Lot 6, Plan 327C Sec. 34 TWP 9<sup>1</sup>
- 3800 33 Street, Vernon, BC  
PID 026-127-598, PL KAP76941, Lot 1, Sec. 3 TWP 8 ODYD

**CARRIED**

Moved and seconded by Directors Cunningham and Quiring  
That the Regional District follow the process for planning and development of new cultural facilities, as outlined in the report dated November 20, 2015, and titled, Cultural Facilities Workshop 9.

**CARRIED**

Moved and seconded by Directors Lord and Mund  
That the Regional District establish a Cultural Facility Reserve and set aside funds annually to support major cultural facility enhancement or new cultural facilities.

**CARRIED**

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<sup>1</sup> Motion was amended to remove this facility on February 10, 2016.

# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors  
Held on*

*January 20, 2016*

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## **Greater Vernon Cultural Plan – GVAC Workshop No. 9**

Moved and seconded by Directors Cunningham and Quiring  
That staff be directed to develop five-year operating and management agreements with currently and annually funded organizations for the management and operation of Regional District owned or licensed cultural facilities; and further,

That the following general guidelines be used for drafting the operating and management agreements with the not-for-profit organizations:

The Regional District:

- will, at its own expense, be responsible for maintaining the structural components of the building (i.e. the building envelope); subject to building assessments and agreements with building owners regarding pre-existing conditions.
- will set aside an annual budget allocation for capital funding to be used for facility replacement items, such as mechanical, electrical, plumbing and flooring.
- may provide funding to offset building occupancy costs associated with the facility, including utilities; and,
- will, at its own expense, be responsible for maintaining property insurance, except for contents insurance, for Regional District owned and licensed facilities.

The not-for-profit organization will:

- be responsible for the operation and programming of the facility in accordance with the guidelines and expectations outlined in a multi-year operating and management agreement; and
- be responsible for the maintenance of the facility, including repair and replacement required due to regular wear and tear,

with funding responsibilities to be negotiated as part of each operating and management agreement.

**CARRIED**

# REGIONAL DISTRICT OF NORTH OKANAGAN

*Extract from the Minutes of a Meeting of the*

*Board of Directors  
Held on*

*February 10, 2016*

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## **Notice of Motion – Greater Vernon Cultural Plan**

Moved and seconded by Directors Dirk and Fleming

That the motion previously adopted at the Board of Directors Regular meeting held on January 6, 2016 regarding the Greater Vernon Cultural Plan – GVAC Workshop No. 9 be amended by deleting the following text from the previously adopted motion: 2704A Hwy 6, Vernon, B.C., That part of PID 012-245-976, BLK A, Lot 6, Plan 327C Sec. 34 TWP 9 ODYD.

**CARRIED**