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1 THE KAMLOOPS CULTURAL STRATEGIC PLAN – SUMMARY

1.1 Preamble

The Kamloops Cultural Strategic Plan lays out a blueprint for cultural development for Kamloops for the next decade. It is a comprehensive strategy which is based on the recognition of the diversity of the cultural sector in Kamloops, from small to large, amateur to professional and representing every conceivable genre from the visual arts, to heritage, the performing arts and the cultural industries. The strategy is rooted in the belief of the community-building capacity of the cultural sector and looks at how the sector can continue to contribute to the quality of life of Kamloops residents and encouraging public involvement in arts and heritage as participants, supporters and audience. It is a strategy which shows a commitment to enhancing cultural presentation, supporting access by the public to all forms of the arts and heritage, encouraging the growth and development of arts organizations and companies, promoting the work of individual artists, supporting marketing and cultural tourism and extending the role of arts and education in building a "learning community." For the purposes of definition, the work of this report is confined to arts and heritage and does not include areas such as broadcasting or cultural industries.

1.2 A Commitment to Community Consultation

The Kamloops Cultural Strategic Plan has been developed through an extensive community process and through extensive research as follows:

Working with the Kamloops Arts Commission and the Kamloops Heritage Commission as
the overall steering arm for the process and the vetting of recommendations. I have enjoyed
an excellent relationship with these committees which were thorough, thoughtful and clear



in their instructions. The Steering Committee met on a monthly basis to review progress and provide direction.

- Public Forums. The first was held in March, 2003 entitled "Creating the Vision" was designed to provide the public with an opportunity to help design the vision and mission, look at the current cultural context of Kamloops including its strengths and weaknesses and identify specific strategies and actions to be undertaken to enhance its growth and development. This session was filled to capacity and the special speaker, Michael Killoren from the City of Seattle's Cultural Affairs division provided a backdrop for discussion as a city that has committed itself to growth and development of its cultural sector since the 1970s and reaped major economic, social and community benefits from their approaches. The results of this forum were used as a base with other survey information and research. The second forum which was held in June, 2003 and was entitled "Implementing the Vision" provided the opportunity for the public to review the recommendations and to provide feedback on the mission, strategies and actions and governance. The feedback was then taken and changes made.
- The conduct of a special "Focus Group Meeting on Culture and Education" graciously hosted by the University College of the Cariboo (UCC) in July, 2003 to flesh out the culture and education portion of the strategy.
- The conduct of an economic and social survey to measure the impact of the cultural sector and to survey participants on their view of the effectiveness of current approaches and seek input to future directions including facility needs.
- Interviews with 25 key stakeholders and arts and heritage organizations and individuals.
- An evaluation of current City of Kamloops approaches.
- A review of other jurisdictions including Maple Ridge, Nanaimo and Kelowna to examine their approaches and best practices.



1.3 Evaluation of City Approaches

The City of Kamloops has made considerable progress in advancing arts and heritage in Kamloops over the last decade. 84% of survey respondents indicated that they felt the city had made either moderate or significant progress. They pointed to major accomplishments including the Kamloops Art Gallery, Music in the Park, the redevelopment of the Kamloops Museum and to the growth of the visual and performing arts as well as to a general sense that the City of Kamloops supported arts and heritage both in principle and financially. Weak areas included an absence of relevant city policies in the arts and heritage area to govern actions or funding, the absence of dedicated resources at the city level in cultural development, a weak heritage approach, the need to strengthen the approach to individual artists and a weak approach with respect to building small and mid-sized arts organizations.

1.4 The Economic and Social Survey

The Kamloops arts and heritage sector contributes some \$9.2 Million in revenues to the Kamloops economy. Arts and heritage organizations and arts education institutions, companies and individual artists expended approximately \$7.4 Million on goods, services and human resource costs ranging from art and heritage supplies to insurance, rent, printing, advertising, airlines, taxis, restaurants, lumber companies and fabric stores to mention a few. The sector employs 190 people and paid out \$4.2 M in salaries last year. Arts and heritage expenditures positively affect virtually every aspect of the Kamloops economy. When factoring in both the direct expenditures of \$7.4 Million and the indirect expenditures factored at 1.5 which is a very conservative economic multiplier effect, the value of the sector in the Kamloops economy would total \$11.1 Million annually. The impact of volunteerism on the sector is immense with 1,529 volunteers contributing 61,000 hours of work valued conservatively at \$610,000 annually. The survey showed that the Kamloops arts and heritage sector contributes in a significant way to the quality of life and to educational experiences and lifelong learning for Kamloops residents from preschoolers to seniors. 144,668 people attended 779 performances, exhibitions or arts and heritage events which equates to almost 2 annually for every



Kamloops resident. The survey also revealed that the arts/heritage sector is inextricably linked to education with 24,747 Kamloops residents or 31% of the Kamloops population benefiting from some kind of arts or heritage educational experience ranging from dance or music instruction, workshops, art and pottery classes and a host of other educational experiences.

1.5 Facility Assessment

There is a significant need to address cultural facility issues in Kamloops, ranging from small to large arts and heritage organizations, from amateur to professional and for support in arts education and community-based arts. There have been some significant improvements in the Kamloops Museum infrastructure and the Kamloops Art Gallery is a key focal point for visual arts development in Kamloops and is a nationally recognized institution. The Sagebrush Theatre has served as a vital performance facility for the community and its role would be continued under this plan. Other areas of infrastructure, however, are fragmented, aged-out in many circumstances, inadequate for small and mid-sized organizations and there are notable deficiencies for organizations already looking for infrastructure answers including the Kamloops Symphony, the Kamloops Community Arts Council and the Kamloops Arts and Crafts Club. 84% of respondents to the survey including individual artists, companies and non-profit organizations identified their facilities as "completely inadequate" or "adequate for now but not for the future." Further analysis reveals that because of the range of operations, careful consideration to the needs of small and large, profit and non-profit and the wide range of genres from dance to pottery to theatre and music must be ensured. Only 16% of all respondents indicated that their facilities were "completely adequate now and for the future." Particular needs were identified as a lack of access by small and mid-sized arts and heritage organizations to cost effective performance space, office and rehearsal space, community gallery and exhibition space, arts retail space, performance space for audiences of over 1,000 and technical issues ranging from symphonic needs to theatrical requirements. In addition, needs were identified in the home studio area which represents a significant portion of individual artists in Kamloops.



1.6 Mission and Vision

The following Kamloops Cultural Mission Statement has been identified:

"It is our mission to enrich the lives of Kamloops citizens through cultural experience, expression and participation and to support the growth and development of our arts and heritage sector as a vital part of our community's economic, educational and social fabric."

Kamloops has a vision to become recognized as a leader in cultural development for small cities in Canada and to accomplish this through leadership; communication and partnership; community support and participation; and diversity and strength.

1.7 The Five Key Strategies – Supporting Actions and Recommendations

The Kamloops Cultural Strategic Plan has developed five key strategies and 73 actions and recommendations to accomplish these strategies.

Strategy A: Focus on Heritage: Celebration, Commemoration and Preservation

Heritage provides a significant opportunity to create a greater sense of history and community for its residents. It commemorates and celebrates history. It can also be a tool for economic development and physical enhancement especially if they are positively integrated into an Arts and Heritage District. This report recommends that significant attention be paid to the heritage sector and to supporting its growth and development.

There were 8 key recommendations which included:



- Developing a Heritage Management and Master Plan
- Developing a full heritage inventory available on-line.
- Being an integral part of the proposed Arts and Heritage District
- Developing and promoting heritage walks and events
- Developing specific policies in heritage development, conservation, historic management and interpretation;
- Developing heritage signage and approaches;
- Bringing heritage onto the streets.

Strategy B: Cultural Presentation and Development

Strategy B: Cultural Presentation and Development has as its key goal to develop arts and heritage along the continuum from student to the artist, from amateur to professional and from small to large organizations. This strategy encourages the strong continued commitment to Kamloops large and professional arts and heritage organizations and working with them to move to the next level of development, placing a developmental focus on the small and mid-level arts and heritage organizations, continuing the delivery of hands-on programming for city residents and promoting the development of areas like festivals especially in the summer.

Recommendations call for:

- Promoting a summer arts or festival season like "Bard on the Beach" "Kamloops Shakespeare on the Sand";
- Working with business associations and retailers to exhibit artists;
- Promoting youth arts;
- Developing "culture on the river" initiatives;



- Supporting large, professional organizations;
- Enhancing development and support for small and mid-level organizations;
- Promoting neighbourhood arts throughout Kamloops;
- Developing a formal Public Art program;
- Working with First Nations communities;
- Supporting cultural diversity initiatives;
- Enhancing communication between sectors and groups;
- The hosting of a Kamloops Arts and Heritage Conference every two to three years;
- Consolidating funding into a set of 5 formal programs entitled (1) Cultural Presentation
 (2) Marketing and Cultural Tourism (3) Service Agreements (4) Professional and
 Organizational Development and (5) Individual Artists Support Program.

Strategy C: Marketing, Cultural Tourism and Economic Development

Strategy C: Marketing, Cultural Tourism and Economic Development recognizes that the arts and heritage are also an economic tool and engine and can work with Venture Kamloops and other organizations to create economic benefits. Research showed that while there has been some progress in this area, there has been fragmentation and that there is a significant opportunity to support downtown revitalization. Recommendations relate to:

- Creating a Kamloops Arts and Heritage District marked by the Kamloops Art Gallery, the river, the Kamloops museum and heritage houses downtown;
- Providing an integrated marketing tool like the "Georgia Straight" or enhancing publications like "Grasslands" or "Mosaic";
- Undertaking web site upgrades to promote arts and heritage on the city website;



- Developing "Follow the Eye" signage strategy;
- Undertaking physical improvements from store frontages to street lamps and lighting, streetscapes, planters etc. Integrate public art;
- Establishing an arts market;
- Creating a Mayor's Awards for Business and the Arts.

Strategy D: Cultural Infrastructure

The key objective of Strategy D: Cultural Infrastructure is to address cultural facility needs for the next 10 to 15 years and to address these concerns to support the growth and development of arts and heritage for all genres and from amateur to professional. A significant review and needs assessment was conducted of the current cultural infrastructure. There is a significant need for an integrated long-term cultural infrastructure strategy with the following key recommendations:

- Construct a Kamloops Arts and Heritage Centre with the following elements:
 - 1,000 seat performance facility able to accommodate theatre, music and dance:
 - Community art gallery and studio space;
 - Arts and crafts, potter's and weaver's space;
 - Arts education and programming space;
 - Storage;
 - Box office:
 - Rehearsal space;
 - Shared office space for arts organizations, including resident arts and heritage companies;
 - o Shared board room.



- Provide interim solutions for the arts and heritage organizations such as the Community
 Arts Council, and potter's and weaver's groups.
- Address community access for small and mid-sized organizations to Sagebrush Theatre.
- Promote home studios through initiatives such as "Arts Enterprise Zones" and working
 with city planning departments to address issues around home-based arts and heritage
 operations.

While 94% of all respondents to the survey indicated support for a multi-use facility, some concerns were expressed by a number of the groups at the public forum. This is an important issue to address.

Strategy E: Culture and Education: Building a Learning Community

The Kamloops Cultural Strategic Plan reveals the strong and inextricable link between culture and education and clearly shows their contribution to life-long learning and the building of a "learning community." The statistics and the participation of more than 1 in 3 Kamloops residents in some kind of arts educational activity is evidence of the strength of this area. 24,447 of all Kamloops residents were shown to participate in some kind of arts and heritage activity put on by a Kamloops arts and heritage organization, whether it be a school heritage tour, formal music or lessons, a lecture, workshop, art or dance class. And while there are only a minority of organizations that have identified themselves as having as a primary activity "arts education", 71% of arts and heritage organizations in Kamloops provided some kind of arts or heritage educational experience. In addition, the University College of the Cariboo and the Kamloops School District are vital players in the arts and heritage education. Recommendations were presented and related to encouraging arts and heritage in the schools, promoting greater partnerships with UCC, promoting research and



publication into Kamloops arts and heritage issues and creating greater linkages between the educational and arts and heritage sectors.

1.8 Governance

Governance will be one of the most important aspects of the plan. The review concluded that there had been significant improvements in the area and in the city approaches to arts and heritage and recommendations were:

- Identify the key city role as one of policy development, facilitation, administration of funds and service agreements, intergovernmental cooperation and tourism development. City should get out of the business of direct delivery and extend its current service agreement model including moving its arts programming outside and ensuring that the new facility utilize this service agreement model;
- Delegate responsibility for arts and heritage development to the Parks and Recreation
 Department with a recommendation to rename it Parks, Recreation and Cultural
 Affairs to reflect the mandate;
- Create two (2) positions in the city an Arts and Heritage Manager position with significant decision making authority and a heritage position (could be ½ time) to advance the significant heritage initiatives recommended. The Arts and Heritage Manager is a key and pivotal leadership position and should be an individual with significant experience in the cultural sector and have strong partnership development skills;
- Review the mandate of the Heritage Commission to strengthen it and develop a Heritage Master Plan for Kamloops;
- Create a Kamloops Arts and Heritage Centre Committee to facilitate the development of the new arts and heritage centre. Create a Project Manager position to facilitate development of this facility;



- Work with community to create a mechanism to promote cohesion and information sharing in the arts and heritage communities;
- Develop policies to guide program development and guide serve agreement development to provide clear objectives;
- Move existing programs outside city to service agreement models. In ideal scenario
 the current services could be delivered from the new centre from an organization like
 the arts council.

1.9 Financial Plan

The Kamloops Cultural Strategic Plan calls for investments in arts and heritage in order to facilitate the implementation of this plan. Overall, it is a comprehensive financial strategy which invests in individual artists, organizations, community programming, marketing and cultural tourism, the development of a cultural or arts precinct in an ongoing manner and cultural infrastructure. The strategy also provides resources for the establishment of dedicated cultural positions in a new renamed Parks, Recreation and Cultural Affairs Department. This financial strategy is based on a strong commitment to partnership including arts and heritage organizations, the private sector and other levels of government. The breakdown for resources is as follows:

- Cultural Funding for Individual Artists, Organizations and Service Agreements \$1,450,000 going to \$2,200,000 annually. Current level is \$1,300,000;
- \$50,000 annually for special projects;
- \$150,000 to \$200,000 for internal cultural staff and delivery;
- Resources for the construction of arts and heritage facility in a cost-shared arrangement with the private sector (fundraising) and other levels of government. Initial dollars for further capital planning should be dedicated to the project in the next couple of years.



1.10 Recommendations to City Council for Immediate Action

In the immediate future it is recommended that Kamloops City Council:

- Approve the *Kamloops Cultural Strategic Plan* in principle;
- Establish a formal role for cultural development in the Parks, Recreation and Cultural
 Development (renamed) or such name as is appropriate and identify it as the department
 with the cultural development mandate and approve the hiring of an Arts and Heritage
 Manager to oversee the operational delivery of the strategic plan;
- Task the Kamloops Arts Commission and the Kamloops Heritage Commissions working in cooperation with the job of working with the City of Kamloops to advance the implementation of this plan.
- Approve the establishment of a Kamloops Arts and Heritage Centre Committee to advance
 the next steps in facility development which would involve work with an architect to
 conduct a Functional Plan and to ensure extensive public input in elements such as location
 selection.
- Consider a budget allocation of \$1.7M in the next annual budget cycle for all year 1 cultural activities outlined in this cultural strategic report which includes funding for existing programs totalling \$1.3M and an additional \$400,000 for all other elements of program, special projects and cultural tourism and capital planning, and for internal staffing as articulated in the Financial Plan aspect of this report.



COST BREAKDOWN OF IMMEDIATE FINANCIAL INVESTMENTS IN ARTS AND HERITAGE IN KAMLOOPS

COST	Year 1
Funding for service agreements, organizations, artists, cultural presentation and	\$1,450,000
marketing	
Staffing and Internal City Structure (including city staff and Operating &	\$150,000
Maintenance)	
Special projects	\$50,000
Kamloops Arts and Heritage Centre – Planning	\$50,000
TOTAL	\$1,700,000



2 INTRODUCTION AND BACKGROUND

The Kamloops Cultural Strategic Plan lays out a blueprint for cultural development for Kamloops for the next decade. It is a comprehensive strategy which is based on the recognition of the diversity of the cultural sector in Kamloops, from small to large, amateur to professional and representing every conceivable genre from the visual arts, to heritage, the performing arts and the cultural industries. The strategy is rooted in the belief of the community-building capacity of cultural sector and looks at how the sector can continue to contribute to the quality of life of Kamloops residents and encouraging public involvement in the arts as participants, supporters and audience. It is a strategy which shows a commitment to enhancing cultural presentation, supporting access by the public to all forms of the arts and heritage, encouraging the growth and development of arts organizations and companies, promoting the work of individual artists, supporting marketing and cultural tourism and extending the role of arts and education in building a "learning community." Strategic investments are recommended in the sector along the continuum including the development of a Kamloops Arts and Heritage Centre, programming, marketing and capacity building support. The financial strategy calls for key partnerships with the private sector and other levels of government and with the larger Kamloops community.

This blueprint recognizes that cultural development, arts and heritage plays an important social and economic role in Kamloops. It enriches the lives of Kamloops residents by providing thousands of opportunities to experience and indeed participate in every kind of cultural activity ranging from symphonic music and national and international visual arts exhibitions, to cowboy poetry and handson pottery classes. And while the cultural sector is a key contributor to the quality of life of Kamloops residents it also contributes economically through employment, contributions to the local GDP, the purchase of goods and services and the ever-increasing opportunity of cultural tourism.



As a community that has made significant strides in advancing arts and heritage in the last decade ranging from strong hands-on arts programs, to vital Music in the Park and renowned regional and national organizations like Western Canada Theatre and the Kamloops Art Gallery as well as the important role of the Community Arts Council of Kamloops, this plan answers the questions, "where do we go from here?" and "how do we build on our successes?" The plan is very much based on the notion of arts, heritage and cultural development as part of the larger picture of a changing Kamloops, one which sees economic diversification, an expansion of its ever-increasing regional role and the anticipated tripling of the size of the University College of the Cariboo (UCC) in the next decade. Indeed, this report shows the undeniable and positive link between arts and education and building a "learning community".

The process behind this plan and its commitment to public consultation and strong research was supported by the Mayor and City Council of Kamloops which will consider the recommendations of this report in the coming months. The community and the Kamloops Arts and Heritage Commissions will also be given an opportunity to review and comment on the report and its recommendations in their entirety.

The plan is a comprehensive one, based on community consultation and research and covers the following elements:

- An economic, cultural and social profile of the Kamloops cultural sector
- An evaluation of the current approaches of the City of Kamloops
- An assessment of strengths, weaknesses, gaps and opportunities
- A cultural facilities assessment
- The development of a cultural mission, vision and objectives
- A specific set of strategies and actions to accomplish these objectives including facility recommendations



- Recommendations on governance and implementation
- A financial plan to resource the delivery of these recommendations

In the end the success of this plan will depend on the commitment of all the partners with the strong leadership of the City of Kamloops.



3 METHODOLOGY

The Kamloops Cultural Strategic Plan was developed with a strong commitment to community consultation and the highest quality of research. The following specific mechanisms were utilized:

- The Kamloops Cultural Strategic Plan Economic and Community Profile, Impact and Needs Assessment Survey which measured the economic, social and cultural impact of Kamloops' arts and heritage sectors, sought input on facilities and sectoral needs, and asked questions on the community's assessment of the City of Kamloops approach to arts and heritage.
- A set of informal interviews with 25 arts and heritage players in Kamloops to seek specific input on needs and gaps.
- Two public forums which were held and were designed to provide the widest access by the public to input on a cultural vision for Kamloops and to develop specific recommendations to build the arts and heritage sectors in Kamloops. The first, entitled, "Celebrating Arts and Heritage in Kamloops: Developing a Vision for the Future", was held at SportMart Place on March 29, 2003 and was filled to capacity with 200 members of the public participating. Michael Killoren, Director of Cultural Affairs for the City of Seattle provided a roadmap for success from the experience of a city that began their development in the late 1970's. In this session, participants helped to develop a clear sense of strengths and weaknesses, developed a strong sense of a cultural vision for Kamloops and developed a set of specific strategies and actions to advance its growth and development. The second public forum, "Celebrating Arts and Heritage in Kamloops: Implementing the Vision" was held on June 6, 2003 and provided an opportunity to give feedback on the actions developed and to provide input on governance aspects. In both cases, community members helped to lead breakout groups for provide maximum opportunity for the public.
- Monthly meetings with the Kamloops Arts and Kamloops Heritage Commissions to receive guidance and direction. A specific Visioning Session was also conducted with this group.



- A special meeting to explore arts and education linkages and organized by Associate Professor William Garrett-Petts of the University College of the Cariboo (UCC).
- A review of the approaches of other selected British Columbia communities and how they have approached cultural development including Maple Ridge, Nanaimo and Kelowna.
- Research of pertinent City of Kamloops documents such as the Kamloops Official Community Plan, previous studies and internal statistical documents. Other strategic planning documents of Kamloops arts and heritage organizations were also reviewed.



4 **DEFINITIONS**

It is important in developing the *Kamloops Cultural Strategic Plan* to provide a set of definitions and to set appropriate parameters. There are a number terms which require definition including "culture", "arts", "heritage" and "public art".

"Culture" has many definitions but one of the best is by Robert Murphy who wrote *Culture and Social Anthropology: An Overture* (2nd edition, Englewood Cliffs, N. J. Prenctice Hall, 1986:14) in which he said, "Culture means the total body of tradition borne by a society and transmitted from generation to generation. It thus refers to the norms, values, standards by which people act, and it includes the ways distinctive in each society of ordering the world and rendering it intelligible. Culture is a set of mechanisms for survival, but it provides us also with a definition of reality. It is the matrix into which we are born, it is the anvil upon which our persons and destinies are forged." In 1871 E. B. Taylor defined culture as "that complex whole which includes knowledge, belief, art, morals, law, customs and many other capabilities and habits acquired by members of society."

"Public Art" also has numerous definitions and the District of North Vancouver has adopted a strong definition as follows: "Public art refers to original works of art in any medium for temporary or permanent placement in outdoor or indoor settings that are accessible to the public for their enjoyment. Public art can take a variety of forms, from monumental works to site-specific pieces that are physically and conceptually integrated with their surroundings. The inherent aesthetic qualities of public art lend application to infrastructure improvements, building facades, parks, public pathways and plazas, street landscaping and other spaces in the public realm."



"**Heritage**" is defined as physical, cultural evidences, peculiar and significant to a community and which represents important demonstrations of its culture including:

- built heritage i.e.. Residential, commercial, religious, educational
- structures
- fences, stone walls and gates
- barns, outbuildings, cabins and homesteads
- dikes, ditches, paths and roads
- architectural elements i.e.. Doors, windows, arches, cornices, etc.
- street features i.e. Lamp posts, horse troughs, signs
- fountains, gazeboes, arbours
- bridges
- trees, public and private
- gardens, public and private
- orchards, farms, agricultural fields
- community "treasures" including parks, rivers, vistas, areas of native vegetation
- archaeological sites

Those involved in heritage activities can be:

- Individual artists
- Sole proprietors
- Incorporated companies
- Arts education institutions
- Non-profit organizations



• Service organizations

"Art" is generally understood to represent expressions of a culture related to the following:

- Museums
- Art galleries both public and private
- Music and music organizations of all genres (classical, country, jazz, blues, folk, rock, pop etc.)
- Dance of all genres such as ballet, contemporary, tap, jazz, celtic etc.
- Crafts
- Performance art
- The visual arts including genres such as photography, pottery, painting, sculpture, fibre arts, glass arts etc.
- Live Theatre
- The cultural industries including film/video, multi-media and sound recording
- Festivals
- Interpretive Centres and heritage attractions
- The literary arts including writing of all genres (fiction, non-fiction, children's, adult, poetry etc.)
- Arts education offered by educational institutions, private operators and non-profit organizations
- Film
- Sound Recording



The nature of operations in the cultural sectors is wide and includes:

- Individual artists
- Sole proprietors
- Incorporated companies
- Arts education institutions
- Non-profit organizations
- Service organizations

The Kamloops Cultural Strategic Plan through discussion with the Kamloops Arts Commission and the Kamloops Heritage Commission has limited its scope to arts, heritage and cultural industries (film, video, sound recording and publishing). It does not include broadcasting or a review of sectors which would likely feature a majority of foreign cultural products such as movie theatres, although film societies showing mostly local and Canadian content would be covered. While the survey does not include a review of cultural diversity in its totality, it does include organizations which feature cultural activities as indicated above (i.e. Ukrainian dance, First Nations crafts, celtic dance). There is no doubt that cultural diversity is an important part of the fabric of Kamloops and that future work in this area would be beneficial.



5 EVALUATION OF THE CURRENT CITY OF KAMLOOPS APPROACHES TO ARTS AND HERITAGE

This review looked at the effectiveness and efficiency of the City of Kamloops approaches to arts and heritage. This evaluation is an important aspect of developing the governance recommendations in future sections. The evaluation was based on interviews with key city staff, a review of internal documentation and programs and information gleaned from a portion of the survey which examined respondent's views on the progress of the City of Kamloops to arts and heritage development.

The City of Kamloops has made considerable progress in advancing arts and heritage in Kamloops over the last decade. 84% of survey respondents indicated that they felt the city had made either moderate or significant progress. They pointed to major accomplishments including the Kamloops Art Gallery, Music in the Park, the redevelopment of the Kamloops Museum and to the growth of the visual and performing arts as well as to a general sense that the City of Kamloops supported arts and heritage both in principle and financially.

The evaluation points to strong support by City Council and staff and to its advocacy role, particular support for professional arts organizations, a strong commitment to providing hands-on, community-based programming and to a strong service agreement model with the need for some strong objective setting. It points to the need to establish a specific role inside the city structure for arts and heritage development planning, coordination and advocacy with other levels of government and the private sector and to make its role and service transparent to the public.



It recognizes the need to support the arts along the full continuum. This includes a better and more coordinated approach to arts and heritage support through well articulated policies and programs, supporting individual artists and small and medium-sized organizations which to date have received little support and advancing the growth and development of large arts and heritage organizations as key cornerstones in Kamloops cultural fabric. It also recognizes that the Arts and Heritage Commissions will be a key player in the success of this plan and their development and strong role must be ensured.

The following specific evaluation grid was developed and looks at the following factors:

- Leadership and support at the City Council level
- Leadership and support at the City staff level
- Financial commitment
- Community response to a portion of the survey which was dedicated to getting the community's response to the current approaches of the City of Kamloops
- Support for large and professional arts and heritage organizations in Kamloops
- Support for small and mid-level arts organizations along the developmental continuum
- Support for Kamloops artists
- Recognition of heritage as an integral part of the cultural development of the city
- Transparency of arts and heritage delivery
- Level of dedicated resources
- Arts and heritage policies as important governing documents
- Service agreement effectiveness and efficiency
- Arts Commission effectiveness and efficiency



- Heritage Commission effectiveness and efficiency
- Advocacy with other levels of government and the private sector

All ratings are out of 10.



EVALUATION OF THE CITY OF KAMLOOPS APPROACHES TO ARTS AND HERITAGE

EVALUATION FACTOR	COMMENTS	RATING
City Council and leadership supports arts and heritage and believes that they contribute to the quality of life and economic well-being of Kamloops.	The City of Kamloops has demonstrated its strong support for arts and heritage both in principle and through a strong level of financial support at \$16.82 per capita. There is a high level of good will.	9
City staff at management and staff levels work cooperatively with the community and are responsive to the needs of the community.	City staff and management are strongly committed to the development of arts and heritage and are responsive to the community. There is a high level of good will.	9
The City recognizes that large, professional arts and heritage organizations are pillar organizations and play a vital role in developing the entire community, in supporting local arts development and in providing access to cultural exhibitions and presentations from Canada and abroad. The City supports them accordingly.	The City strongly supports the professional and large arts organizations through strong service agreements. Examples of these types of organizations includes Western Canada Theatre Company, the Kamloops Art Gallery, the Kamloops Symphony and the Community Arts Council of Kamloops. The City is encouraged to continue its strong work with these organizations in supporting their next level of development and reviewing the City's support given increasing costs.	8
The City recognizes that small and mid-level arts and heritage organizations are an integral part of the cultural fabric of the city and provide significant cultural opportunities for Kamloops residents as well as having strong grassroots community support. They are also the next generation	This aspect of the community is not strongly supported and is an area which requires significant attention in terms of development and support. The survey determined that 52% of local responding arts organizations received no support at any government level.	3



of professional arts organizations.		
They receive support accordingly.		
The City through its own efforts or partnerships provides hands-on opportunities to the citizens of Kamloops in arts and heritage.	There are a strong set of community based arts programs available to the community which should continue and be part of vibrant programming in the new arts and heritage centre.	9
The City recognizes the role and contribution of individual artists in Kamloops and supports them accordingly.	There is some limited support for Kamloops artists but the approach is generally not well defined. Significant work is required in this area.	4
The City recognizes that heritage is an important aspect of commemorating and celebrating the past and it has through mechanisms like Heritage management plans, heritage inventories and a focused heritage approach builds this area.	There has been significant improvement in areas like the Kamloops Museum but the approach to the general heritage area has been weak. There are no strong or coordinated heritage approaches in terms of policies, initiatives or dedicated staff to the area	4
The community can easily tell where arts and heritage fits in the City of Kamloops structure.	Arts and heritage are not easily identifiable in the city structure. In addition there is no one place, one publication or internet portal where you can readily find information on all arts and cultural services, staff contacts, commission information or funding information and programs.	2
There are dedicated staff to the arts and heritage and at a management level which will permit access to decision-making.	Staff currently managing the area are very committed to arts and heritage but their jobs are multi-faceted and therefore do not permit the level of attention required to support and develop the area to its greatest potential.	5
There are a strong set of arts and heritage policies in place to guide	There are virtually no arts or heritage policies to govern the approach of the	3



the direction of the city in arts and heritage.	city.	
The service agreements provide a strong framework for service provision and it is clear what objectives are to be accomplished.	The service agreement model which Kamloops utilizes for the delivery of many arts and heritage services is a strong model which recognizes that the value of delivery of these services by professionals in the field. However, there is no policy or program context for the provision of these dollars and no set of clear objectives. Recommendations are made in the governance section for improvement in this area.	6
The Arts Commission has been given a vital, active and important role in the development of the arts.	The Arts Commission has a moderately strong role and this is especially important when new initiatives such as this Cultural Strategic Plan happen. It could be given a stronger policy development and developmental role and it will be an important body in ensuring the implementation of this plan.	6
The Heritage Commission has been given a vital, active and important role in the development of heritage in Kamloops.	The Heritage Commission is strongly committed to heritage in Kamloops but its mission is somewhat unclear and its potential untapped in terms of possibilities to enhancing the heritage area.	3
The community views the city as being committed to arts and heritage and views that it has made progress over the last number of years.	The survey revealed that the City is viewed as having made moderate to significant progress in supporting arts and heritage over the last number of years. Overall, 84% of respondents felt that there had been moderate to significant progress made in supporting arts and heritage in the city. 16% said that they felt there had been no progress, 63% said they felt that there had been moderate progress made and 21% felt there had been significant progress made.	8



The City is a strong advocate with other levels of government in supporting arts and heritage.	The City has taken a leadership role in advocating for the Kamloops arts and heritage community and intervenes on their behalf. A more coordinated and sustained effort is required for the next level of development and for developing partnerships on initiatives like the Arts and Heritage Centre.	7
The City works with the private sector as a strong partners in arts and heritage development and encourages philanthropy.	This area is generally not very strong and could be developed significantly.	4



6 THE ECONOMIC, SOCIAL AND CULTURAL IMPACT OF THE KAMLOOPS ARTS AND HERITAGE SECTOR

6.1 The Kamloops Arts and Heritage Sector: An Economic, Social and Cultural Engine

The Kamloops arts and heritage sector contributes significantly to Kamloops, economically, socially and culturally. An important aspect of the *Kamloops Cultural Strategic Plan* was the conduct of an *Economic and Community Profile, Impact and Needs Assessment.* This survey collected information to determine the sector's cultural, community and economic size and benefits as well as providing an opportunity for respondents to provide feedback on their views on current city approaches and to articulate future needs. Approximately 31% or 81 out of 258 of respondents reported back with the report levels being high for non-profit organizations and arts and heritage organizations and lower for artists and individual companies. This response rate in general survey standards is considered to be fairly successful although given the rates it is safe to say that if 100% participation could ever take place, the statistics would be significantly higher. Further information on the survey is presented in the appendices.

The Kamloops arts and heritage sector contributes some \$9.2 Million annually in revenues to the Kamloops economy. Arts and heritage organizations, companies and individual artists expended approximately \$7.4M Million on goods, services and human resource costs ranging from art and heritage supplies to insurance, rent, printing, advertising, airlines, taxis, restaurants, lumber companies and fabric stores to mention a few. Arts and heritage expenditures positively affect virtually every aspect of the Kamloops economy. When factoring in both the direct expenditures of \$7.4 Million and the indirect expenditures factored at 1.5 which is a very conservative economic



multiplier effect, the value of the sector in the Kamloops economy would total \$11.1 Million annually.

The City of Kamloops provides some \$1.3M in support to the arts and heritage sector. Statistics indicate that for every dollar it invests in the arts it levers an additional \$2.48 from other levels of government including the BC Arts Council, Canada Council and the Federal Department of Canadian Heritage and taken separately in the research, support from the Ministry of Education. Taken in total, an assessment of the organizations that receive funding from the City of Kamloops reveals that for every dollar invested by the City, an additional \$4.66 is levered from all sources of revenues including earned revenues, fundraising and other government. When looking at the entire arts and heritage sector, for every dollar that the City of Kamloops invests in the sector, an additional \$7.16 is levered from retail sales, earned revenues, fundraising and other government revenues.

The arts and heritage sector also contributes positively to employment. 190 people in Kamloops derive income from the arts and heritage sector either through salaries, as individual artists or as sole proprietors and company owners. Contract labour was in addition to this number. The survey showed that \$4.2M was paid out in salaries, benefits, contract labour and income derived by individual artists. The value of Kamloops arts and heritage volunteers cannot be underestimated. 1,529 volunteers contribute nearly 61,000 hours annually and a conservative financial estimate values their contribution at \$610,000 annually.

The survey showed that the Kamloops arts and heritage sector contributes in a significant way to the quality of life and to educational experiences and life-long learning for Kamloops residents from preschoolers to seniors. 144,668 people attended 779 performances, exhibitions or arts and heritage events which equates to a lmost 2 annually for every Kamloops resident. The survey also revealed that the arts/heritage sector is inextricably linked to education with 24,747 Kamloops residents or



31% of the Kamloops population benefiting from some kind of arts or heritage educational experience ranging from dance or music instruction, workshops, art and pottery classes and a host of other educational experiences.

KAMLOOPS CULTURAL STRATEGIC PLAN ECONOMIC, CULTURAL AND SOCIAL SURVEY - KEY INDICATORS

INDICATOR	NON PROFIT ORGANIZATIONS AND ARTS EDUCATION	COMPANY/SOLE PROPRIETOR	ARTISTS	TOTAL
Revenues	\$5,967,957	\$2,824,000	\$380,000	\$9,171,957
Expenditures	\$5,793,984	\$1,432,150	\$139,300	\$7,365,434
Employees	90	76	24	190
Salaries/Contract/Artists' Gross Revenues	\$2,891,337	\$920,000	\$380,000	\$4,191,337
Government Program Support	\$2,253,105	Not applicable	Not Determined	\$2,253,105
Other Government Support (i.e. Ministry of Education	\$826,000	Not applicable	Not applicable	\$826,000
# of Performances, Exhibitions and Events	483	171	125	779
Attendance	111,312	18,076	15,280	144,668
Educational Participants	21,321	2,672	754	24,747
Volunteers	1,529	Not applicable	Not Applicable	1,529
Volunteer Hours	60,981	Not applicable	Not applicable	60,981
Value of Volunteer Labour	\$609,810	Not applicable	Not applicable	\$609,810
Value of Collections	\$1,772,163	Not determined	Not determined	\$1,772,163



6.2 Kamloops Non-Profit Arts and Heritage Organizations and Non-Profit Arts Education Institutions

The Kamloops non-profit arts and heritage sector reported 32 organizations in operation representing every facet of the arts and heritage sector – art galleries, festivals, music, crafts, dance, theatre, film organizations, heritage organizations and the visual arts including photography, pottery painting, sculpture and fibre arts and arts education institutions. Organizations in Kamloops range from amateur to professional and from small to large. The chart below indicates 36 due to the fact that a number of organizations had dual or multiple mandates.

KAMLOOPS NON-PROFIT ARTS AND HERITAGE ORGANIZATIONS BY GENRE

GENRE	#
Art Gallery	3
Festival	4
Music	7
Museum/Heritage	4
Dance	4
Theatre	4
Visual Arts	5
Film/Video Organization	1
Crafts	1
Other	1
Arts Education Institutions	2
TOTAL	36



Non-profit arts and heritage organizations posted revenues of \$5,967,957. The size of operations ranged widely as follows:

REVENUES OF KAMLOOPS ARTS AND HERITAGE ORGANIZATIONS

Revenues	Number	%
Over \$1,000,000	3	9%
\$500,000 - \$999,000	1	3%
\$100,000 - \$499,000	2	6%
\$50,000 - \$99,000	3	9%
\$0 - \$49,999	23	73%

Three (3) organizations would be considered to be large arts/heritage organizations and posted revenues of greater than \$1M. Three (3) would be considered to be mid-sized arts organizations between \$100,000 and \$999,000 and the remaining 26 arts organizations would be considered to be small arts and heritage organizations posting revenues of less than \$99,000. The vast number of arts and heritage organizations in Kamloops or 73% of all organizations had revenues of under \$50,000 and 17 of these under \$20,000. These characteristics of diversity, the wide range of amateur to professional and from very small and fledging to large and more developed, are important when designing policies and programs to support the growth and development of the arts and heritage sector in Kamloops.

The cumulative figures for revenue breakdowns include the following: 27% or \$1,597,849 from earned revenues which includes ticket, gate, admissions, memberships and retail sales and student fees; 21% or \$1,291,003 from fundraising including donations, sponsorships, goods and services in kind and gaming; 38% or \$2,253,105 from government program and granting sources including the City of Kamloops, Province of British Columbia (i.e. B. C. Arts Council) and the federal government (i.e. Canada Council, Department of Canadian Heritage and Human Resources



Development Canada); and 14% or \$826,000 from other government sources such as the Ministry of Education. This revenue scan indicates a sector which has diversified revenues.

The City of Kamloops was the biggest government contributor investing \$1,281,083 in Kamloops arts and heritage organizations, followed by the Federal Government at \$756,887 and the Province of B.C. at \$242,285. In addition provincial revenues from non grant sources totaled \$826,000. The leverage factor is an important consideration. These numbers indicate that for every dollar the City invests, an additional \$2.40 is put in by other levels of government. Additionally, for every dollar that the City of Kamloops invests, an additional \$2.26 is invested by the arts organizations themselves through earned revenues and fundraising. And if considering the in-direct multiplier of these organizations on the local economy and factoring them at 1.5 (a modest rate), for every dollar the City of Kamloops puts into arts and heritage organizations an additional \$4.52 in economic activity and expenditures occurs with a total \$8.7M impact on the local Kamloops economy.

In reviewing the City of Kamloops support, it tended to follow the size of operation. Notably, 16 organizations or 52% received no support from any level of government.

The expense picture follows the revenue scan in terms of size of operations.



EXPENSE SCAN OF KAMLOOPS ARTS AND HERITAGE NON-PROFIT ORGANIZATIONS AND NON-PROFIT ARTS INSTITUTIONS

Expenses	Number	%
Over \$1,000,000	3	9%
\$500,000 - \$999,000	1	3%
\$100,000 - \$499,000	2	6%
\$50,000 - \$99,000	2	6%
\$0 - \$49,999	24	76%

Three (3) organizations had expenditures of over \$1M, followed by one with revenues of between \$500,000 and \$999,000; 2 posted expenses of \$100,000 to \$499,000 and the majority of organizations totaling 26 out of 31 had less than \$100,000 in expenses. The bottom line figures showed that the sector posted a surplus of \$173,973 which shows that the sector overall is fiscally responsible, solvent and committed to cost containment. For this the sector should be applauded. It also shows that the sector given its high reliance on volunteer labour is significantly undercapitalized and that many of its organizations will face challenges moving to the next level of development. This factor, along with generally increasing costs, will affect small and large arts and heritage organizations alike.

These 32 organizations employed 90 people, 69 full-time and 21 part time. They paid out some \$2,886,337 in salaries and benefits and an additional \$474,207 in contract fees. There are some



interesting characteristics worth note in this portion of the survey. Twenty out of 32 organizations or 75% had no employees at all and rely completely on volunteer labour. A further 6 or 18% had one or two employees. Only five organizations or 15% had more than 2 employees and 3 exceeded 10 employees. The impact of volunteer labour on the arts and heritage sector in Kamloops is immense. 1,529 volunteers contributed some 60,981 hours of work and conservatively valued at \$10/hour means that they add an additional \$609,810 to the operations of Kamloops arts and heritage organizations.

Kamloops arts and heritage organizations are an integral part of building Kamloops as a strong and vibrant community and they contribute significantly to the quality of life for Kamloops and its residents. 111,312 people attended a performance, viewed an exhibition or dance performance, went to the museum, listened to a concert, went to a craft fair or participated in the myriad of cultural opportunities in Kamloops. In total 483 performances, exhibitions or events were held in Kamloops. A further 1,922 Kamloops residents support arts and heritage organizations as members.

The link between arts and education is undeniable and in this sector contributes to life-long learning from pre-school to masters and seniors levels. 21,321 or 27% of all Kamloops residents participated in some kind of arts and heritage activity put on by a Kamloops arts and heritage organization, whether it be a school heritage tour, formal music or lessons, a lecture, workshop, art or dance class. While only two of these organizations identified themselves as having their primary activity as arts education, 23 of them or 72% provided some kind of arts or heritage educational experience.



6.3 Companies, Partnerships and Sole Proprietorships

KAMLOOPS ARTS AND HERITAGE RELATED COMPANIES, PARTNERSHIPS AND PROPRIETORSHIPS BY GENRE

GENRE	#
Art Gallery and Visual Arts (including photography, pottery, painting, sculpture and fibre arts)	11
Dance	1
Film/Video/Multi-Media	1
Crafts	5
Literary	1
Graphic Design	1
Sound Recording	1
Music (Retail and Instruction)	4
TOTAL	25

Twenty five (25) companies, partnerships and sole proprietorships responded to the survey. This includes retail, wholesale and home-based studio operations. It is important to note that this snapshot is likely highly underrepresented. Out of the 25 companies or sole proprietorships represented, 44% came from the private art gallery or other visual arts sub-sector including photography, pottery, painting, sculpture and fibre arts and the remaining included dance, film/video, crafts, literary, graphic design, sound recording and music (including both retail and instruction). Only one company was incorporated and 15 or 60% were home-based studios. In



many cases individuals could also have considered themselves to be individual artists but operated under sole proprietor company names and therefore were identified as a business operation.

This part of the arts and heritage sector posted \$2,824,000 in revenues broken down as follows:

REVENUES OF KAMLOOPS ARTS AND HERITAGE COMPANIES, PARTNERSHIPS AND SOLE PROPRIETORSHIPS

Revenues	Number	%
Over \$1,000,000	1	4%
\$500,000 - \$999,000	0	0%
\$100,000 - \$499,000	3	12%
\$50,000 - \$99,000	2	8%
\$0 - \$49,999	19	76%

The vast majority of companies are sole proprietorships with revenues under \$50,000 and account for 76% of all companies responding to the survey. In this respect Kamloops arts and heritage business enterprises represent the true spirit of "small business". Two enterprises posted revenues between \$50,000 and \$99,000 and \$ posted revenues between \$100,000 and \$499,000. There were no companies with revenues between \$500,000 and \$999,000 and 1 incorporated company with revenues in excess of \$1,000,000 in revenues.

The expense picture follows the revenue side of the equation as follows:

REVENUES OF KAMLOOPS ARTS AND HERITAGE COMPANIES, PARTNERSHIPS AND SOLE PROPRIETORSHIPS

Expenses	Number	%
Over \$1,000,000	1	4%



\$500,000 - \$999,000	0	0%
\$100,000 - \$499,000	1	4%
\$50,000 - \$99,000	3	12%
\$0 - \$49,999	20	80%

The vast majority of business enterprises in the arts and heritage area, posted expenses of less than \$50,000. Twenty out of 23 or 80% fell into this category. Three companies or sole proprietorships had expenses of between \$50,000 and \$99,000 and no companies fell into the \$500,000 to \$999,000 category. One company had expenses of over \$1,000,000.

Kamloops arts and heritage business enterprises employed 51 people. 17 companies out of the 25 or 68% had no employees and they as sole proprietors were single operators. This sub-sector paid out \$920,000 in salaries.

Businesses in this sector had 171 presentations, exhibitions or events and 18,076 Kamloops residents attended events associated with these companies. The link between art and education continued strongly in this sub- sector as well with 2,672 Kamloops residents benefiting from classes, lessons, workshops and instruction in arts and heritage.



6.4 Individual Artists

KAMLOOPS ARTS AND HERITAGE RELATED COMPANIES, PARTNERSHIPS AND PROPRIETORSHIPS BY GENRE

GENRE	#
Art Gallery and Visual Arts (including photography, pottery, painting, sculpture and fibre arts)	15
Dance	1
Crafts	1
Literary	1
Theatre	1
Music	5
TOTAL	24

Twenty-four (24) artists reported in a wide range of artistic and heritage disciplines. Fifteen (15) out of the 24 reported activities in some kind of visual arts medium ranging from pottery, to sculpture, painting and fibre arts. Five responded in the music category with a strong instruction or educational focus and the remaining artists reported in the dance, crafts, literary and theatrical areas. It is important to note that a good number of sole proprietors also consider themselves to be individual artists.

Seven of the artists or 30% reported working full time at their craft, while the remaining 14 ranged in hours from 2 to 20. The majority of artists in Kamloops are therefore, part-time artists, and derive income from other sources. The average annual income of a Kamloops artist is \$15,833 annually with 16 or 67% posting revenues of less than \$10,000. In total \$380,000 in gross revenues were reported by Kamloops artists. Revenue breakdown is as follows:



REVENUE BREAKDOWNS OF KAMLOOPS ARTISTS

Revenues	Number	%
Over \$100,000	2	8%
\$50,000 - \$99,000	1	4%
\$10,000 - \$25,000	5	21%
Less than \$10,000	16	67%

Kamloops artists reported \$139,350 in expenditures with more than 80% of these expenditures occurring in Kamloops.

In addition to the economic statistics, Kamloops artists contribute to enhancing the quality of life for Kamloops residents. They carried out 125 exhibitions, performances and arts or heritage events which benefited 15,280 Kamloops audience members. As in the other sectors, the educational focus is strong here as well with 754 participants in arts or heritage instruction, workshops, lectures and classes.



7 FACILITY ASSESSMENT

7.1 Situational Analysis

A key element of *The Kamloops Cultural Strategic Plan* is determining cultural facility needs. This review is designed to look ahead 10 to 20 years rather than strictly assessing current needs and cultural assets and should prepare the community for its anticipated growth to approximately 100,000 to 110,000 within the next 10 years (source: *Official Community Plan* revised estimates). This facility assessment was completed utilizing a number of mechanisms including a Facility Assessment portion of the economic and community survey, a review of other communities such as Kelowna, Maple Ridge and Nanaimo and independent research and interviews related to the facility issue.

The Kamloops Economic and Community Profile, Impact and Needs Assessment asked a number of specific questions related to the issue of facilities including:

- 1. How would you assess the facilities that you operate in? Completely inadequate now and for the future? Adequate for the moment but not for future needs? Or completely adequate for current and anticipated needs in the next 10 to 15 years?
- Please provide an assessment of the specific needs that you have in given areas. The question asked participants to rate 17 various areas ranging from office space, to exhibition and studio space, performance space, retail and parking to mention a few and identify whether they were "completely inadequate now and for the future", "adequate for the moment but not for the future or completely" or "completely adequate for current and anticipated needs."



The following chart captures the results of this survey as it relates to the question "how would you assess the facilities that you operate in?"

ASSESSMENT OF FACILITY ADEQUACY SURVEY RESULTS - 2003

	Completely Inadequate	Adequate Now But Not For the Future	Completely Adequate Now and For the Future
Individual Artists	13%	60%	27%
Companies	10%	86%	4%
Non-Profit Organizations	38%	45%	17%
All – Summary	22%	62%	16%

ASSESSMENT OF FACILITY NEEDS BY AREA SURVEY RESULTS - 2003

	Individual Artists	Companies	Non-Profit Arts and Heritage Organizations
Office Space	28%	40%	34%
Meeting/Board Space	44%	20%	38%
Exhibition/Gallery	67%	28%	34%
Preparation Space	50%	40%	45%
Performance Space	22%	36%	62%
Seating	22%	32%	62%
Rehearsal	33%	24%	66%
Studio Space	50%	52%	34%
Storage Space	50%	48%	62%
Conservation/Collection Space	39%	12%	38%
Green Room	22%	0%	38%
Washrooms	39%	32%	38%
Visitor Spaces	17%	16%	38%
Technical Equipment	17%	12%	41%



Retail	44%	60%	45%
Green Space	17%	8%	55%
Parking	50%	68%	34%

Overall, the survey concluded that there is a significant need for cultural infrastructure in Kamloops. 84% of respondents including individual artists, companies and non-profit organizations identified their facilities as "completely inadequate" or "adequate for now but not for the future." Further analysis reveals that because of the range of operations, careful consideration to the needs of small and large, profit and non-profit and the wide range of genres from dance to pottery to theatre and music must be ensured. Only 16% of all respondents indicated that their facilities were "completely adequate now and for the future."

72% of **individual artists** indicated that their current facilities were either "completely inadequate" or "adequate for now but not for the future". The top 5 areas indicated as needs for individual artists is as follows:

- 67% for exhibition or gallery space
- 50% for parking especially related to parking at a home studio
- 50% for studio
- 50% for storage
- 44% for board/meeting space
- 44% for retail

There are a number of key considerations when considering the needs of the individual artists. Firstly, 87% of Kamloops artists indicated that they were home-based and secondly 67% of



respondents posted revenues of less than \$10,000 annually. This means that the ability of individual artists to rent expensive studio, gallery or retail space is not realistic. It is likely that individual artists will continue to have home-based operations but that this plan should identify innovative ways to address retail, parking, exhibition and meeting space issues for individual artists while still maintaining the home as the primary business space.

96% of **companies** indicated that their facilities were "completely inadequate" or "adequate for now but not for the future". This assessment ranged from small, home-based companies to large retail operations but there is a clear need for the City of Kamloops to consider the retail needs of this sector. The top 5 to 6 needs areas of companies were identified as follows:

- Parking at 68%
- Retail at 60%
- Studio space at 52%
- Storage space at 48%
- Office space at 40%
- Preparation space at 40%

This would suggest that in the development of any arts and heritage space, that the City of Kamloops should consider the establishment of retail operations but that this should be carefully done. As in the case of individual artists, the home-based operation accounted for a high proportion of company operations at 71% with 76% of respondents posted revenues of \$50,000 or less indicating that the capacity to pay rent will drive the retail development of any centre. In the development of any of this kind of space the prime consideration will be location and parking to facilitate retail sales.



Sixty two per cent (62%) of **non-profit arts and heritage organizations** indicated that their facilities are "completely inadequate" or "adequate now but not for the future". There are some notable facilities issues for the non-profit sector. Access by small and mid-sized arts and heritage organizations is one of the largest issues facing the sector. These small and mid-sized organizations also have very limited access to office and board space. This ranges from the need for visual arts, exhibition, retail and community gallery space to performance space ranging from theatre to dance for audiences under 300. What is clear from the Kamloops profile also is that there are hundreds of individual artists, many with the desire to exhibit and sell their work but with limited resources to rent space individually. Their need is not so much for a formal office setting, but rather access to shared resources, some studio space and the creation of arts retail space to facilitate the sale of Kamloops arts products.

While the Sagebrush Theatre is both a sound a relevant facility (especially now with its renovation) the access rates and general a ccessibility is very limited to small and mid-sized Kamloops arts and heritage organizations. Rehearsal space is very limited and there is a need for storage of props and other functions associated with performance. The community accesses space through the UCC theatre and other venues like churches.

It is notable that there are three separate organizations now undertaking exploratory work to deal with their facility issues including the Kamloops Symphony Orchestra, the Kamloops Community Arts Council and the Arts and Crafts Club. This provides an important opportunity for the community to create facility solutions at this time which address the facility needs of many of Kamloops arts and heritage organizations.

The need for arts education space is also notable ranging from choral rehearsal space to piano and music recitals and studio space for pottery instruction for example. This is particularly relevant considering the size of the arts education sector in Kamloops. In addition, small organizations as



they develop will need access to formal office and board space and in the case of many arts and heritage organizations, space which can be shared or which can provide the opportunity to share common resources such as reception.

For larger arts and heritage organizations such as the Kamloops Symphony there is a clear need. Their houses are filled to capacity at 730 seats with the Sagebrush Theatre. The presentation space is not acoustically designed for symphonic music, there is not adequate office or board space, there is not an adequate symphony seating arrangement such as a formal orchestra pit, rehearsal space is needed as is space for arts education instruction which is forming an increasingly important role for the symphony. Western Canada Theatre has done an excellent job of managing the Sagebrush Theatre for the city and for the benefit of the public but its long-term needs in terms of seating, facility, office and presentation space is also limited. In addition, the current facilities of Kamloops prevent attracting larger cultural productions from other parts of Canada such as the Royal Winnipeg Ballet and the Vancouver Symphony Orchestra. The right kind of facility could help to position the City of Kamloops as a major presenter and become an excellent location for arts and heritage provincial, national and international conferences and events.

Overall, the 5 to 6 greatest needs presented from the non-profit sector in the survey are as follows:

- Performance Space 62%
- Exhibition Space 62%
- Studio Space 62%
- Seating 62%
- Storage 62%
- Green Space 55%



On the question "do you support development of multi-use space?", 93% or 27 out of 29 arts and heritage organizations responded positively with caveats related to developing effective operating models and ensuring that technical and artistic requirements of the tenants are ensured.

7.2 Conclusions

There is a significant need to address cultural facility issues in Kamloops, ranging from small to large arts and heritage organizations, from amateur to professional and for support in arts education and community-based arts. There have been some significant improvements in the Kamloops Museum infrastructure and the Kamloops Art Gallery is a key focal point for visual arts development in Kamloops and is a nationally recognized institution. The Sagebrush Theatre has served as a vital performance facility for the community and its role would be continued under this plan. Other areas of infrastructure, however, are fragmented, aged-out in many circumstances, inadequate for small and mid-sized organizations and there are notable deficiencies for organizations already looking for infrastructure answers including the Kamloops Symphony, the Kamloops Community Arts Council and the Kamloops Arts and Crafts Club. In addition, the community's expression of the need to build cohesion in the arts and heritage communities is not well served by the fragmented infrastructure. In the long term a coordinated, consolidated home for the arts and heritage in Kamloops is the best solution. Interim solutions will need to be found to address the significant infrastructure challenges of some arts and heritage organizations in Kamloops.

The key conclusions are as follows.

• There is a need to create a Kamloops Arts and Heritage Centre which would provide presentation and exhibition space for all aspects of the community including a 1,000 seat performance space for theatre, dance and music including symphonic music, a community gallery, access to shared studio space, rehearsal space, office and administration space, box office, arts education space, and retail space to support the sale of Kamloops arts and



heritage products. The centre should pay close attention to technical and artistic requirements including acoustic elements, flooring for professional dance and theatrical technical elements. The centre would serve as a focal point for cultural development in Kamloops. City arts programming should be moved there as well.

There are some comments to be made about the upgrading of existing facilities for arts and heritage use as a potential long-term option. Upgrading of buildings currently not designed specifically for arts or heritage space in the long term will result in a fragmented and stop-gap approach which could in fact in the long-term cost more. In addition, the current scenarios would not address issues of performance space, preparing for growth or the larger arts education needs. In addition, a multi-use space can provide opportunities for cost-sharing of resources and would support the community and cohesive building that the community identified as important.

- The arts and heritage centre should form part of a proposed Kamloops Cultural District or Kamloops Cultural Precinct.
- Location will be an important consideration in future work and should include the following factors: (1) Ease of purchase or acquisition (2) Proximity to amenities like restaurants (3) Cost of construction (4) Proximity to parking (5) Size of the foot print (6) Support for the *Official Community Plan* and larger economic and cultural objectives (8) Environmental issues (9) Aesthetics and surrounding area (10) Proximity to arts and heritage district.
- The City of Kamloops should recognize and encourage the development of the home-based arts and heritage sector including home studios. It should look at innovative strategies including the establishment of "Arts Enterprise Zones" in city planning where home-based studios are encouraged through development permit relaxation, enabling more generous parking for patrons, encouraging home-studio signage and promoting home-studio tours and days where the public can see artists in action and purchase their products. The home-based sector, given its size and importance in Kamloops, should be supported in strategic



ways in the new arts and heritage centre through access to space like meeting and board space, storage and shared retail space.

• The Sagebrush Theatre should be retained as an important part of the cultural infrastructure and be strategically utilized to accommodate the performance needs of small and mid-sized organizations and issues of access related to cost should be addressed.



8 KAMLOOPS CULTURAL MISSION AND VISION

8.1 Kamloops Cultural Mission Statement

The following Kamloops Cultural Mission Statement was developed through two public forums and a special Visioning Session with the Kamloops Arts Commission and the Kamloops Heritage Commission.

"It is our mission to enrich the lives of Kamloops citizens through cultural experience, expression and participation and to support the growth and development of our arts and heritage sector as a vital part of our community's economic, educational and social fabric."

8.2 The Kamloops Cultural Vision

When asked the question, "Where do you want the cultural sector in Kamloops to be in 10 years?" this was the response:

- ✓ **LEADERSHIP:** We will be a recognized leader in arts and heritage development in Canada and will be a model for arts and heritage for small cities. We will have a city structure and financial resources which supports this leadership role.
- ✓ **INFRASTRUCTURE:** We will create a strong arts and heritage infrastructure to support arts and heritage accessibility and development for every Kamloops resident from children to seniors, artists to organizations and companies and from amateur to professional.
- ✓ **COMMUNICATION AND PARTNERSHIPS:** We will build an arts and heritage community which collaborates, communicates, networks and we will be known for our



- innovative partnerships. In particular we will forge new and powerful relationships with the education sector as a natural partnership and a commitment to a "learning community".
- ✓ **COMMUNITY SUPPORT AND PARTICIPATION:** We will build a community where arts and heritage are integrated, are relevant and are part of every day life and are viewed as an essential part of the community both socially and economically. We will encourage and recognize community participation in the arts and heritage as volunteers, practitioners, audience members and supporters.
- ✓ **DIVERSITY AND STRENGTH:** Our vision is to see a vibrant arts and heritage sector along the full continuum. By valuing the contribution of both the artist and the organization, the small and the large and the amateur and the professional in all disciplines, we will build a thriving, growing and vital arts and heritage community.



9 RECOMMENDATIONS: STRATEGIES AND ACTIONS

9.1 The Five Key Strategies

The Kamloops Cultural Strategic Plan Strategies and Actions were developed cooperatively through a set of workshops and meetings with the Arts and Heritage Commissions, through two Public Forums, one in March, 2003 and one in June, 2003, through individual interviews and through the conduct of a survey and through a special education and arts education meeting which was graciously hosted by the University College of the Cariboo and Mr. William Garrett-Petts.

The 5 Key Strategies Areas are:

- STRATEGY A: FOCUS ON HERITAGE: CELEBRATION, COMMEMORATION, PRESERVATION
- STRATEGY B: CULTURAL PRESENTATION AND DEVELOPMENT
- STRATEGY C: MARKETING, CULTURAL TOURISM AND ECONOMIC DEVELOPMENT
- STRATEGY D: CULTURAL INFRASTRUCTURE
- STRATEGY E: CULTURE AND EDUCATION: BUILDING THE LEARNING COMMUNITY



9.2 Strategy A: Focus on Heritage: Celebration, Commemoration and Preservation

Heritage provides a significant opportunity to create a greater sense of history and community for its residents. It commemorates and celebrates history. It can also be a tool for economic development and physical enhancement throughout the City and should be integrated into an Arts and Heritage District or Cultural Precinct.

There are a number of key observations associated with heritage development in Kamloops:

- There have been major strides in the development of the Kamloops Museum
- There is a very committed Heritage Commission but its mandate is unclear
- The approach at the city is somewhat fragmented and there are a lack of dedicated resources
- There is an absence of heritage management or development approaches

This strategy has identified heritage as a significantly underdeveloped area in Kamloops. There has been a strong effort by the Kamloops Museum and it has made major strides but other areas and heritage approaches are weak in Kamloops and require significant attention and development.

FOCUS ON HERITAGE: CELEBRATION, COMMEMORATION AND PRESERVATION ACTIONS AND RECOMMENDATIONS

No.	Actions and Recommendations	Implementation Time Frame
1	Develop a Heritage Management and Master Plan	Year 1
2	Develop a full and comprehensive heritage inventory of city wide historical assets. Integrate this into an on-line, web-based resource complete with photographs and make it available to archives. Provide on-site	Year 2



	information including plaques and other support materials. Clearly define all terms associated with "heritage" and the mediums to be included.	
3	Be an integral part of the Arts and Heritage District planning process. Clearly define heritage role in this.	Ongoing
4	Develop and promote heritage walks and events throughout the city and on the web site and develop a comprehensive partnership approach with a wide range of heritage event and service providers.	Year 2
5	Implement heritage policies already in existence and develop more fully policies on heritage dedication, preservation and commemoration. Address issues of private ownership and access to heritage sites.	Years 2 and 3
6	Develop incentives related to heritage dedication, preservation and commemoration.	Years 2 and on
7	Develop a comprehensive heritage signage program for Kamloops including signage associated with the proposed Kamloops Arts and Heritage District or Cultural Precinct.	Years 2 to 4
8	Integrate the heritage areas into enhancing "art and heritage on the street" by animating events and individuals of the past.	Years 2 and on
9	Encourage the heritage aspect of a Public Art Program (i.e. sculptures of historical Kamloops figures).	Year 3 and on following implementation of a public art program.
10	Integrate heritage activities into other cultural activities in Kamloops during the year.	Ongoing
11	Develop heritage events in association with Kamloops neighbourhoods and community and business associations.	Ongoing
12	Ensure that the heritage community at large is consulted and involved along the way.	Ongoing



9.3 Strategy B: Cultural Presentation and Development

This strategy will encourage the development of arts and heritage along the full continuum from student, to amateur and professional. It brings arts and heritage out onto the street and develops an "Arts is for Everyone, Art on the Street" approach. This strategy focuses on continuing the strong commitment to Kamloops large and professional arts and heritage organizations, placing a developmental focus on small and mid-level arts and heritage organizations, continuing the delivery of hands-on arts programming for city residents, promoting the development of areas like festivals especially in the summer season and supporting the work of individual artists in Kamloops. It equates to a "firing on all cylinders approach" to cultural development.

In considering the important area of cultural presentation and development there are a number of key observations:

- There is a vibrant arts community in Kamloops but there is a need to utilize the arts and heritage to benefit all the communities of Kamloops and to utilize them to bring the downtown to life. European models show how "art is everywhere" can work to create safer and more alive communities.
- There are particular gaps in the summer for cultural and arts presentation such as festivals.
- There is a need for youth opportunities.
- There is strong support for the large and professional organizations and opportunities must be provided to continue the development of these anchor organizations.
- Individual artists are a major force in Kamloops and their development should receive attention.
- There is minimal support for the small or mid-level arts and heritage organizations.
- There are strong community based hands-on arts programs.



• The arts and heritage community has identified itself as "fragmented" and sometimes "polarized" and "competitive" as opposed to cooperative. There is a significant level of commitment to change this.

CULTURAL PRESENTATION AND DEVELOPMENT ACTIONS AND RECOMMENDATIONS

NO.	ACTIONS AND RECOMMENDATIONS	IMPLEMENTATION TIMEFRAME
1	Work with local arts and community organizations to develop a summer arts or festival season and develop a "Signature Event". Look at models like "Bard on the Beach" - "Kamloops Shakespeare on the Sand".	Year 2 and on
2	Work with retailers throughout Kamloops to exhibit local artists. Work with all manner of business and community associations to accomplish this.	Year 1 for planning and Years 2 and on for implementation.
3	Support rather than discourage buskers, performance artists, bands on the street, chalk artists. Develop a coordinated and well-defined approach including licencing to this to avoid panhandlers. Work with business associations such as the North Shore Business Association, the Downtown Business Association and Venture Kamloops to accomplish this.	Year 1 for planning and Years to and on for implementation.
4	Work with youth organizations and educational institutions to create opportunities for youth including things such as a garage bands and give them opportunities to present. Look at the issue of coordination and resources.	Year 1 for planning and Years 2 and on for implementation.
5	Develop a "culture on the river" strategy and encourage and support activities such as festivals, presenters and visual artists. Include grasslands in this strategy.	Year 2
6	Continue to strongly support large, professional arts and heritage organizations in Kamloops and work with them to continue work in cultural presentation, marketing, audience development and in building strong organizations.	Ongoing
7	Enhance development and support for small and mid-level organizations, invest in their organizational development and support their presentations to a greater extent.	Ongoing



8	Support the development of individual artists in Kamloops including assisting in developing their craft and in marketing their products	Ongoing
9	In order to support the growth of individual artists, small and mid sized organizations and larger professional organizations, consolidate current programs and expand the overall program mix to include:	Year 1 to develop full program including guidelines and decisionmaking processes.
	 Individual Artist Support program 	Implement in Year 2.
	 Cultural Presentation Fund for arts and heritage organizations 	
	Cultural Marketing and Tourism Development program	
	 Service Agreement Fund for arrangements for arts and service provision 	
	 Professional Development Fund and Organizational Capacity Building to support board development, fundraising, strategic planning etc. 	
	Ensure the information is readily available in a consolidated publication and on the web and work with the arts and heritage commissions and the larger community to develop guidelines and processes for decision-making.	
10	Work with First Nations communities in the area and with Kamloops First Nations organizations to enhance cultural presentations and create opportunities for Kamloops citizens to experience first nations culture.	Ongoing
11	Work with the many diverse cultural communities in Kamloops to create opportunities to celebrate and experience the rich cultural diversity of Kamloops.	Ongoing
12	Establish a Public Art Program and work with the arts and heritage commissions and the larger community to develop the appropriate framework.	Year 1 for planning and Year 2 for implementation.
13	Create a forum for greater communication, partnerships development and to build greater cohesion in the community in the arts and heritage communities. This could include hosting a number of round table all-cultural meetings in a year or creating a more formal mechanism such as a Kamloops Arts and Heritage Alliance. The alliance should bring together all disciplines including arts and heritage and from student, to amateur to	Year 1 and on. This is fairly simple to organize.



	professional. It should operate as a coalition, not a new bureaucracy.	
14	Implement Kamloops Arts and Heritage Conference dedicated to the growth and development of these sectors. This may occur every 2 to 3 years.	Year 3

9.4 Strategy C: Marketing, Cultural Tourism and Economic Development

This strategy recognizes that the arts and heritage are an economic tool and can support important economic objectives in support of the Official Community Plan, larger economic objectives by the city and by Venture Kamloops. This also supports greater audience development and marketing.

In developing this strategy, there are a number of key observations that have been made:

- Community marketing efforts are fragmented and while there is some cooperation there is a long way to go.
- There is an opportunity to make arts and heritage a major economic force in Kamloops.
- There is an opportunity to integrate the arts into the tourism strategies of the City of Kamloops through a "stay another day" strategy.
- There is an opportunity to become a truly regional arts centre.
- There is an opportunity to support urban revitalization throughout the city and to work cooperatively with business associations across the city.



MARKETING, CULTURAL TOURISM AND ECONOMIC DEVELOPMENT ACTIONS AND RECOMMENDATIONS

No.	Actions and Recommendations	Implementation Time Frame
1	Create a consolidated Arts and Heritage promotion tool like the "Georgia Straight" which is full colour and provides information for all Kamloops citizens and visitors on what is going on in the arts and heritage scene in Kamloops. As an alternative build on existing models like Mosaic or Grasslands. Include this as an insert in the news papers every 2 weeks or once monthly and make it available on-line. Suggestion has been made that this also serve as the "voice" of arts and heritage in Kamloops.	Plan in Year 1 and implement in Year 2.
2	Significantly upgrade the city website to create a leading edge arts and heritage web site with calendar information and links to local arts organizations.	Plan in Year 1 and implement in Year 2
3	Establish a Arts and Heritage District or Cultural Precinct marked by the Kamloops Art Gallery, the river, the Kamloops Museum and heritage houses downtown including along the river. Promote cultural activities throughout neighbourhoods and communities in Kamloops and create mini "cultural zones". Enhance existing facilities and look at cosmetic and storefront improvements.	Long-term 10-year initiative.
4	Develop a significant signage program which develops a brand like "Follow the Eye". Develop a Kamloops cultural logo as a "branding tool" for the arts and heritage sector in Kamloops.	Plan in Years 1 and 2 and implement in Year 3
5	Work with the Planning Department on the development of physical improvements ranging from store frontages to street lamps and lighting, streetscapes, planters etc. Integrate public art into this strategy.	Ongoing long-term initiative. Should be developed in concert with Arts and Heritage District.
6	Examine the feasibility of establishing an arts market. Look at long-term models like a mini Granville Island in Vancouver or The Forks in Winnipeg.	Long-term 10-year initiative.
7	Develop arts and heritage packages with Venture Kamloops and market.	Ongoing
8	Work with hoteliers, hotel associations and hostels to promote arts	Ongoing



	and heritage activities and events.	
9	Build on the "Tournament Capital of Canada" motto and market Kamloops as a location for cultural conferences, presentations and events at a regional, provincial and national level. Utilize crossmarketing tools in sports/culture.	Ongoing
10	Work to attract provincial, national and international arts and heritage conferences, exhibitions and events. Utilize examples such as the Lansdowne Mall's "Art Wall" in Richmond.	Strategy in Year 1 and implement in Year 2 and beyond.
11	Create a Mayor's Awards for Business and the Arts and Heritage modeled on successful events like the one operating in Edmonton.	Plan in Year 2 and implement in Year 3.
12	Support the development of tourism-ready cultural products in Kamloops and create support mechanisms under funding to accomplish this. Establish a Cultural Marketing and Tourism Development Fund (see #9 in Cultural Development section).	Plan in Year 1 and implement in Year 2.

9.5 Strategy D: Cultural Infrastructure

The key objective of the Cultural Infrastructure Strategy is to address the cultural infrastructure needs as identified in the *Facility Assessment* section of this report. The long-term strategy is to create a cultural infrastructure which is able to support the development of arts and heritage along the continuum from student, to amateur to professional, which supports economic development and cultural tourism and which serves the Kamloops community in the broadest sense.

A recapping of conclusions of the *Facility Assessment* section is as follows:

- Certain elements of the arts and heritage physical infrastructure are strong including the Museum and the Kamloops Art Gallery and support the community well;
- The Sagebrush Theatre serves the community well through the work of the Western Canada Theatre and there should be a continuing role in the community for this infrastructure resource;



- Overall the cultural infrastructure is fragmented and there is no home for the arts or focal point for arts and heritage development in Kamloops;
- There are particular needs for organizations now searching for viable alternatives including the Symphony, Kamloops Players, the Thompson Valley Potter's Guild, the Thompson Valley Weaver's Guild and the Community Arts Council;
- Specific needs include performance space, rehearsal space, studios, exhibition space, visitor services:
- There is current inventory in small theatre space even up to 730 but there are community access issues for organizations unable to support the access rates;
- Service agreements with current providers are generally working very well;
- Any alternatives chosen should support the larger city goals of economic, social and cultural development as articulated in the Official Community Plan,
- Home studios and small arts and heritage retail operations are prevalent and any infrastructure solutions should factor in the strong presence of the home studio;
- Any location alternatives chosen including location should be the most effective and efficient.

CULTURAL INFRASTRUCTURE ACTIONS AND RECOMMENDATIONS

No.	Actions and Recommendations	Implementation Time
		Frame
1	Create a multi-use Kamloops Arts and Heritage Centre as a focal	Planning and Fundraising
	point for arts and heritage development in Kamloops. The	Years 1 to 4, construction
	centre should provide a home for those organizations currently	year 5 and opening year
	needing infrastructure and could include organizations such as	6.
	the Kamloops Symphony, Kamloops Players, and the	
	Community Arts Council and any number of its member	
	organizations, the Thompson Valley Potter's Guild, the	
	Thompson Valley Weaver's Guild and other arts and heritage	



	groups and provide strong access to the community. Elements should include performance space of symphonic quality, exhibition space, retail space, office spaces, large conference room, dance studios, rehearsal space, green room, pottery studios. City arts programmes should operate out of this center. Seating capacity of 1,000 and up. A consolidated approach is recommended over a number of smaller structures to support efficiency and enhanced cohesion. Estimates are a 51,000 to 55,000 sq ft. facility @ \$210 per sq. ft = \$11,550,000 plus equipment and fixtures of approximately \$3M = \$14,550,000. Will take 5 to 7 years.	
	One group at the second public forum expressed concern over the multiuse approach and over the viability of the larger overarching approach over smaller cultural infrastructure strategies. One group felt the post office facility should be upgraded. The other groups agreed with the multi-use principle. There is further work to be undertaken in this area to reach a consensus on the appropriate approach.	
2	A detailed location analysis should be conducted and include the following factors as crucial to the Kamloops Arts and Heritage Centre: (1) Ease of purchase or acquisition	Year 1
	(2) Proximity to amenities like restaurants (3) Cost of construction (4) Proximity to parking (5) Size of the foot print	
	(6) Supports the Official Community Plan and larger economic and cultural objectives (7) Ease of access (8) Environmental Issues (9) Aesthetics and surrounding area. (9) Proximity to the Arts District or Cultural Precinct.	
3	Make the centre an integral part of the cultural fabric of Kamloops and utilize it to support revitalization efforts.	Ongoing
4	Work with groups such as Community Arts Council groups, Kamloops Players, Kamloops Arts and Crafts Club, Thompson Valley Potter's Guild and Thompson Valley Weaver's Guild and Community Arts Council to find interim solutions to their physical infrastructure issues.	Year 1
5	Examine and solve community access issues to performance space for performance space already in existence.	Year 1
6	Explore a partnership financing model including the federal government and programs like Infrastructure or the Cultural	Year 1 and Year 2



	Spaces Program, Province of British Columbia and the private sector.	
7	Establish a Kamloops Arts and Heritage Centre committee comprised of business leaders capable of fundraising, community members and arts and heritage practitioners to guide the process. Provide a Project Manager and appropriate resources for the management of the project.	Year 1
8	Work with a qualified architect knowledgeable to move the process forward with the appropriate reviews and planning. Find an architect with specialization in performing spaces and multiuse cultural spaces.	Years 1 to 4 for planning.
9	Design a process which will supports wide public and community consultation and buy-in along the way.	Ongoing
10	Utilize the opportunity to integrate natural elements into the new centre.	Ongoing
11	The City of Kamloops should recognize and encourage the development of the home-based arts and heritage sector including home studios. It should look at innovative strategies including the establishment of "Arts Enterprise Zones" in city planning where home-based studios are encouraged through development permit relaxation, enabling more generous parking for patrons, encouraging home-studio signage and promoting home-studio tours and days where the public can see artists in action and purchase their products. The home-based sector, given its size and importance in Kamloops, should be supported in strategic ways in the new arts and heritage centre through access to space like meeting and board space, storage and shared retail space.	Year 1 and Year 2 for Planning, Year 3 for Implementation
12	Conduct on-site visits of capital sites such as the Maple Ridge Arts Centre, Nanaimo and the Richmond Arts Centre and meet with cities that have recently gone through these types of exercises. Emulate their successes; avoid their mistakes. Have city council members attend as well.	Immediate



9.6 Culture and Education: Building a Learning Community

The Kamloops Cultural Strategic Plan reveals the strong and inextricable link between culture and education and clearly shows their contribution to life-long learning and the building of a "learning community." The statistics which show that more than 1 in 3 Kamloops residents benefit from some kind of arts educational activity is evidence of the strength of this area. 24,447 of all Kamloops residents were shown to participate in some kind of arts and heritage activity put on by a Kamloops arts and heritage organization, whether it be a school heritage tour, formal music or lessons, a lecture, workshop, art or dance class. And while there are only a minority of organizations that have identified themselves as having as a primary activity "arts education", 71% of arts and heritage organizations in Kamloops provided some kind of arts or heritage educational experience. In addition, the University College of the Cariboo and the Kamloops School District are vital players in the arts and heritage education.

The University College of the Cariboo graciously hosted a special "Focus Group Meeting on Culture and Education" on July 14th which was attended by a host of arts, heritage and educational providers in Kamloops. This forum explored the rationale for culture and education as part of the Cultural Strategic Plan, establishing of goals and specific actions and recommendations.

The key goals that were identified in building culture and education are as follows:

- 1. To emphasize the inter-relatedness of education, art, heritage and culture, recognizing that the classical aim of art is to both "delight and instruct."
- 2. To position the educational role of Kamloops' cultural organizations as balanced between the local and the national/international, allowing that the community's educational mandate include bringing the world to Kamloops, and Kamloops to the world.



- 3. To articulate "education" as an essential component of the city's cultural plan, recognizing that art and heritage educate us, and that our cultural organizations work toward developing an educated community able to better appreciate its art and heritage.
- 4. To establish links between and among cultural organizations, especially with the schools and the university, recognizing that teachers and researchers can help support and learn from the efforts of local arts and heritage organizations. Models such as the Small Cities CURA provides a model for such cultural/educational exchange.

CULTURE AND EDUCATION: BUILDING A LEARNING COMMUNITY ACTIONS AND RECOMMENDATIONS

No.	Actions and Recommendations	Implementation Time Table
1	Include educational representatives on both Arts and Heritage Commissions and include in mechanisms utilized to implement the Cultural Strategic Plan.	Year 1
2	Engage students and educators in heritage programs	Year 2 and on
3	Support ongoing initiatives such as the CURA project	Ongoing
4	Encourage research and publication on local history and art development. Produce booklets, web- site information and other materials.	Ongoing
5	Explore with educational and cultural partners an effective way of sharing information.	Ongoing
6	In cooperation with the School District examine and support the establishment of a Fine Arts school of choice.	Ongoing
7	In cooperation with the UCC partner and support the enhancement of the degree granting programs in arts and heritage.	Ongoing
8	Explore and encourage the Young People's Concert Series and look to adding a day. Explore resource issues.	Ongoing
9	Encourage the building of a higher profile for the Heritage Fair and for educational activities associated with it.	Year 2

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10	Bridge the gap between arts and heritage organizations and educational institutions and provide more opportunities for collaborations and partnerships.	Ongoing
11	Make sure that culture and education are represented and integrated into all public information mechanisms associated with the implementation of the plan.	Ongoing



10 GOVERNANCE AND IMPLEMENTATION

10.1 Introduction

Governance will be one of the key ingredients in the success of the Kamloops Cultural Strategic Plan and will represent a key partnership between the City of Kamloops, stakeholder groups and the community. This section explores three delivery models including moving all elements of planning and programming delivery outside city operations to outside arts and heritage commissions; full retention of all programming, coordination, policy development and programme delivery by the City of Kamloops; and the adoption of a Kamloops Public-Community Partnership model which would see the key elements of policy and programme development, coordination and partnership development retained by the city and the extension of its service agreement model which would see the continuation and extension of outside delivery of programming by arts and heritage organizations. The criteria of accountability, effectiveness, efficiency and responsiveness to the arts and heritage communities are utilized to assess the appropriateness of the delivery mechanism. This section also looks at a host of other governance and implementation issues.

10.2 Governance Criteria

To determine the most appropriate governance structure which will support the development and growth of the arts and cultural sector in Kamloops and the implementation of the Kamloops Cultural Strategic Plan, a set of four criteria were first developed to assess the options:

Accountability: The governance option selected must ensure that there is accountability to the City and the taxpayer. Cities must provide strong leadership, coordination and planning in this accountability framework.



Effectiveness: The governance option selected must be the most appropriate to ensure that the strategic directions and actions are achieved. A model which is not equipped to deliver on these actions, will not be effective. The governance option selected must also have the influence, authority and access to City government decision-making and to enable appropriate resourcing and coordination of city services. It must also be able to coordinate the many partners that are involved in this strategy ranging from city services, to arts organizations and community services , including cultural, economic, tourism and the myriad of service agreements and partnerships with organizations like Venture Kamloops, the University College of the Cariboo, School District #73 and the key bodies of the Kamloops Arts Commission and the Kamloops Heritage Commission.

Efficiency: The governance option selected must ensure that it does not duplicate any service or function already being offered by the City government itself or by organizations in the community and should utilize as much as possible existing delivery structures and bodies. It also must not establish structures which establish whole new bureaucracies and bodies which require huge resources and which detract from the principle of making the best use of existing resources. The governance must be cost-effective, dedicating the maximum resources to services, programs and partnerships as opposed to overhead and administration.

Responsiveness to Community: The governance option selected must ensure the involvement of the arts and heritage communities as partners and stakeholders and programs and policies must address their needs and opportunities and those of the communities. These communities must be represented within decision-making or advisory structures, ensuring that programming is responsive and the governance structure must enable the ability of the skills in the arts and cultural community to be utilized to provide a superior level of programs, services and planning. There must be regular systems of communicating openly and transparently with the public on the progress of implementation and on any policies or programs which are developed as a result.



10.3 Governance Options

There are 3 governance options available to Kamloops in carrying out its Cultural Strategic Plan:

Option 1: An Arts Commission or Council

Arts Commissions are a common governance option used across Canada and the United States by city governments and in this model virtually all policy development, program development and service delivery is handled through this external organization. In Kamloops, this would involve moving all aspects from City responsibility outside to the Kamloops Arts Commission and the Kamloops Heritage Commission for example.

Generally, they are a separate organization from municipal or regional governments and are constituted as non-profit societies, or not-for-profit corporations. They receive funds from municipal or regional governments which are often tied to service agreements or some other type of legal agreement which details expectations and accountability. They generally have professional staff and appointed boards which operate completely separately from any municipal or regional government. The boards are appointed in a variety of ways including appointment by city governments or appointments by community or arts groups which are representative of certain (i.e. representative from the visual arts community) and many have city representation on the boards of directors. Accountability back to governments ranges widely from organizations such as the Toronto Arts Council which is very much separate to The Edmonton Arts Council which must have city council approve grants to organizations. In most cases these commissions or councils have juries to assess granting and programming. This governance option is chosen most often for the following reasons:



- It is viewed to provide independence from governments when making artistic decisions.

 Therefore, when considering that the role of many of these bodies is to provide funding and support to arts groups or arts projects, there is not a concern over political interference or over morality or community standards issues which arise out of artistic expression.
- They are viewed to provide the best way to ensure that the arts community is involved in the
 development of programming and in the ongoing decision-making. Artists and arts
 organizations are involved in juries and on the boards and it is felt that their expertise provides
 the best way of ensuring responsive programming.
- It is viewed by some to be less bureaucratic, not having to operate in a complex system of management layers and complex accountabilities.

Option 2: City Government Delivery

City government delivery is still a very common delivery mechanism in Canada and the United States. In British Columbia, there are a good number of cultural services that are entirely delivered by city governments, although there is an ever-increasing role of public-private partnerships between city governments and non-profit organizations for the delivery of services. Burnaby and Surrey, for example, manage and offer cultural services through city owned facilities. This model is most often chosen for the following reasons:

- Arts and cultural services are viewed as an important public service and one that must be coordinated with the full weight of city planning, human resource provision and city-owned facilities.
- Given that the services and facilities are taxpayer funded, it is felt that this is most accountable given that its staff, budgets and programs and services must be conducted within the framework of city systems and accountability. Furthermore, some concerns arise out of



external delivery and the ability of city governments to maintain appropriate controls and this is viewed to maintain a tighter level of control.

In virtually every city government that uses this model, there is still significant arts community involvement. Increasingly you are seeing Parks, Recreation and Cultural Boards and advisory committees on issues such as Public Art as a regular feature of governance to ensure the responsiveness to community.

Option 3: Public-Community Partnership Model

This model is being used increasingly across Canada and the United States and is probably the model growing most quickly. Kelowna, Maple Ridge and Nanaimo are examples of B. C. communities which use the public-community partnership model. In these models central arts planning, management, coordination and policy development functions are managed within the respective City structures. Programs, services and projects, however, are delivered primarily through non-profit arts organizations. In these cases, cities generally do not have significant infrastructures to manage but provide yearly contributions to arts organizations to deliver the services to the public. For example, Kelowna's visual arts are delivered through the Kelowna Art Gallery which has a service contract with the City of Kelowna. The City of Kelowna, on their website, describes their role as the following:

"The Cultural Services Division works closely with the City's many community partners to serve the cultural needs of the community. The Division manages the City's relationship with the Kelowna Art Gallery, Kelowna Museum, Kelowna Arts Foundation, Parks Alive! and the Community Arts Centre. Cultural Services supports the City's cultural district and cultural tourism initiatives. In cooperation with the Arts and Cultural Development Committee, Cultural Services aims to strengthen the City's leadership role and commitment to the arts and cultural development."



The same exists for the newer Maple Ridge Arts Centre and the Nanaimo Arts Centre where they are managed by arts organizations through service agreements. In many instances funding decisions are guided by juries or assessment panels. This model reduces the need for internal staff although there is a small core group of staff for the planning, development, policy and coordination functions. Kelowna ensures community and arts responsiveness through its community-based Arts and Cultural Development Committee and its Public Arts Committee established for its Public Art Program.

This Public-Community Partnership Model is already in successful operation in Kamloops through the service agreements that it has with Western Canada Theatre, the Kamloops Art Gallery and the Community Arts Council. In addition it has the benefit of two existing commissions, the Kamloops Arts Commission and the Kamloops Heritage Commission that have already served important advisory functions and will be instrumental in future work associated with the implementation of the Cultural Strategic Plan. The City of Kamloops maintains a central policy, program development and planning role with the exception of its hands-on programming which it delivers directly.

10.4 Other Governance Issues

The evaluation of current approaches also dictates that the governance aspects must address the following:

- Developing a stronger policy and program context in a more cohesive and coordinated
 fashion for arts and heritage development in Kamloops which should be applied to all
 financing and support as well as service agreements;
- Supporting the arts and heritage community along the continuum from small to large, amateur to professional, and from the individual artist to the arts organization. This includes working with existing organizations in their next levels of development and developing new



approaches to small and mid-sized arts organizations, artists and the heritage area which is under-developed;

- Strengthening the role for the Arts Commission especially in the implementation phase of this Cultural Strategic Plan;
- Strengthening the role of the Heritage Commission in light of recommendations to capitalize on heritage opportunities and strengthening this area;.
- Dedicating specific city resources, including staff, to arts and heritage development and ensuring that this is transparent in the city structure.

10.5 Recommendations

It is recommended that the City of Kamloops adopt Option 3: Public-Community Partnership Model for the implementation of the Cultural Strategic Plan and ongoing arts and cultural services. This model provides the strongest model to deliver on the key recommendation to the City that it assume a strong leadership, planning and coordination function. In this model the dedication of specific resources and personnel to the arts and heritage area within the existing Parks and Recreation structure would be able to coordinate the city and community partners, have access to city decision-makers and resources and ensure strong accountability to city council. It would also have the ability to work with other levels of government and to coordinate community partnerships which are key to the success of this Cultural Strategic Plan. The second part of this model is already in existence and is fully operational and involves utilizing arts and heritage organizations to deliver key arts and heritage services. This would simply involve extending the service agreement models to areas like the operation of the new Arts and Heritage centre and looking at moving current community arts programming out to delivery by an arts or heritage organization.

The other models are not recommended. Utilizing the Kamloops Arts Commission or the Kamloops Heritage Commission for the full provision of arts and heritage services would not



permit access to city decision-makers and city resources and ability to coordinate the myriad of city departments that are needed to deliver on the Cultural Strategic Plan. On the other end of the spectrum, a completely centralized model which would involve program delivery by the city itself in all cases would increase costs and the current service agreement model permits delivery of services by organizations expert in their area of cultural development. However, the Kamloops Arts Commission and the Kamloops Heritage Commission will both be key to the success of this plan and will serve an important community liaison, policy and program advisory role and monitoring role working in cooperation with the City of Kamloops. In addition, decision-making mechanisms including the use of juries or assessment panels will need to be developed. In total there are 19 recommendations associated with governance and implementation.

GOVERNANCE AND IMPLEMENTATION ACTIONS AND RECOMMENDATIONS

	ACTIONS AND RECOMMENDATIONS		}	REVIEW			
No.		1	2	3	4	5	
1	Formally adopt the Public-Community Partnership model in the implementation of this Cultural Strategic Plan which involves a strong, central and coordinated policy and program development role for the City of Kamloops and utilizes service agreements to encourage delivery of cultural services by the arts and heritage sector.	X					
2	Change the name of the Department from Parks and Recreation to Parks, Recreation and Cultural Affairs	X					
3	Create a separate division (i.e. Cultural Affairs Division) within the Parks and Recreation Department dedicated to arts, heritage and cultural affairs. Have the museum, all service agreements, arts programs, heritage and museum and construction of the Kamloops Arts and Heritage Centre consolidated under this area. Have it be the lead area in working with the Arts and Heritage Commissions.	X					
4	Create a management position (i.e. Cultural Division Manager) within the city structure which is the arts and heritage lead and has access to the decision-making in the city structure and which has a strong background in	X					



	arts /haritage administration			1		l	
	arts/heritage administration.						
5	Create a heritage position within the city which line reports to the arts and heritage leadership position and which functionally reports to the Planning Department dedicated to the heritage area.	X					
6	Review the mandate of the Heritage Commission with a view to significantly enhancing it.	X					
7	Utilize the existing Heritage and Arts Commission mechanisms in working with the City of Kamloops to ensure the implementation of this plan. Recommendations for changes are below.	X	X	X	X	X	
8	Work with the Heritage Commission to develop a Strategic Plan and a Heritage Management and Master Plan to enhance its role and provide a stronger sense of focus and city approach to heritage.	X	X				
9	Review the Terms of Reference of the Kamloops Arts Commission to ensure that it has a strong advisory role in program and policy development and in a community liaison and monitoring role to ensure the implementation of this plan.	X					
10	Work with the community to create a Kamloops Arts and Heritage Centre Committee to guide the development of the centre from both a construction and fundraising point of view. This committee should be comprised of people from the business community with proven leadership and fundraising skills as well as members from both the heritage and arts communities and both the commissions. Dedicate a Project Manager and appropriate resources to make it happen. This won't happen on its own.	X	X				
11	Develop an operational management model for the Kamloops Arts and Heritage Centre which is modeled on the successful service agreement models in place to operate the centre.			X			
12	Work with the community to create a Kamloops Arts and Heritage Alliance or develop a mechanism such as a regular Kamloops Cultural Forum to bring together arts and heritage organizations to build cohesiveness, partnerships and encourage communication. This should include both arts and heritage, individual artists, arts organizations both large		X				



	and small and all disciplines ranging from amateur to professional, and the educational community both at the school district and university levels. This should not create another arts or heritage bureaucracy.						
13	Develop a set of program criteria and guidelines to govern all aspects of funding including existing service agreements, professional and large arts and heritage organizations, support for individual artists, small and mid level organizations and special projects. Program criteria should articulate key objectives, financial criteria, assessment procedures and any reporting requirements. This information should be published and available to the community in written form and on the city web site. This should be developed with consultation with the Kamloops Arts and Heritage Commissions and through consultation with stakeholders.	X					
14	Develop the decision making mechanisms to for program delivery including a formal jury or assessment process where needed. Not all programs will necessarily require juries or assessment panels.	X	X				
15	Develop a strong approach and support programs to enhancing support for the small and mid-level arts and heritage community.	X	X				
16	Develop a strong approach and support program for individual artists.	X	X				
17	Work with large, professional arts organizations to move them to the next level of development. This may occur within the context of the service agreement model.	X	X				
18	Explore the possibility of moving the delivery of city hands- on arts programs outside of the city to a partner group like the Community Arts Council. Ensure that these programs have residency in the new arts and heritage centre.		X				
19	Continue to develop the strong arts-education linkages and develop new partnerships with key players like the UCC and School District #73.	X	X	X	X	X	
20	Establish a specific city Arts, Heritage and Cultural website as part of the city website. Include information on mission, programs and services, key city contacts, funding, initiatives and provide on-line sector reports and annual reports as well	X	X				



	as funding results.						
21	Prepare an annual report to the public on the progress of the implementation of the Cultural Strategic Plan and provide transparent information on funding, programs and initiatives.	X	X	X	X	X	
22	Every 3 to 5 years conduct an economic, social and cultural review of the arts and heritage community to measure its growth and development. Utilize the existing research as a benchmark.					X	
23	Review the membership of both the arts and heritage commissions to include representation of the education community. Ensure education representation in new structures or committees established to support the implementation of this plan.	X					



11 THE FINANCIAL PLAN

11.1 Situation Analysis

This section outlines a Financial Plan for the Kamloops Cultural Strategic Plan in three areas: support for cultural presentation, service agreements, marketing and tourism initiatives and capacity building for organizations; the construction and operation of the recommended Kamloops Arts and Heritage Centre; and support to enhance internal city resources and delivery dedicated to arts and heritage in Kamloops

Currently the City of Kamloops provides approximately \$1.3M in support to the arts and heritage sector through a host of instruments including service agreements and support for cultural presentation and training. This equates to \$16.82 per capita based on the 2001 official Canadian census of Kamloops at 77,281.

11.2 Financial Recommendations: Strategies and Actions

The Kamloops Cultural Strategic Plan calls for investments in arts and heritage in order to facilitate the implementation of this plan. Overall, it is a comprehensive financial strategy which invests in individual artists, organizations, community programming, marketing and cultural tourism, the development of a cultural or arts precinct in an ongoing manner and cultural infrastructure. The strategy also provides resources for the establishment of dedicated cultural positions in a new renamed Parks, Recreation and Cultural Affairs Department. This financial strategy is based on a strong commitment to partnership including arts and heritage organizations, the private sector and other levels of government.



FINANCIAL ACTIONS AND RECOMMENDATIONS

No.	Action and Recommendation	Implementation
		Time Frame
1	Dedicate resources for service agreements, artists, arts and heritage organizations, cultural presentation and marketing starting at \$1,450,000 in year 1 and moving to \$2,200,000 in year 7. This will move investments in the sector from \$1.3M annually as they stand now to \$2.2M, an increase of \$900,000.	Ongoing
2	Provide support for the development of a Kamloops Arts and Heritage Centre with the first step being the conduct of a formal Facility Planning Process with significant public input.	Year 1 to 4 is planning, Year 5 and 6 construction,
	The overall financial projection of a centre of this nature is estimated to cost \$14,850,000 and which includes \$13,095,000 for construction, \$1,455,000 for planning and architectural fees and costs and \$50,000 annually for the contracting of a project manager to manager the project and work with an established board to raise private sector funds. This financial scenario recommends a partnership approach to the financing of the centre with the City of Kamloops financing 1/3 and other levels of government and the private sector financing 2/3 of the construction. It is anticipated that smaller dollars will flow in years 1 to 4 related to planning work with the majority of the expenditures in year 5 and 6. In year 7 the centre would be fully operational with an estimated operating cost of \$1,000,000 annually with the City of Kamloops providing \$600,000 in support and private and other government sources providing \$400,000 annually.	opening in year 7.
3	Dedicate resources for special projects and initiatives to advance the plan and allocate \$50,000 annually for the purpose. Examples include initiative such as the Heritage Master Plan and the Arts and Heritage District or Cultural Precinct. There are a number of initiatives in the plan which will need to be accomplished over the long term and resources need to allocated for that.	Ongoing



A specific breakdown of costs is as follows:

CITY OF KAMLOOPS CULTURAL STRATEGIC PLAN 7 YEAR COSTING OF ALL ELEMENTS (Including Current Expenditures)

COST	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Funding for service	\$1,450,000	\$1,560,000	\$1,670,000	\$1,780,000	\$1,890,000	\$2,000,000	\$2,200,000
agreements,							
organizations, artists,							
cultural presentation							
and marketing							
Staffing and Internal	\$150,000	\$160,000	\$170,000	\$180,000	\$190,000	\$200,000	\$200,000
City Structure							
(including city staff							
and O & M)							
Special projects (i.e.	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Heritage Master Plan)							
Kamloops Arts and	\$50,000	\$100,000	\$100,000	\$850,000	Construction	Construction	Opening
Heritage Centre –					***		
Planning Costs *							
**Kamloops Arts and							\$1,000,000
Heritage Operating							
Costs							
TOTAL	\$1,700,000	\$1,870,000	\$1,990,000	\$2,860,000	\$2,130,000	\$2,250,000	\$3,450,000

^{*} These costs include \$50,000 annually for a project manager for planning, \$1,455,000 for architectural and planning fees over a 3 year period (10% of the total value). These costs are only estimates and the final numbers should be the focus of considerable additional development over next number of years.

^{**} Estimates are that the facility will cost \$850,000 to \$1,000,000 to operate annually inclusive of all costs. 50% to 60% of operating provided by City and remaining through revenue generation including ticket sales, fundraising and other levels of government. A full operational model and Management Plan will need to be developed.

^{***} Final construction estimates will be an integral part of the planning process. This assumes that capital costs will be 1/3 city, and 2/3 other levels of government and the private sector. Assumes that 50% to 60% of operating will be covered by the city and remaining 40% covered by other sources.



12 IMMEDIATE RECOMMENDATIONS FOR CITY COUNCIL

In the immediate future it is recommended that Kamloops City Council:

- Approve the *Kamloops Cultural Strategic Plan* in principle;
- Establish a formal role for cultural development in the Parks, Recreation and Cultural
 Development (renamed) or such name as is appropriate and identify it as the department
 with the cultural development mandate and approve the hiring of an Arts and Heritage
 Manager to oversee the operational delivery of the strategic plan;
- Task the Kamloops Arts Commission and the Kamloops Heritage Commissions working in cooperation with the job of working with the City of Kamloops to advance the implementation of this plan.
- Approve the establishment of a Kamloops Arts and Heritage Centre Committee to advance
 the next steps in facility development which would involve work with an architect to
 conduct a Functional Plan and to ensure extensive public input in elements such as location
 selection.
- Consider a budget allocation of \$1.7M in the next annual budget cycle for all year 1 cultural activities outlined in this cultural strategic report which includes funding for existing programs totalling \$1.3M and an additional \$400,000 for all other elements of program, special projects and cultural tourism and capital planning, and for internal staffing as articulated in the Financial Plan aspect of this report.



COST BREAKDOWN OF IMMEDIATE FINANCIAL INVESTMENTS IN ARTS AND HERITAGE IN KAMLOOPS

COST	Year 1
Funding for service agreements, organizations, artists, cultural presentation and	\$1,450,000
marketing	
Staffing and Internal City Structure (including city staff and Operating &	\$150,000
Maintenance)	
Special projects	\$50,000
Kamloops Arts and Heritage Centre – Planning	\$50,000
TOTAL	\$1,700,000



APPENDIX 1:

Kamloops Cultural Strategic Plan: Economic and Community Profile, Impact and Needs Assessment RESPONSE REQUESTED BY MARCH APRIL 30, 2003

Fax To: 1-604-824-6623 OR

Mail To: Kamloops Cultural Strategic Plan, Box 1244 Station Main, Kamloops, BC V2C 6H3 – Attention Diane Janzen

The City of Kamloops is undertaking the development of a comprehensive *Kamloops Cultural Strategic Plan* which will set the direction for arts and heritage development in Kamloops for the coming decade. One of the elements of this work is the conduct of *An Economic and Community Profile, Impact and Needs Assessment.* This information has never been collected before in Kamloops and is critical to determine this sector's cultural, community and economic size and benefits, provide an opportunity to assess current city approaches and determine future needs. The City of Kamloops hired my firm Janzen & Associates to oversee the development of this strategic plan and to undertake this important research work. Your input is vitally important to this work.

Please complete this survey and submit to Diane Janzen of Janzen & Associates, Box 1244 Station Main, Kamloops, BC V2C 6H3 or by faxing it to Ms. Janzen at 1-604-824-6623 no later than **April 30, 2003**. If you need further information please contact Diane Janzen at 1-604-824-6663 or by email at **dianejanzen@telus.net**. Further information can also be provided by Mr. Ron McColl, Manager of Recreation and Culture at the City of Kamloops at 828-3465.

Privacy and Confidentiality

Please note that this survey is completely CONFIDENTIAL. It will be used only by the consultant to prepare information in the aggregate to present an overall economic and community assessment of the arts and heritage community. No private individual or government official will have access to this information and it will be destroyed once the information has been compiled.

Diane Janzen
President, Janzen & Associates

PAR	T A: BASIC INFORMATION	
	Count me a supporter of arts and heritage in Kamloops	Keep me informed by email
1	Rasic Information	



Name	of Person Submitting:	Title:		
Name	of Company/Organization:			
Addres	ss:	City:		
Postal	Code:	_Email:		
2.	Please identify your PRIMARY category of open	eration:		
	Individual Artist Arts Educator/	Instructor		Non-profit Organization Or Service Organization
	Sole Proprietor Incorporated Co	ompany		Educational Institution
3.	Please identify your genre category by PRIMA	RY activity:		
	Museum		Art Ga	llery
	Visual Arts (photography, pottery, painting, sculpture, fibre arts)		Music	
	Crafts		Dance	
	Performance Art/Interdisciplinary		Theatre	e
	Literary Arts (writing, publishing, book/magazine re	etail)	Film/V	ideo/Multimedia
	Sound Recording		Festiva	1
	Arts/heritage Supply & Retail		Interpre	etive Centre
	Arts/Heritage Education or Instruction	_	Other (specify)
4.	Please describe in a few sentences the arts o company or your organization offers to the	r heritage progra community or o	ams or se perates in	ervices that you, your n Kamloops.



PART B: SPECIFIC INFORMATION (Please only answer one section in Part B)

В.	1		DIVIDUAL - ARTIST, CE ACTITIONER ANSWER TO					
1.		How many hours a week	do you work in arts and herita	age activities?				
2.		In the last year, what gro	ss income did you derive from	arts or heritage activities?				
		\$100 - \$1,000	\$1,000 - \$5,000	\$5,000 - \$10,000				
		\$10,000 - \$15,000	\$15,000 - \$25,000	\$25,000 - \$40,000				
		\$40,000 - \$60,000	\$60,000 - \$75,000	\$75,000 - \$100,000				
		Over \$100,000						
3.		Estimate the amount that you spent on arts and heritage supplies and services overall last year in dollars \$ What percentage of these goods and services were purchased from Kamloops businesses (Please estimate)?%.						
4.		If applicable, how many performances, exhibitions or events did you have in your last full year? How many people came to your exhibitions or performances in the last full year of operation?						
5.		If you provided any educational, workshop or instruction services in the arts and heritage, how many students or participants benefited from your services last year?						
В.	2	IF YOU ARE A <u>NON-P</u> ANSWER THIS SECT		CIETY OR SERVICE ORGANIZATION				
	1.	•	employees do you have (over a	20 hours per week)?				



3.	How many volunteers do you have? (Please include any Board of Directors or committees in this number)				
4.	Estimate the number of hours of volunteer service that they provide for you in an average year? (Please include the time of Boards of Directors or committees)				
5.	How many members do you have?				
6.	What did you pay in total salaries and benefits in your last financial year?				
7.	What did you spend in contract services in your last complete final	ancial year?			
8.	What were your total annual expenditures in the your last comple your year end figures)? \$ Please estimate the spent on goods, services and salaries/benefits in Kamloops				
9.	Please provide a listing of the kinds of goods and services that yo businesses?	u purchase from Kamloops			
11.	\$ Please provide a breakdown of your revenue sources in your last	complete year of operation?			
	Earned Revenues: Ticket, gate or admissions revenue All government sources (federal, provincial or municipal) All Fundraising which includes: • Foundations • Corporations • Individual Donations • Sponsorships	\$ \$			
	 Special events Gaming (Bingo, Direct Access) 	\$			
	Retail revenue (i.e. art rental, gift shop etc.) Memberships	\$			
	Value of Goods and Services In Kind	\$			
	Other revenue (please specify)	\$			
	TOTAL				

12. In your last full operational year, please provide a breakdown of government support.



	City of Kamloops (cash) City of Kamloops (In kind including city services such as personnel, utilities or other goods and services) Province of British Columbia and its agencies (i.e. BC Arts Council) Government of Canada and its agencies (i.e. Canada Council, Department of Canadian Heritage, Human Resources Canada etc	\$ \$ \$ \$_
	TOTAL	\$
13.	What is the value of any collections (applies to galleries etc.)?	
14.	If applicable, how many people attended a performance, exhibition operational year? How many performances or exhibiting	
15.	If you offered educational programming, workshops or instruction, benefited from those programs last year?	how many people
В.3	IF YOU ARE A <u>SOLE PROPRIETOR</u> , <u>COMPANY</u> OR <u>CORPOR</u> COMPLETE THIS SECTION	ATION PLEASE
1.	How many full time employees do you have (over 20 hours per week)?	
2.	How many part time employees do you have (under 20 hours per week)?
3.	What did you pay in total salaries and benefits in your last financial year • \$1,000 - \$5,000 • \$5,000 - \$10,000 • \$10,000 - \$15,000 • \$15,000 - \$25,000 • \$25,000 - \$40,000 • \$40,000 - \$60,000 • \$60,000 - \$75,000 • \$75,000 - \$100,000 • \$150,000 - \$200,000 • Over \$200,000	ar (check one)?



4.	What were your total annual expenditures in the your last complete financial year (report on your
	year end figures)?.

•	Up to \$10,000
•	\$10,000 - \$25,000
•	\$25,000 - \$50,000
•	\$50,000 - \$75,000
•	\$75,000 - \$100,000
•	\$100,000 - \$150,000
•	\$150,000 - \$200,000
•	\$200,000 - \$300,000

- \$300,000 \$400,000_____
- \$400,000 \$500,000_____
- \$500,000 \$1,000,000_____
- Over \$1,000,000_____

5.	ease estimate the % of your expenditures in #4 that were spent on goods, services a	nd
	llaries/benefits in Kamloops%.	

- 6. Please provide a listing of the kinds of goods and services that you purchase from Kamloops businesses?
- 7. What were your total gross revenues in your last complete financial year(your year end) (check one)?
 - Up to \$10,000 _____
 - \$10,000 \$25,000_____
 - \$25,000 \$50,000_____
 - \$50,000 \$75,000______\$75,000 \$100,000_____
 - \$100,000 \$150,000_____
 - \$150,000 \$200,000____
 - \$200,000 \$300,000_____
 - \$300,000 \$400,000_____
 - \$400,000 \$500,000_____
 - \$500,000 \$750,000_____
 - \$750,000 \$1,000,000_____
 - Over \$1,000,000_____



8.	If applicable, how many performances, exhibitions or events did you have in your last full operational year? What was your total attendance in your last total year? (Note: this question does not apply to retail operations only performing and exhibiting companies).			
9.	If you offered educational programming, workshops or instruction how many people benefited from your programming last year?			
В.3	IF YOU ARE A <u>non-profit educational institution</u> PLEASE COMPLETE THIS SECTION			
1.	How many full time employees do you have (over 20 hours per week)?			
2.	How many part time employees do you have (under 20 hours per week)?			
3.	What did you pay in total salaries and benefits in your last financial year?			
4.	What did you spend in contract services in your last complete financial year?			
5.	How many students took courses or instruction related to arts and heritage activities last year?			
6.	What were your total annual expenditures in the your last complete financial year (report on your year end figures)? \$ Please estimate the % of this amount that was spent on goods, services and salaries/benefits in Kamloops%.			
7.	Please provide a listing of the kinds of goods and services that you purchase from Kamloops businesses?			
8.	What were your total gross revenues in your last complete financial year(your year end)? \$			
9.	Please provide a breakdown of your revenue sources in your last complete year of operation? (Note: some categories may not apply)			
	Earned Revenues: Ticket, gate or admissions revenue \$ All government sources (federal, provincial or municipal) \$ All Fundraising which includes: \$ • Foundations			



	 Corporations 	
	Individual Donations	
	• Sponsorships	
	Special Events	_
	Value of Goods and Services In Kind	\$
	Gaming (Bingo, Direct Access)	\$
	Retail revenue (i.e. art rental, gift shop etc.)	\$
	Memberships	\$
	Other revenue (please specify)	\$
	TOTAL	\$
10.	In your last full operational year, please provide a breakdown of govern	iment support.
	City of Kamloops (cash)	\$
	City of Kamloops (In kind including city services	
	such as personnel, utilities or other goods and services)	\$
	Province of British Columbia and its agencies	
	(i.e. BC Arts Council)	\$
	Government of Canada and its agencies (i.e. Canada Council,	
	Department of Canadian Heritage, Human Resources Canada etc	\$
	TOTAL	\$
11. 12.	What is the value of any collections (applies to galleries etc.) \$ If applicable, how many public performances, exhibitions or events did (estimate)? How many people attended those performance	you have last year
	RT C: EVALUATION OF CURRENT PROGRAMS A MLOOPS	ND SERVICES IN
1.	Answer the following question. I think that the City of Kamloops l	nas made:
	no progress moderate progress	significant progress
	in recognizing, supporting and developing arts and heritage in the last 1	0 years.
2.	What would you describe as the greatest success of the City of Kamloo supporting and developing arts and heritage in the last 10 years?	ps in recognizing,



3.	What are the major needs and gaps which have yet to be met in arts and heritage in Kamloops?
PAF	RT D: FACILITY ASSESSMENT
1.	Provide a general description of the facilities in which you operate and your anticipated needs in the next decade
	When was it
	constructed? when was it
2.	What is the square footage that you operate in? and (if applicable) what is your seating?
3.	I would assess the facilities that I operate in as:
	Completely inadequate now and for the future
	Adequate for the moment but not for future needs
	Completely adequate for current and anticipated needs in the next 10 to 15 years.



4. Please provide an assessment of the following areas rating each area (some may not apply to you):

	Completely	Adequate for the moment	Completely
8	adequate Inadequate and needs.	but not for the future	for current anticipated (next 10 – 15
y	years)		(next 10 – 13
Office space			
Meeting and board space			
Exhibition/gallery space			
Preparation space			
Performance space			
Seating			
Rehearsal space			
Studio space			
Storage space			
Conservation/collection s	space		
Green room			
Washrooms			
Visitor Services (specifiy)			
Technical Equipment			
Retail			
Green Space (outdoor)			
Parking			



Other	· (Specify
6.	If you have performances, on average how full are your houses in percentage terms?%.
7.	Do you support the principle of shared or multi-use spaces? (Yes/No) If you answered yes, wha elements are important to you in making multi-use spaces work?
	If you answered no, what are your major concerns?
8.	What elements of location are most important to you? (i.e. parking, production factors, linkages to restaurants and support services).

THANK YOU FOR PARTICIPATING IN THIS IMPORTANT WORK.