

Memo



Date: October 27, 2010
File: 1200-15
To: City Manager
From: Sandra Kochan, Cultural Services Manager
Subject: Update on Strategic Cultural Plan

Recommendation:

THAT Council receive for information the report of the Cultural Services Manager dated October 27, 2010

Purpose: To provide updated information to Council regarding progress toward the Cultural Plan, including next steps.

Background:

Cultural development is an integral part of the growth and vibrancy of any community. Starting as early as 1974 with the first report identifying the need for a multi-purpose arts centre, the City has worked together with the community to achieve a firm foundation for culture including cultural facilities, a Cultural District, grant programs, a public art program, municipal cultural staff, and various initiatives to promote arts and culture. Since the opening of the newest cultural facility (Rotary Centre for the Arts) in 2002, the awareness of the value of culture as an important contributor to the local economy and the community's quality of life has continued to grow. More than 350,000 residents and visitors now visit Cultural District facilities each year, and Kelowna is gaining more attention and profile as a vibrant cultural hub in the interior.

What will characterize the next phase of Kelowna's cultural development? In order to determine how best to proceed from here, the Cultural Services Branch, working with the Policy & Planning Department, has undertaken a review and update of cultural services. On March 1, 2010, Council endorsed a revised Council Cultural Policy #274 which better reflects current programs and practices and provides guidance for future directions. Included in the revised Council policy was the need for a Cultural Plan which would, in turn, integrate with other municipal policies and plans and reflect culture's role as a dimension of community sustainability and quality of life.

With the assistance of a \$19,900 grant from the 2010 Legacies Now Creative Communities Program, Cultural Services was able to engage a Consultant. Kari Huhtala was hired in May, and has been actively working on the plan since. Also on the planning team are Sandra Kochan (Cultural Services Manager and project manager), Stephanie Moore (Cultural Services Coordinator), and Maria Stanborough (Planner Specialist, Policy and Planning). The Cultural Plan is projected to be completed by late 2010, with the final presentation to Council in early 2011.

A handwritten signature in blue ink, likely belonging to Sandra Kochan.

The purpose of this workshop is to provide City Council with an update on the Cultural Plan including:

- A new cultural strategy...Why now?
- Process and steps so far
- Overall vision and values
- Emerging goals and strategic themes
- Next steps

Existing Policy: Council Cultural Policy #274

Considerations not applicable to this report:

Internal Circulation:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Financial/Budgetary Considerations:

Personnel Implications:

External Agency/Public Comments:

Community & Media Relations Comments:

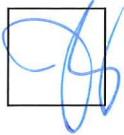
Alternate Recommendation:

Submitted by:



S. Kochan, Cultural Services Manager

Approved for inclusion:



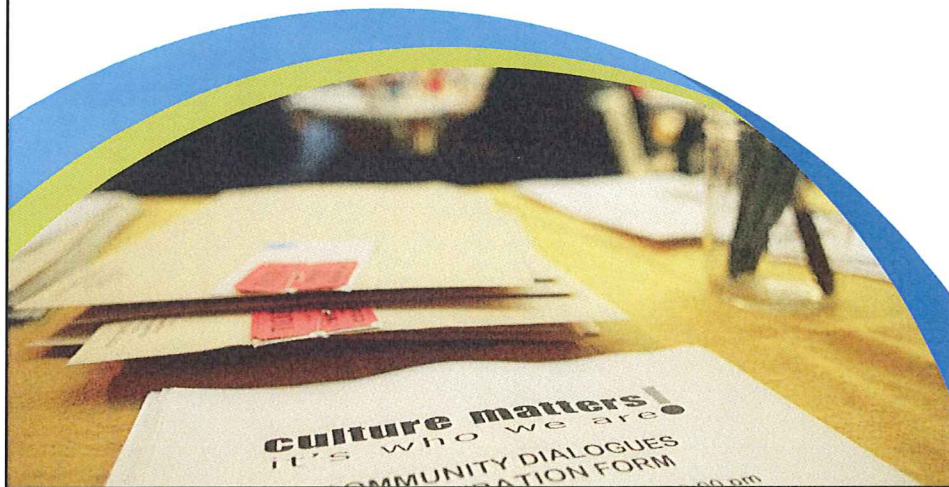
J. Gabriel, Director Recreation & Cultural Services

cc: Clerk's Department
General Manager, Community Sustainability
Director, Community & Media Relations
Director, Recreation & Cultural Services
Director, Policy & Planning
Manager, Community Planning
Cultural Plan Liaison Team

Attachments: Cultural Plan PowerPoint Presentation
Summary of Community Consultation Findings

COUNCIL WORKSHOP RE: STRATEGIC CULTURAL PLAN

Monday, November 1, 2010



A NEW CULTURAL STRATEGY


- ▶ Why now?
- ▶ Process and steps so far
- ▶ Overall vision and values
- ▶ Emerging goals and strategic themes
- ▶ Next steps
- ▶ Q & A




KELOWNA'S CULTURAL DEVELOPMENT

- ▶ 1990s Incubation
- ▶ 2000-2010 Foundation
- ▶ 2011 → Integration

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1990S INCUBATION

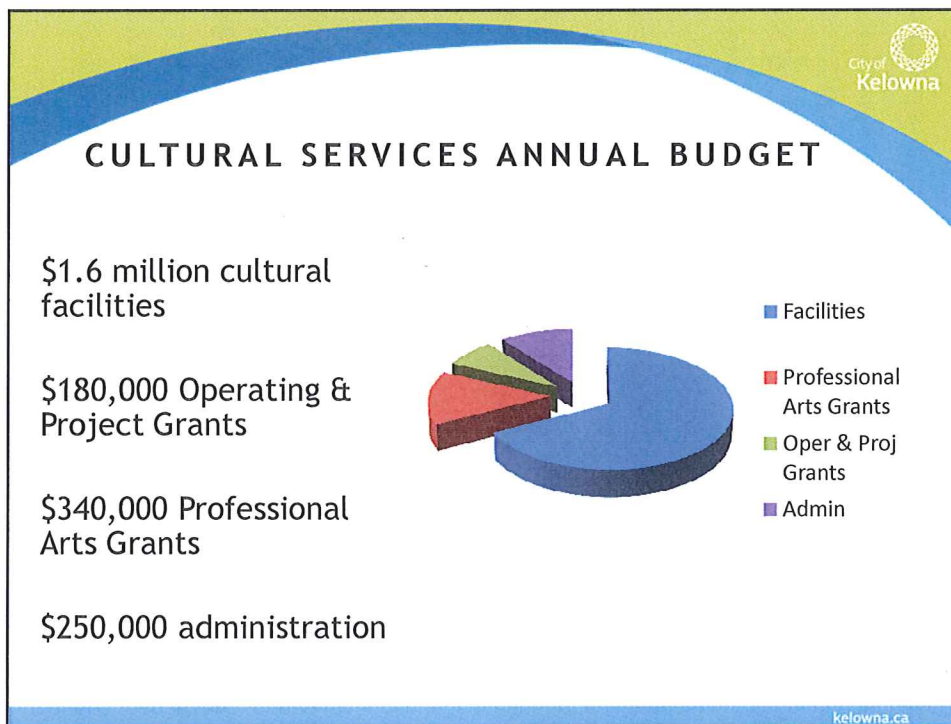
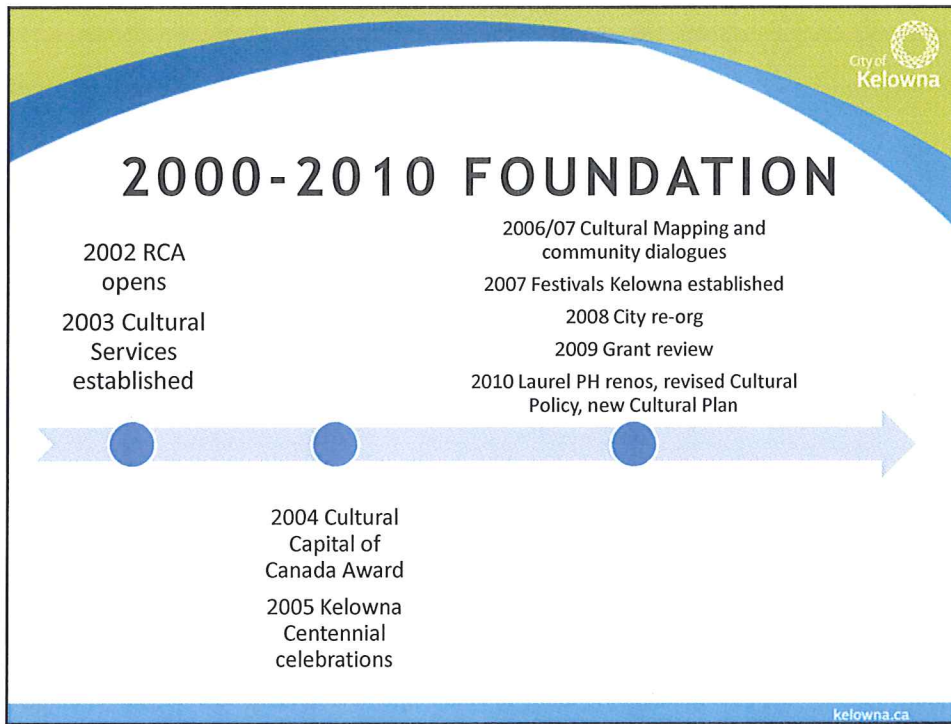


1974 Arts Centre Report
1990 Cultural Task Force Report

1995 Arts Devt Officer hired
1996 new Art Gallery
1996 Council approval for Rotary Centre

1997 Public Art Reserve Fund created
1999-2000 Cultural District Strategy

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ANNUAL MUNICIPAL SUPPORT FOR ARTS, CULTURE & HERITAGE

- ▶ Cultural Services budget \$2.37 million
- ▶ Public Art Program (iPlan) \$100,000
- ▶ Heritage Building Grants (P & P) \$30,000

TOTAL \$2.5 million

- ▶ Approx \$18 per capita excl admin
- ▶ Vancouver: \$27 p/c Kamloops: \$13 p/c

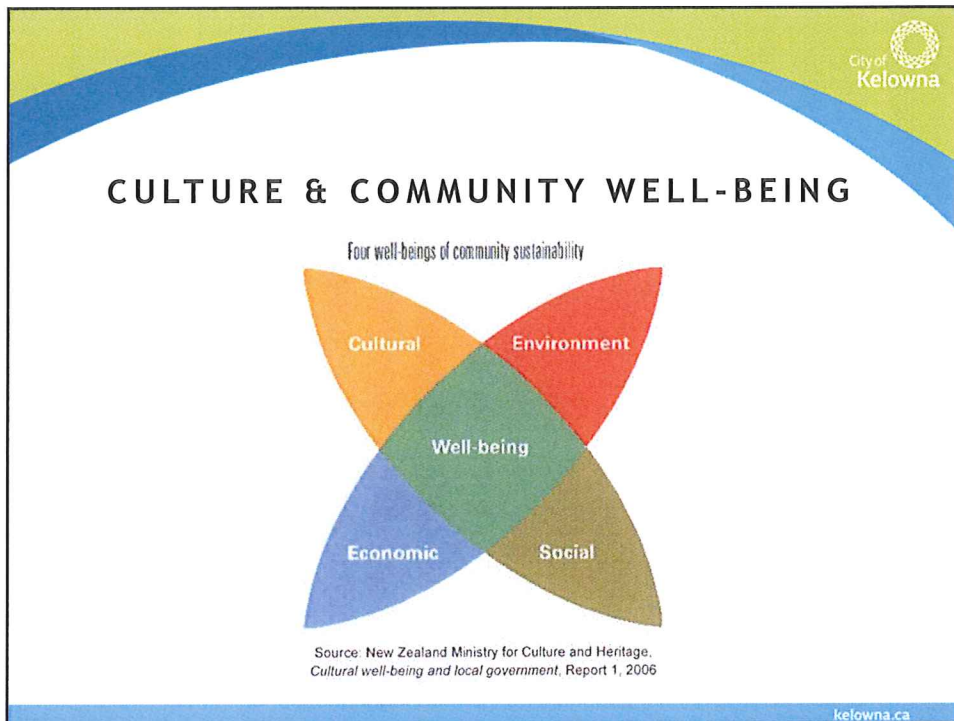
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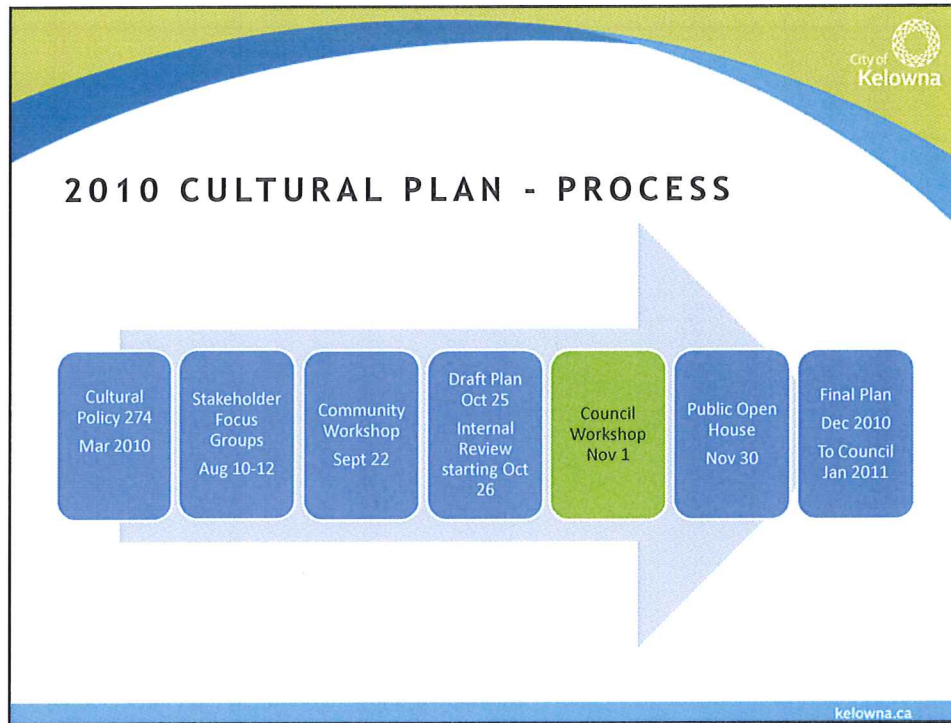


2011 FORWARD - INTEGRATION

- ▶ Cultural Plan will identify vision, goals and strategies
- ▶ Strategies will cross departmental boundaries
- ▶ Integration of cultural perspective is a major objective

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The slide titled 'COMMUNITY CONSULTATIONS' lists the following achievements:

- ▶ 70 attended Stakeholder Focus Groups
- ▶ 50 attended public workshop
- ▶ 339 followers on Facebook
- ▶ 2 surveys with 193 respondents to date

Note: Facebook and current survey accessed through kelowna.ca/culture


The City of Kelowna logo is in the top right corner, and the website 'kelowna.ca' is in the bottom right corner.



KEY FINDINGS FROM CONSULTATIONS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">▶ Excellent facilities▶ Diversity of offerings▶ Community attracts high-level professionals▶ Good level of municipal investment	<ul style="list-style-type: none">▶ Lack of public awareness▶ Youth is not involved or engaged▶ Community diversity not reflected▶ High costs and lack of affordable space▶ Parking & transit

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KEY FINDINGS FROM CONSULTATIONS

OPPORTUNITIES	THREATS
<ul style="list-style-type: none">▶ Cultural tourism▶ Collaboration with business community▶ Downtown revitalization▶ ‘Co-opertition’ - creative competition with co-operation	<ul style="list-style-type: none">▶ Instability & uncertainty re: prov funding▶ Unsympathetic media▶ General unaffordability for young artists to live and work here

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VISION

‘to be a community where culture thrives, engages and inspires’


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GUIDING PRINCIPLES

- ▶ Accessibility
- ▶ Diversity & inclusion
- ▶ Partnerships & collaboration
- ▶ Accountability & fiscal responsibility
- ▶ Innovation
- ▶ Optimizing value


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GOALS

1. Clarify the City's role in culture.
2. Strengthen culture through City strategies, plans and policies.
3. Convene the cultural community.
4. Stabilize and sustain the cultural sector.
5. Enhance places and spaces.
6. Encourage the sharing of resources.
7. Recognize culture's role in Kelowna's economy.


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GOAL 1: CLARIFY THE CITY'S ROLE IN CULTURE

Mandate	<ul style="list-style-type: none">• Enable, integrate, enhance, support, communicate – City does not 'create' culture	Information systems	<ul style="list-style-type: none">• Cultural mapping• Mapping overlays• Databases• Research• Statistics
Team	<ul style="list-style-type: none">• Interdepartmental team – could be project or mandate based		


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GOAL 2: STRENGTHEN CULTURE THROUGH CITY STRATEGIES, PLANS & POLICIES

Cultural lens	<ul style="list-style-type: none">• Consider how other plans and processes can benefit from culture or how they may impact culture
Cross-departmental planning & policy dev't	<ul style="list-style-type: none">• Use a team approach to identify and implement the best ideas in support of culture


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GOAL 3: CONVENING THE CULTURAL COMMUNITY

Cultural roundtable or commission	<ul style="list-style-type: none">• Cross sectoral leadership, planning and networking
Annual Cultural Summit	<ul style="list-style-type: none">• Learning, scanning and connecting
Issue based forums	<ul style="list-style-type: none">• Problem solving

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GOAL 4: STABILIZE & SUSTAIN THE CULTURAL SECTOR

Investment strategy	<ul style="list-style-type: none">• Engage private sector to aid in addressing funding gaps
Multi-year funding	<ul style="list-style-type: none">• For qualified operating grant clients


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GOAL 5: ENHANCE PLACES & SPACES

Integrate cultural use	<ul style="list-style-type: none">• Into existing and new development• Consider available inventories of city-owned space
Collections	<ul style="list-style-type: none">• Analyze requirements and opportunities for shared storage facility for existing permanent collections (Museum, Gallery)
Downtown & Cultural District	<ul style="list-style-type: none">• Signage, postering, connectivity, visibility• Farmers' Market or Public Market• Animation of existing space / events & programs
Gateways	<ul style="list-style-type: none">• Establish updated cultural identity at major gateways to Kelowna
Hub & Spokes	<ul style="list-style-type: none">• Recognize Downtown & Cultural District as hubs but analyze through audit process where gaps and opportunities exist in neighbourhoods for cultural spaces and places


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GOAL 6: SHARING RESOURCES

Learning outreach	<ul style="list-style-type: none"> • Connect culture to existing non-profit networks
Cultural info 'bank'	<ul style="list-style-type: none"> • Explore use of Library system as prime info source
Shared services model	<ul style="list-style-type: none"> • Research, marketing, fundraising, administration, technology
Life long learning	<ul style="list-style-type: none"> • Promote 'creative fitness' and the value of personal expression
UBCO	<ul style="list-style-type: none"> • more effective and impactful shared initiatives

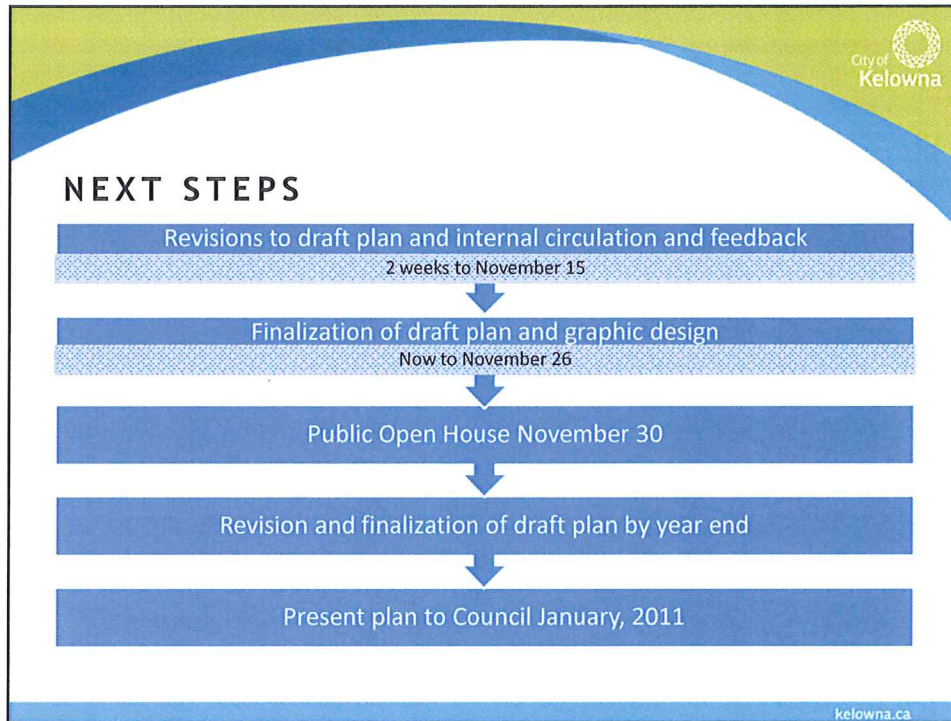
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GOAL 7: CULTURE'S ROLE IN KELOWNA'S ECONOMY

Talent attraction/retention	<ul style="list-style-type: none"> • Market based incubator models for artists/arts orgs • Flexible, affordable work and living space for artists • Culture as part of the quality of life equation
Tourism	<ul style="list-style-type: none"> • Branding Kelowna as a cultural destination • Marketing all of the City's assets and services: i.e. culture plus parks, bike paths, walking trails etc
Festivals, Events & Film	<ul style="list-style-type: none"> • Consolidating and enhancing City support for events, event development and film industry • Supports both tourism and investment attraction
Data & Research	<ul style="list-style-type: none"> • Understand and communicate the value and impact of culture in the local economy

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**‘The twentieth century
was about getting around.
The twenty-first century will be about
staying in a place
worth staying in.’**

*James Howard Kunstler, author of ‘The Geography of Nowhere’ and
proponent of New Urbanism*

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Stakeholder Focus Group Summary

From August 10 – 12, 2010, six focus group sessions were held at the City of Kelowna's Cultural Services boardroom (#133 – 1835 Gordon Drive). Each session consisted of 12 invited guests, representing one of the following community organizations and/or groups:

Participants

- Alternator Centre for Contemporary Art
- Arts Council of the Central Okanagan
- arts educators
- Ballet Kelowna
- Central Okanagan Foundation
- Central Okanagan Heritage Society
- Chamber Music Kelowna
- Okanagan Choral Society
- Cool Arts
- Downtown Kelowna Association
- Economic Development Commission
- Festivals Kelowna
- French Cultural Centre
- Fresh Outlook Foundation
- Habitat
- Intercultural Society
- Interior Health
- Kelowna Art Gallery
- Kelowna City Band
- Kelowna City Council
- Kelowna City Staff
- Kelowna Community Music School
- Kelowna Community Resources
- Kelowna Museums
- local media
- Okanagan Regional Library
- Okanagan Symphony
- Okanagan Wine Festivals
- Public Art Committee
- Rutland Parks Society
- Rutland Residents Association
- Theatre Kelowna Society
- Tourism Kelowna
- UBC- Okanagan
- Viva Musica
- visual and performing artists
- Westbank First Nations
- young artists
- Youth Arts Ambassador

Focus Group Purpose

The focus group sessions started the public dialogue to develop the Kelowna Strategic Cultural Plan. Two other community sessions are planned (see "*Next Steps*"). The purpose was to hear from key community stakeholder groups and individuals about the current cultural scene in Kelowna, its strengths, weaknesses and priorities with the aim to draft plan goals and directions for further community discussion.

Focus Group Responses

Each session began with a brief description of the City's current support and funding for arts, culture and heritage, and an overview of the City's Cultural Services Branch (i.e. mandate and staffing). Following introductions, the participant discussion focused around 3 to 7 general questions.

The summary responses present key points under each of the following discussion questions. The responses are generalized and paraphrased for practicality. To provide an easy to read overview not all comments have been included. Should you wish to read more, the complete focus group session notes are available on the web at www.kelowna.ca/culture or by contacting Cultural Services at 250.469.8474.

Question 1: What does the term “culture mean to you?

- A community at a particular time and place
- The public's preferences in art and manners
- All shared knowledge and values
- What we wear, read, listen to, and buy
- Multiplicity of a community, its people, history, cultural traditions and activities

Question 2: What are the strengths and weaknesses of Kelowna's cultural scene?

Strengths

- Excellent facilities in a Cultural District created from community input
- High level of municipal investment
- Diversity of organizations and events
- Strong cultural community passion
- Untapped opportunities and new venues

Weaknesses

- Lack of public awareness about where to find information about what is going on
- People from other cultures are not participating in community activities
- Young people not involved or engaged
- Source of operating funding is an ongoing challenge
- Media's coverage of community events lacks consistency

Opportunities

- The business community is talking about taking part in cultural enterprises
- Coordinated and consistent information improves community awareness
- Local tourist based industries represent an untapped resource
- Increased downtown mixed uses enhance cultural development
- Streamlined policies and regulations draw investment

Question 3: What does the City of Kelowna need to do to support and enhance its cultural resources?

- Maintain existing resources, funding commitments and build on them
- Integrate arts and culture into the City's day to day business
- Encourage private/public partnerships that support, enhance and fund community programs
- Advance ongoing positive dialogue about arts and culture
- Ensure that cultural opportunities are available to all ages and diverse groups

Question 4: How does Kelowna benefit from the presence of culture?

- Develops a sense of identity, belonging and puts the community on the map
- Attracts innovation and technological investment and employment
- Brings different cultures together and improves the quality of life
- Creates a balanced, healthy and sustainable community
- Builds tolerance, allows us to explore and imagine, and brings out individual talents

Question 5: What is your vision of Kelowna as a center for innovation, creativity and artistic achievement?

- A community where cultural diversity lives and is celebrated
- An open minded and supportive environment that allows for diverse choices
- Understanding by the City and community of their roles and responsibilities

- Collaboration, interaction, involvement and learning among all age groups
- Downtown and cultural district is one inclusive place

Question 6: Who/what agency should be the “voice” of culture in Kelowna? Who would be the best champion?

- City leads, facilitates and supports all forms of cultural endeavours
- Community leaders voice the same positive message
- An arm’s length independent group advocates and represents community interests and priorities
- Business community is a key benefactor of cultural programming
- Local media consistently writes, reports and informs the public about community activities
- Ensure that Kelowna’s role as a cultural centre is promoted through many outlets, including non-profits, government agencies, businesses, community events, etc.

Question 7: Top 3 cultural priorities for the City to work on in the next 5 years?

- Continued and coordinated information leads to a well-informed public
- Multi-year planning maintains and advances local vitality and growth
- Community outreach ensures equality of access and involvement, especially at the neighbourhood level
- Bring a cultural component to all City endeavours
- Encourage, support and develop collaborations, including with wineries, agriculture and recreational/sports events
- Value and support diversity
- Move the farmer’s market into the city centre
- Better use of the Cultural District – more connected to surrounding area including the downtown, waterfront

Next Steps – Ongoing Public Discussions

There are more opportunities to participate in the development of the City’s cultural plan.

- Visit the City’s Facebook page at www.facebook.com/kelownaculturalplan and join in the cultural plan discussions.
- Attend the September 22nd, 2010 workshop to be held at the Kelowna Art Gallery, 4:30 – 6:30 pm to discuss and comment on the outcomes of the focus group sessions (i.e. draft cultural plan vision, goals and future directions).
- Go to the public open house to be held later in the fall to view and comment on the City’s draft strategic cultural plan.

In addition, your comments are welcome on an ongoing basis at the Cultural Services office by submitting your thoughts to culture@kelowna.ca

Thank you for those who have participated to date, and looking forward to hearing from you who have not done so.

Recreation & Cultural Services
 Capri Centre Office
 #133 - 1835 Gordon Drive
 Kelowna, BC V1Y 3H4
 TEL 250 469-8474
 FAX 250 862-3368
kelowna.ca/culture

Summary from Strategic Cultural Plan Community Consultation

On September 22nd, the first Community Consultation was held for the City of Kelowna's Strategic Cultural Plan at the Kelowna Art Gallery from 4:30 – 6:30pm. Approximately 50 people attended part, or all of, the 2-hour workshop. The Community Consultation focused on feedback, ideas on and input to the 6 goals of the Cultural Plan: 1) Accessibility; 2) Diversity & Inclusion; 3) Partnerships & Collaboration; 4) Accountability & Fiscal Responsibility; 5) Innovation, and; 6) Building & Optimizing. The draft Cultural Strategic Plan will be crafted using the information gathered from this consultation, as well as other sources including a community survey.

The community survey will be on-line until late October, and can be accessed at:
www.surveymonkey.com/s/culturalplansurvey

The following is a summary of the community consultation.

GOAL 1: ACCESSIBILITY

Provide access to cultural opportunities throughout Kelowna for all members of the community during all phases of life.

What aspects of culture are important to Kelowna today? Do all members of the community have access to them? If not, who is being excluded and why?

- Ethnic groups with limited English
- Low income
- First Nations
- Young adults need to feel they can express 'their' take on cultural expression in a way that they want – time of day, volume, nature of...

What can be done to encourage more people to access cultural opportunities in Kelowna?

- Ethnic festivals of food, music and dance
- Encourage people to feel comfortable around public art
- Transit, transit, transit!
- Foster desire
- Not judgmental on cultural expression
- Affordability
- Visible accessibility
- Connections with people
- Safe
- Not centralized
- Free days at museum, art galleries
- Events after hockey
- Holding events outside in the summer, especially theatre

How can the City support and encourage accessibility to culture?

- Cultural services on face book
- Spaces for open programming with limited rules
- Getting the word out
- Encourage childrens' programming & funding

Reporting back highlights:

1. Spaces for open programming with limited rules
2. Flexibility of delivery such as theater in the park
3. Student cultural pass (discounts)
4. Improved transportation
5. Improved communication – the Cultural Plan face book page is a good thing

GOAL 2: DIVERSITY & INCLUSION

Embrace diversity of age, cultural backgrounds, incomes, language and education as all are valuable sources of ideas, perspectives and talents that enrich our community.

Are there segments of the community who are not participating or represented in cultural activities?

- Seniors, there are a lot of them that have skills/talents and are not represented proportionally to their numbers in the community
- University Students
- Marginalized and disadvantaged populations (i.e. homeless, low income)
- Local musicians not visible except during summer Parks Alive series
- Different types of art groups are not mixing and mingling – they tend to stick to their own genre
- Youth (approx. 12-17)
- Performing artists and small venues

What specific steps are essential to ensure cultural diversity and inclusion?

- Wider and more universal promotion
- Great contact with UBC, utilize the web-site to promote upcoming events
- Make information available in strategic community locations, i.e. weekly quick sheets at malls
- Have some sort of funding/fundraisers in place that will support/help keep the cost affordable
- Target specific, intentional communication and activities to groups which are excluded
- Student passes (reduced prices), financial assistance
- Education and awareness about financial assistance
- Getting community organizations and/or the general public to support/fund finance access
- Exposure to what is offered, like a mini expo of all the different groups so the public can come to an event and take in multiple forms/expressions of the arts at one time (a sampler of what is available)

What can the City do?

- Provide year round opportunities, programs like Parks Alive throughout the year
- Open-air community programs open to the public
- Reach out to community organizations and collaborate/partner with them
- Better utilization of transit system (promotion, access) and development of bike routes
- Great connection to downtown businesses

Looking at the six draft goals, are there additional goals that need to be included? If so, what and why.

- A goal around education and awareness about where things are and what is going on, i.e. maps

General feedback on the goal statement:

- Like the philosophical principle of the statement
- Have a hard time with the word embrace, what does that mean
- Like the all inclusiveness of the statement
- It is a little vague, but over all good
- Like the recognition that it takes diversity to create the whole
- Agree with the goal, important to reach out to youth/young people
- Good goal, but the statement may be a little too long
- It is a little broad

GOAL 3: PARTNERSHIPS & COLLABORATION

Build partnerships and work collaboratively with community groups and the private, public and voluntary sectors to address shared opportunities and challenges.

Provide some examples of successful partnerships and collaborations. How do you think they can be applied to the arts, culture and heritage activities?

- Cardington Apartments – public art with supportive housing project on St. Paul Street – this was a collaboration between the John Howard Society, Public Art Committee, architect and BC Housing
- Springvalley Middle School Mural Project – public art combined with graffiti prevention
- Leon Avenue Communities in Bloom banners – public art combined with enhancement for inner-city neighbourhood

How can the City better support partnerships and collaborations?

1. Difficult to get collaborations as it isn't the default position, there is a tendency to go to public funds, and it is a long road to change behaviours and to educate – need to be rewarded
2. City can provide the 6 'F words':
 - **Framework** for conditions under which partnerships can flourish
 - **Forum** for exchange of ideas ('idea market') – a network which connects communications, information, resources and the business sector
 - **Facilitation** – reduce red-tape and facilitate or be a resource for ways to get through it
 - **Funding** – provide grants which prefer collaborations
 - **Focus** – a strategic plan can't do everything – if collaboration is important then make it a focus of the plan
 - **Friends** – Chamber of Commerce and Downtown Kelowna Association are business networks that collaborate on initiatives with common goals, but the arts are left out of this loop because they aren't organized – arts and business need to mix more.

Looking at the six draft goals, are there additional goals that need to be included? If so, what and why?

- There are gaps in facilities and is there opportunity or appetite for expansion of facilities – for example, Community Music School, arts training, office and service hub for creative sector. Facilities could be the 7th 'F word.'

GOAL 4: ACCOUNTABILITY & FISCAL RESPONSIBILITY

Ensure the most efficient and effective use of City resources and strive for continuous innovation in addressing the needs of the community.

From your perspective, are the City's financial resources meeting the community's cultural needs?

- No, mainly a concern about the loss of provincial funding
- Mixed feedback as to whether more money should be spent, or whether money should be spent differently

In terms of municipal funding support for culture, would you maintain the existing level of support or increase it? If you would increase funding, is there a particular area where more support is needed?

- Increase it, it is a good investment in the community
- More on performing arts, visual arts
- Support youth, programs or initiatives to engage youth in any and every type of art

Other than City and other government funding, what sources/means of support will help ensure a vibrant cultural scene?

- the message needs to come from those who lead that we are culturally vibrant
- City as enabler, educator, raising the awareness and profile of culture
- Beware of fundraiser burnout
- Seek support from business community – make the economic case to the business community and not just the government

GOAL 5: INNOVATION

Encourage and foster endeavours that demonstrate an ability to lead or innovate in the development of Kelowna as a hub of arts, culture and creativity.

Do you feel well informed about the extent of arts, culture and creativity in Kelowna and how it benefits our community? If not, what are the best ways to inform and engage the community?

- Change the profile of arts in the community by changing the name of 'Kelowna Community Theatre' to 'The Water Street Centre for the Performing Arts'
- Arts groups need to be educated to work together – events are overlapping, conflicting with each other
- Need an arts advocate in the local media
- Seasonal events guide
- Need a street presence/central location to go to
- Cultural organizations should be working with events such as the Wine Festival
- Work on branding arts, culture and heritage organizations to develop an emotional connection to the community
- Need to move away from the perception that culture is exclusive
- City should stay out of it, but provide a facility for arts coordinator
- Stuart Park is a good example of art that engages the community
- Follow Calgary's model and require public art with infrastructure projects and private development

- Parks Alive! is successful because of its funding
- Collaborate between sports and culture
- Excise tax of \$1 on large events (i.e. Elton John) that would go to local culture
- Free ad space in newspaper for events
- Membership based shared marketing similar to BC Wine and Dine and the Wine Festival

What types of arts, culture and heritage focused spaces, festivals and events would you like to see that the City does not now have?

- Include Seniors in culture – important given the demographic trend of increased numbers of seniors in the community
- Link culture with health advantages – important for senior population
- Seniors in learning more extensive
- More activities in the downtown such as arts and culture, music and outdoor shows
- Product development as part of Tourism Kelowna's work
- Working with university and college as sources of innovation and inspiration, perhaps a Chair in Cultural Studies at UBC-O
- A culture clearinghouse – where to go if you have the idea for a new event
- A music festival that is better than every other town, with its own unique twist
- Connect business to the arts
- Co-opertition – cooperation with creative competition

Reporting back highlights:

1. Arts and Culture inter-communication – to each other and the public – with a central organization to share publicizing and promotion, based on fees
2. Breaking down the perception of exclusivity by using branding to create an emotional connection
3. Develop opportunities for seniors, emphasizing the link of health and creativity

GOAL 6: BUILDING & OPTIMIZING

Commit to optimizing existing cultural facilities to consistently maximize value and capacity to the community.

Do you see the existing cultural facilities and the Cultural District as a vital component of the city?

- There are lots of good things including wayfinding signage, Art Walk, new sign by the Parkade, Public Art Program is why I moved here
- Cultural District is part of downtown and should be promoted that way
- Name 'Cultural District' is OK – don't need to change it – leaves room for all kinds of entertainment and also embraces what goes on at Prospera Place, including hockey – 'Arts District' or 'Arts & Entertainment District' wouldn't be as good

Are there ways that these facilities could be used more effectively?

- Some of the facilities, especially theatres like Black Box and Mary Irwin, aren't visible enough and people don't know where they are
- People are aware of the District and the facilities generally

What would encourage you to spend more time in the Cultural District?

- Parking is an issue – the District is walkable but people use cars to get there
- Promote use of alternate transportation as part of events – reward people who don't use their cars with a discount etc
- Break the mindset about people expecting to park right where the event is
- Use small vehicles for movement within the district – bikes, or carts on a circuit so that people can move around
- Encourage more people to use the Library Parkade
- More connection to the waterfront with moorage for boats so that people can get to the District by boat or small aquabus style vessels
- Use big name shows more often – they will draw newcomers and promote the District
- Other special events that trip up people's expectations about what they might find in the District
- Public open spaces are underutilized and unwelcoming – you would feel funny and exposed if you put out a blanket to sit out on the grass by the Library Parkade, or the Library or KCT – need simple infrastructure like benches so that people will be encouraged to hang out
- Empty spaces could be like galleries with changing exhibitions or programs – change them often to keep people coming back
- People are attracted by the presence of other people – need more activity outside the buildings – private businesses could be doing more – visibility is important
- District needs to have the feeling that it is relaxed and authentic – you can be 'real' there
- More promotion and awareness of public art collection – people see it all the time and take it for granted – do more tours, or a regular 'spotlight' on a piece from the collection in the paper and combine it with an event promotion
- Improve the recreation guide so that it includes things with sightseeing interest to visitors
- Outdoor movies
- Farmers' Market permanent location in the District would attract a lot of people
- Waterfront Park seems too quiet