



Committee of the Whole

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Committee of the Whole

to be held at

City of Penticton, Council Chambers

171 Main Street, Penticton, B.C.

To view the Council Meeting, visit www.penticton.ca

Tuesday, July 21, 2020

Recessed from the Regular Council Meeting at 1:00 p.m.

1. **Call Committee of the Whole to Order**
2. **Adoption of Agenda**
3. **Delegations and Staff Presentations:**
 - 3.1 Update – South Okanagan Performing Arts Centre Society
Leighton P. McCarthy and Kim Lymburner 1-15
 - 3.2 2021- 2025 Financial Plan & Business Plan Key Dates
Jim Bauer, Chief Financial Officer 16
4. **Adjourn to Regular Meeting of Council**



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Request to Appear as a Delegation

Preferred Council Meeting Date: July 21

Second choice(s): _____

Subject matter: Update re SOPAC Society

Name of person(s) making presentation:

Leighton P. McCarthy and Kim Lymburner

Address: _____

Phone: _____

Email: _____

Please provide details of your presentation or request of Council here: (or provide a detailed attachment)

See attachment

Please note:

- This form and submissions will become part of the public record.
- The Mayor has the authority to determine if the subject matter warrants the delegation to appear before Council and may determine at which meeting.
- Please submit this completed form at your earliest convenience. Written Requests to Appear are to be received by the Corporate Officer, no later than noon Monday, one week prior to the Council meeting. Please include a copy of all materials that will be discussed.
- If you'd like to share a PowerPoint with Council, email it to the Corporate Officer by 9:30 a.m. Wednesday prior to the Council meeting to be included with the Agenda.
- We recommend you bring backup PowerPoint files with you on a memory stick.
- Delegations are limited to 5 minutes.

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Presentation - SOPAC II Workshop Number 2

Date: TBD 2020, City of Penticton

Background Information:

- As you recall from our presentation in July of 2019, the South Okanagan Performing Arts Centre Society (aka SOPAC) has been in existence since 1993. It was the re-incarnation of an earlier group working to establish a performing arts venue in Penticton.
- The current Board of Directors (BoD) was elected in January of 2019 and began working to re-energize the efforts of previous boards and set a new direction and vision for “SOPAC II.”
- In July, 2019 you agreed to provide us with a \$5,000 contribution to support our October workshop to determine a “grass roots” vision for the future of culture in the South Okanagan and Similkameen region.
- We promised and did submit to you a full report summarizing the results of the first workshop and as we were ruthless in controlling our costs, we returned half of the amount you granted.
- The vision statement and the ideas generated in the first workshop led to the need for a second workshop to establish an action plan to provide a focused direction to the Executive Board to go forward with. That workshop was held on March 6, 2020 at the Penticton Senior’s Centre and brought together a representative group of individuals with an interest in the arts over the entire South Okanagan and Similkameen region.

Workshop Summary:

- The sessions were structured, “brain-storming” sessions with the focus and results driven by the participants.

- We have provided an executive summary to you detailing the resolutions from the second workshop which highlights the challenges presented and the resolutions carried forward and approved at the AGM held the same day.
- The most important outcome of the workshop(s) was the identification of the need for greater coordination and collaboration amongst the many regional cultural stakeholders. In response to this need, the SOSArts resolved to conduct a scan of the entire arts landscape in the region. Such an “environmental scan” has never been undertaken previously. The report from the scan will serve as a valuable and strategic tool for all cultural stakeholders in the region, and will also help SOSArts to define its own role — a role that will complement and assist the services and programs of existing SOS cultural bodies.

SOS Arts Board:

- Following the Step 2 Workshop, the AGM was held in which the following motions were approved by the membership for the coming year:
 1. SOPAC will henceforth be named SOSARTS
 2. The financial report was accepted.
 3. The year end is to be changed from June 30 to December 31.
 4. The Board will undertake all of the resolutions established during Workshop 2. (see workshop report provided).
 5. The presented slate of directors (including representatives from all major centres of the region was approved.

Request for Continued Support:

- At this time, we are pleased to inform you of the activities to be undertaken. we are also requesting your support in principle for SOSARTS Board in its quest to complete the environmental scan identifying all stakeholders involved in the cultural sector and encouraging dialogue and communication amongst the community..
- We hope that as you move forward with any public engagement regarding the arts, culture and related facilities in our city and region, you invite our group to participate and in fact, we would be happy to take a lead role in the process if you requested that we do so.

Respectfully Submitted:

SOSARTS Board

The Results of the STEP TWO Workshop

Towards a Vision for the Arts in the South Okanagan/Similkameen

hosted by SOPAC II/SOSArts

Executive Summary

This one-day workshop built on the foundation of the inaugural workshop held on October 26th/27th. As the final step of the earlier workshop, participants came to a consensus on a common vision statement:

We are a united voice of the South Okanagan Similkameen, building a vibrant arts and culture community for everyone.

That workshop concluded that there is a strong willingness to connect, a strong will to move forward and the idea of disbanding SOPAC was not supported although a re-naming was encouraged.

The **objective of the Step Two workshop** was the development of an action plan that could provide more focussed direction to the Executive Board going forward if it was confirmed that there was a strong consensus that things should continue.

There were several rounds of conversation, each centred initially at tables of five participants, drawn from across the region – from Princeton to Osoyoos to Summerland to Penticton. The conversations addressed the questions and ideas raised in three major challenges that were the core of a background working paper which evolved from the Step One Workshop and was provided to each participant prior to the workshop.

When all the conversations concluded, the group re-convened in its entirety and came to a consensus on the prime resolutions in answer to the key challenges:

Challenge A. How do we go about establishing a strong regional leadership process?

Whereas the Board of Directors consists of a cross-section of regional arts stakeholders including indigenous peoples, with the commitment and availability to fulfill the vision of SOSArts,

Be it resolved that:

The newly elected 2020 Board of Directors review (the Society's) By-Law/ Constitution to make recommendation of changes to take forward to a Special General Meeting specifically to:

- 1) Determine number of Board members**
- 2) Determine Board member terms**
- 3) Focus on regional representation**
- 4) Include all aspects of Arts**

Challenge B. What are the objectives for SOSArts – in other words, Why are We doing this?

Be it resolved that:

The Board undertake an *environmental scan* of the regional arts landscape to inform the future direction and priorities of SOSArts;

scan =

- 1) inventory of cultural stakeholders**
- 2) inventory of regulatory bodies**
- 3) potential partners**
- 4) inventory of cultural activities and facilities**
- 5) other information that may emerge as relevant**

Challenge C. What are key action items/structures we need to show what we can do?

It was determined that any response to the third challenge ought to be deferred until the Board has been able to thoroughly address *A & B*. The major thrusts of this conversation included a consultation process re *needs assessment & validation* (which in large part may well be addressed in the *Environmental Scan*). The others are engaging the larger community, providing examples beyond SOSArts, gaining an inventory of existing groups (again part of the *Environmental-Scan*), and developing a regional calendar.

The workshop concluded and brought the two resolutions forward to the AGM which followed the Workshop. The draft minutes of the AGM follow as do the various preliminary responses to the three major challenges.

Appendix I: Records of 2020 AGM

Chair: Leighton McCarthy

- (3:25 p.m.) Welcome and acknowledgements

As a result of the *Step One Workshop* we have developed a **Vision Statement** to guide us going forward: ***We are a united voice of the SOS (South Okanagan/Similkameen), building a vibrant Arts & Culture community for everyone. Our challenge now is to move forward to develop an action plan to make SOSArts a real moving force in the implementation of this Vision.***

- (3:27 p.m.) Approve agenda [m: Meiklejohn / s: Hobin decision: approved]

Primary Resolutions:

- *This AGM waves the need for advance notice of the Step Two Workshop's recommendations.* [m: Hobin /s: Allin decision: approved]
- *That the name of South Okanagan Performing Arts Centre Society (SOPAC) be changed to that of South Okanagan/Similkameen Arts Board (SOSArts).*
[m: Coates /s: Mansell decision: approved]
- *That the Fiscal Year of SOSArts be from January 1st to December 31st.*
[m: Coates /s: Fry decision: approved]
- *That the SOPAC financial reports for 2018/2019 & 01/07/19-31/12/19 be accepted as filed.* [m: Sinclair /s: Allin decision: approved]
- *Due to the fact an AGM was not held during/for the 2018/2019 year this AGM acknowledges and accepts the lack of minutes to be approved.* [m: Meiklejohn/ s: Sinclair decision: approved]

Resolutions Arising from the Step Two Workshop:

A. *Whereas the Board of Directors consists of a cross-section of regional arts stakeholders including indigenous peoples, with the commitment and availability to fulfill the vision of SOSArts,*

Be it resolved that:

The newly elected 2020 Board of Directors review By-Law/ Constitution to make recommendation of changes to take forward to a Special General Meeting specifically to:

- 1) *Determine number of Board members*
- 2) *Determine Board member terms*
- 3) *Focus on regional representation*
- 4) *Include all aspects of Arts*

[m: Sinclair s: Coates decision: approved]

B. Be it resolved that:

The Board undertake an environmental scan of the regional arts landscape to inform the future direction and priorities of SOSArts; scan = 1) inventory of cultural stakeholders; 2) inventory of regulatory bodies; 3) potential partners; 4) inventory of cultural activities and facilities; 5) other information deemed relevant
[m: Sinclair s: Monro decision: approved]

Other Motions:

- *That the membership dues (fees) for the stump period in 2019 be twenty-five dollars (\$25.00/member). [m: Coates /s: Hobin decision: approved]*
- *That the three permanent members of the Board (McCarthy, Meiklejohn, Sinclair) be acknowledged, upon receipt of their dues, as being the only members for the stump period in 2019. [m: Allin /s: Coates decision: approved]*
- *That the membership dues (fees) for the 2020 year be twenty-five dollars (\$25.00/member). [m: Sinclair /s: Crawford decision: approved]*

Election of 2020 Board:

- *That the membership approve the slate of directors as presented by the out-going Board (which served as the Nominating Committee). [m: Sinclair /s: Crawford decision: approved] {in alphabetical order}*
 - Derek Bryson (Osoyoos)
 - Myrna Coates (Keremeos)
 - Leah Foreman (Oliver)¹
 - Kate Hobin (Osoyoos)
 - Alice Mansell (Penticton)
 - Leighton McCarthy (Penticton)
 - Cal Meiklejohn (Penticton)
 - Valerie Tait (Naramata)
 - Betty-Anne Xenis (Summerland)

¹ Editor's note: Ms. Foreman, due to work commitments, has had to step down; in the *interim* (until an SGM is held) she will be replaced by Carolyn Blank of Princeton.

Notice of Board Next Meeting: (to serve also as a transitional meeting)

- *The newly elected Board will meet on the first Wednesday of each month; thus the next meeting will be on April 1st at 6:30 p.m. at a site to be determined.*²
- (3:55 p.m.) Adjourn [m: Crawford s: Allin decision: approved]

² Due to Covid-19 concerns, the inaugural meeting is being postponed to May 6th.

**Challenges to be addressed by participants at *Step Two Workshop*
Excerpts from the Tables' Conversations:**

{note: records are randomly listed – each table # is not identified in parallel order}

Challenge 1:

How do we go about establishing a strong regional leadership process?

- What is the optimum design for type of board we would find most effective? [e.g. should it be a consortium of interests appointed by key groups throughout the region OR an elected council, determined at each AGM although the Board could prepare a recruited slate of candidates in advance OR some other concept?]
- What would be the preferred number of members on the board [e.g. an uneven number so the Chair can always break any ties, a minimum of nine so there can be sufficient representation from throughout the region? OR...]
- Describe what you believe to be good characteristics of an effective Board including how to incorporate a matrix of SOS interests to ensure collaboration as well as regional representation? [e.g. the structure could include: 1 from Cawston/Keremeos/Princeton area, 1 from Osoyoos/Oliver/Ok Falls area, 1 from Summerland area, 1 from Aboriginal organizations, 1 from RDOS, 1 from City of Penticton, 3 from Penticton/Naramata area AND within these 9 individuals at least one is from business, one from agriculture, one from education, one from the arts OR there could be: two representative from each of the geographic sub-regions with the exception of Penticton which would get four (no RDOS or City reps however), but only one person from each area would be from an official arts organization thus ensuring an adequate multi-interest board]
- Describe how you would ensure continual re-energization through membership being determined on a rotational basis for staggered three-year terms? [e.g. if the membership were to be nine members in the first year (2020) three would serve a one-year term, three would serve a two-year term, and three the full three-years perhaps meeting every two months with sub-committees meeting on the alternate months plus a *special general meeting* in the autumn to help keep momentum as each school year gets underway and *AGM* in the late winter as the fiscal year gets underway OR possibly a full day (perhaps Saturday) once a month with sub-committees in the morning and the full board in the afternoon complete with a public Q+A session to increase access from the community itself]

Draft a potential Resolution that you would put forward at the AGM that incorporates all four responses in a simple sentence:

1st table –

An effective Board is comprised of regional representatives and included all aspects of the Arts; through communication and collaboration the Board will be the go-to organization to coordinate functions in the region, with a Board maximum of 9, and minimum of 3.

2nd table –

A set Board of 9 multi-talented members that represent the whole region in advocating for and engaging in the Arts.

3rd table –

Be it resolved that SOSArts shall establish an interim Board of Directors to define the roles & composition of an SOSArts Board to carry forward the mission developed through the Step 1 collaboration.

4th table –

Create a Board:

- to determine *the story*
- that represents both regions & arts forms
- that will be a *working* (vs. governance) Board
- that is committed to developing *the story* (e.g. making the region an arts & culture destination)

Challenge 2:

What are the objectives for SOSArts – in other words, Why are We doing this?

- at the Step One Workshop a number of priorities were determined (e.g. increased engagement including community outreach & education, year-round coordinated festivals/events, & more support for diversity within the arts) so how might we establish working groups/committees to develop action plans on suggested themes such as – *making the SOS a summer destination for the arts, fringe-style festivals, all year events, regional festivals...?*
- at the Step One Workshop collaboration was determined to be the most pressing need for a successful push forward in the Arts so how might we go about developing working relationships with the various tourist/info centres in each community through the South Okanagan/Similkameen including ensuring there is a comprehensive listing of all arts-related organizations; and, what might be an approach for working with the winery associations, craft breweries and distilleries?
- another major recommendation from the Step One Workshop was for *regional leadership* that would promote a unified voice in messaging, sharing and even facilitating more on-line exchanges of news and ideas which means there needs to be some attention given to how the Board itself undertakes to promote *the arts as an indicator of the quality of life* within the community – so what are some concrete objectives that should be incorporated into any Action Plan for the Board in 2020?

Draft a potential Resolution that you would put forward at the AGM that incorporates all four responses in a simple sentence:

1st table –

Why are we doing this? A belief in the value of the Arts to improve communities in SOS collectively and individually.

Objectives –

- a unified voice created by *communication plan* (including social media, media, # of individual contact
- an umbrella organization that will keep the Arts front & centre! Ensuring collaboration, focussing on common interests in all parts of the region
- ensuring/fostering good working relationships with community organizations that can promote mandate

2nd table –

Be it resolved that the Board undertake an environmental/cultural scan of the SOSArts region, to help better define SOSArts Role as facilitator and advocate.

3rd table –

- support, connect & build upon existing Arts communities
- build strategic partnerships
- raise the profile of the Arts in the region

4th table –

The leadership will:

- establish, maintain and distribute a calendar of events
- encourage a diverse community membership through working groups/committees

Challenge 3:

What are key action items/structures we need to show what we can do?

- The Step One Workshop brought forward the idea of establishing/maintaining a regional calendar of events – ought this to be a priority on the SOSArts website whereby is published a general schedule of ALL arts & culture related events throughout the region + the occasional Super event within the valley-wide community at either Vernon or Kelowna? And if so, how should it be managed and accessed?
- The Step One Workshop recommended a dynamic approach to marketing including developing a business strategy identifying regular, continuous funding for the work of the Board itself – what should this look like? how should the Board be financially supported [e.g. should there be individual and/or organization-based membership fees to support annual costs of meetings, website, outreach? fees are \$25/person with an active membership list of no more than forty (total = \$1.000/yr) so what might be a realistic total budget and how should that be obtained/financed?]
- Coupled to the marketing concept was the recommendation for an implementation strategy which would consist of a five-year plan enlisting multi-sector material support that addressed targets, milestones, communication, good stories of collaboration gathering synergy to guide the leadership of SOSArts so there are strong answers to the question *how do we develop services for all to benefit from?* – but is this a priority and if so just how ought we to proceed to operationalize this idea?
- At what point in the Action Plan should the Board consider raising and/or promoting the issue of a central facility (Concert Hall/Playhouse)? What are some steps that need to be taken/assured in order for this to be perceived as a regional concepts?

Draft a potential Resolution that you would put forward at the AGM that incorporates all four responses in a simple sentence:

1st table –

recognizing the *vision* of SOSArts, a 3-5 year strategic/marketing plan will be created with defined objectives & funding

- ultimately 1 P.T. employee
- Board completes strategic/marketing plan and provides employee & volunteers

the Operational Plan to deliver identified action items

- set up website & social media platform(s)
- manage membership fees/revenues
- contact key groups to *sell* value of SOSArts

2nd table –

- develop a digital strategy to connect communities and their events
- create a business plan for sustainable funding

3rd table –

- develop a plan: i) time frame, ii) results oriented (*story*), iii) budget
- develop *pride of place* based on acknowledgement of what we already have
- independent of individual arts groups' needs
- request funding from sources that does not *take* from existing Arts groups (e.g. regional development)

4th table –

Be it resolved that we table Challenge 3 until such time as the interim Board has resolved the items laid out in Challenges 1 & 2

2021-2025 Financial Plan & Business Plan Key Dates

Dates	Activity
June/July	Council Priorities Reset
July/ August	Major Fees & Charges
September 1, 2020	Notice of Motions Introduced by Council Complex Cost Saving Considerations proposed by Staff
October 6, 2020	Council Votes on Notice of Motions & Complex Cost Saving Considerations
November 4, 2020	Business planning and budget documents publicly available
November 16-20, 2020	Community Engagement Sessions
November 24-26, 2020	Special Council Meetings – Budget Deliberations
December 8, 2020	First, second and third reading to “2021-2025 Five Year Financial Plan Bylaw”
January 2021	Adopt “2021-2025 Five Year Financial Plan Bylaw”