

# City of Kelowna

## Regular Council Meeting

### AGENDA



Monday, August 12, 2019

9:00 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

**Pages**

1. **Call to Order**
  
2. **Confirmation of Minutes** 3 - 6  
 Regular AM Meeting - July 29, 2019
  
3. **Reports**
  - 3.1 **Advocacy Framework** 30 m 7 - 15  
 To provide Council with an overview of proposed principles for the creation of an Advocacy Framework when working with other levels of government and partner agencies.
  
  - 3.2 **2020-2025 Cultural Plan Strategies** 60 m 16 - 54  
 To provide Council with an update on the recent and upcoming activities of the Cultural Plan and seek Council's support for the proposed strategies.
  
4. **Resolution Closing the Meeting to the Public**  
 THAT this meeting be closed to the public pursuant to Section 90(1) (k) of the Community Charter for Council to deal with matters relating to the following:
  - provision of a municipal service
  
5. **Adjourn to Closed Session**
  
6. **Reconvene to Open Session**
  
7. **Issues Arising from Correspondence & Community Concerns**
  - 7.1 **Mayor Basran, re: Issues Arising from Correspondence** 30 m

## **7.2 City Clerk - Committee of the Whole Meeting**

To review possible meetings dates for a committee of the whole meeting with the City of West Kelowna.

## **8. Termination**



## City of Kelowna Regular Council Meeting Minutes

Date: Monday, July 29, 2019  
 Location: Knox Mountain Meeting Room (#4A)  
 City Hall, 1435 Water Street

Members Present Mayor Colin Basran, Councillor Maxine DeHart, Councillor Ryan Donn, Councillor Gail Given, Councillor Brad Sieben\*, Councillor Mohini Singh, Councillor Luke Stack\*, Councillor Loyal Wooldridge

Members Absent Councillor Charlie Hodge

Staff Present City Manager, Doug Gilchrist; City Clerk, Stephen Fleming; Divisional Director, Infrastructure, Alan Newcombe\*; Deputy City Manager, Joe Creron\*; Divisional Director, Active Living & Culture, Jim Gabriel; Divisional Director, Corporate Strategic Services, Carla Weaden\*; Divisional Director, Planning and Development Services, Ryan Smith\*; Social Development Manager, Sue Wheeler\*; Community Safety Director, Darren Caul\*; Risk Manager, Lance Kayfish\*; Communications Advisor, Maria Lee\*; Policy and Planning Department Manager, Danielle Noble-Brandt\*; Legislative Coordinator (Confidential), Clint McKenzie

(\*Denotes partial attendance)

### 1. Call to Order

Mayor Basran called the meeting to order at 9:02 a.m.

### 2. Confirmation of Minutes

Moved By Councillor Given/Seconded By Councillor Donn

**R716/19/07/29** THAT the Minutes of the Regular AM Meeting of July 15, 2019 be confirmed as circulated.

**Carried**

### 3. Reports

#### 3.1 Divisional Director, Infrastructure – KLO Road Construction - verbal update

Councillor Sieben joined the meeting at 9:04 a.m.

Staff:

- Provided and update on the project and that it is on schedule for completion in the spring 2020 with 70% of the work completed to date.
- Displayed a drawing of the construction planned for KLO Road.

- Identified that concerns were raised with the construction on KLO road. Contractor has proposed to have the work done in two phases. The first phase will be done at night and the second phase will be pushed back to begin after the September long weekend, with no construction in the area to take place in the last two weeks of August.
- Indicated the night schedule will have noise consequences and a cost increase of approximately \$40,000.
- Responded to questions from Council.

Moved By Councillor Dehart/Seconded By Councillor Given

**R717/19/07/29** THAT the verbal report from the Divisional Director, Infrastructure be received for information.

Carried

### **3.2 Community Integration Model**

Staff:

- Displayed a PowerPoint Presentation providing Council with an overview on the development of a community integration model for supportive housing.
- Identified the proposed composition of the Community Integrated Team.
- Provided information on the proposed model's five phases: Assessment, Planning, Mobilization, Operation and Monitoring.
- Noted that the Journey Home strategy calls for 300 supportive housing units across the community over the next 5 years. Since Journey Home began, 150 people have been housed. BC Housing is seeing roughly 500 people on the registry for housing annually.
- Noted that BC Housing has provided their commitment to participating in developing the model and operating within it.

Councillors provided their individual comments.

Staff:

- Spoke to the next steps with refining and presenting the model to partners.
- Responded to questions from Council.

Moved By Councillor Loyal Wooldridge/Seconded By Councillor Singh

**R718/19/07/29** THAT Council receive for information the staff report from the Social Development and Community Safety Departments dated July 29, 2019 regarding the Community Integration Model designed to create the conditions necessary to ensure the successful introduction of supportive housing across the community;

AND THAT Council direct staff to continue to develop the Community Integration Model as outlined in the report and update Council on the progress.

Carried

The meeting recessed at 10:24 a.m.

The meeting reconvened at 10:37 a.m.

### **4. Resolution Closing the Meeting to the Public**

Moved By Councillor Donn/Seconded By Councillor Wooldridge

**R719/19/07/29** THAT this meeting be closed to the public pursuant to Section 90(1)(a)(d)(e)(f)(g) of the Community Charter for Council to deal with matters relating to the following:

- Position Appointment;
- Security of municipal property;



- Acquisition, disposition or expropriation of land or improvements;
- Law enforcement;
- Potential litigation

**5. Adjourn to a Closed Session**

The meeting adjourned to a closed session at 10:38 a.m.

**6. Reconvene to Open Session**

The meeting reconvened to an open session at 11:44 a.m.

**7. Issues Arising from Correspondence & Community Concerns**

Mayor Basran: Kasugai Sister City, 40<sup>th</sup> Anniversary

- Invited to attend the anniversary celebrations.

Moved By Councillor Wooldridge/Seconded By Councillor Stack

**R720/19/07/29** THAT Council authorizes the Mayor to attend the 40<sup>th</sup> anniversary sister city celebrations in Kasugai, Japan at the end of March 2020 with a maximum of \$5000 in costs coming from account no. 6240.103.1003.000.10.

Carried

Mayor Basran: Journey Home Society

- Requested Council's support in assisting to cover the cost of and participate in the Journey Home Blanket exercise.

Moved By Councillor Sieben/Seconded By Councillor Stack

**R721/19/07/29** THAT Council authorizes up to \$1750 from Council contingency to cover the cost of a blanket ceremony involving the Journey Home Society Board and Council.

Carried

Mayor Basran: Livable Cities Forum

- Would like to attend the Victoria Livable Cities Forum in Victoria Oct 28-30<sup>th</sup>.

Moved By Councillor Stack/Seconded By Councillor DeHart

**R722/19/07/29** THAT Council authorizes the Mayor to attend the Livable Cities Forum in Victoria with costs coming from account no. 6240.103.1003.000.10.

Carried

The meeting adjourned to the Closed session at 11:55 a.m.

The meeting reconvened to an open session at 12:13 p.m.

Councillors Singh, Stack and DeHart:

- Met along with Councillor Hodge, with representatives from the Mission Seniors group.
- Seniors would like to have their building remain and operate the facility with other groups.
- Staff requested to recirculate the memo to Council regarding the facility from the Divisional Director of Active Living & Culture.

8. **Termination**

The meeting was declared terminated at 12:15 p.m.

\_\_\_\_\_  
Mayor Basran

sf/cm

  
\_\_\_\_\_  
City Clerk

DRAFT

# Report to Council



**Date:** August 12, 2019  
**To:** Council  
**From:** City Manager  
**Subject:** Advocacy Framework  
**Department:** Partnerships & Investments

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## **Recommendation:**

THAT Council receive for information the report from the Divisional Director, Partnerships and Investments regarding the Advocacy Framework, as outlined in the report dated August 12, 2019.

## **Purpose:**

To provide Council with an overview of proposed principles for the creation of an Advocacy Framework when working with other levels of government and partner agencies.

## **Background:**

Effective Intergovernmental Advocacy has the potential to yield positive benefits for the City. A strategy that focuses on long-term relationships may produce increased service provision, increased investment, increased revenue sharing, and increased influence over other levels of government policy. Conversely, an unproductive advocacy approach can be ineffective in achieving goals, not reflect priorities of Council as a whole, and undermine important relationships with partners.

Staff are recommending the City take a more purposeful approach to advocacy using both staff and political relationships. To move this forward, staff intend to create a simple framework that outlines the principles and tools that would be used in its advocacy efforts. The following are the initial concepts that will be considered in creating the framework.

## Principles

- Reflects Council priorities and established decision-making process
  - The City maintains the importance of strong governance in its approach to business. Advocacy priorities will be in line with Council Priorities and will be agreed to by resolution. The Mayor will be the spokesperson for Council on advocacy issues with Council spokespersons on an issue being determined by Council.

- Identify initiatives shared between the City and its Partners
  - The City will align advocacy initiatives with priorities of our government partners to maximize success. This may require a temporary focus that is different than the City's deemed top priority but will yield greater success than trying to push for something contrary to the government mandate. This principle will require ongoing monitoring of developments at other levels of government concerning new initiatives, programs, and policies that could impact the City. It is better to be proactive than reactive to ensure success.
- Achieve desired outcomes through established roles of Council and staff
  - Effective advocacy occurs when political excitement can be achieved alongside staff having the scope to implement. City Council's focus is on advocacy between elected officials and staff focus is on relationships with staff counterparts. The City will respect the roles and authorities of other levels of government to deliver services as required by legislation.
- Maintain positive relationships with partners
  - The City will have a relationship focus with its government and institutional partners. Regardless of the difficulty of the issue, the City will seek to speak well of our government and institutional partners. Difficult issues should be addressed face-to-face and not aired in public. This long-term focus on relationships will serve the City well throughout time and will be based in a culture of appreciation for our partners. The City will regularly positively recognize our partners for work they do in our community.
- Develop initiatives using evidence-based research
  - Initiatives moved forward by the City will be well researched and consider best practices from other jurisdictions. This may require an investment from the City to ensure recommendations to our partners are sound and achievable.
- Focus efforts to achieve results
  - Given the amount of resource, the City will focus on two to three large scale advocacy initiatives that will have the most impact during each Council term. Staff will consider the ability to implement a project vs a policy initiative in a satisfactory amount of time. If a policy objective is chosen, staff will attempt to build the policy collaboratively with our government partner through a task force or similar team. Grants will be a continued focus of the City and will require smaller scale advocacy by staff and from time-to-time by the Mayor or Council.

### Next Steps

This is the initial report on an Advocacy Framework and is intended to broach proposed principles with Council for discussion. Based on feedback from Council, staff will create an Advocacy Framework that will outline key principles and tools for the City to utilize. The framework will be rooted in the long-term relationship focus mandate with clearly identified roles. Upon presentation of the Advocacy Framework,

staff will provide Council with an example of future advocacy briefs for discussion to ensure it meets their needs. Staff will also identify possible advocacy priorities being brought forward for Council discussion.

**Considerations not applicable to this report:**

Internal Circulation:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

Financial/Budgetary Considerations:

External Agency/Public Comments:

Communications Comments:

Submitted by: D. Edstrom, Divisional Director, Partnerships & Investments

Approved for inclusion: D. Gilchrist, City Manager

Attachments: 1. PowerPoint



# Advocacy Framework Principles Workshop

August 2019





# Advocacy

## ▶ Effective

- ▶ Service provision
- ▶ Investment
- ▶ Revenue sharing
- ▶ Influence over policy

## ▶ Ineffective

- ▶ Unproductive towards goals
- ▶ Not reflective of Council priorities as whole
- ▶ Undermine relationships

# Advocacy

- ▶ Initial report
- ▶ Relationship focus
- ▶ Based in priorities
  - ▶ Council
  - ▶ Other levels of Government
  - ▶ Partners

# Proposed Principles

- ▶ Reflects priorities and decision-making process
- ▶ Initiatives shared with Partners
- ▶ Achieve outcomes through established roles

# Proposed Principles

- ▶ Maintain positive relationships
- ▶ Develop initiatives from evidence-based research
- ▶ Focus efforts to achieve results

# Next Steps

- ▶ Obtain feedback
- ▶ Concise framework
- ▶ Advocacy brief
- ▶ Advocacy priorities

# Report to Council



**Date:** August 12, 2019  
**To:** Council  
**From:** City Manager  
**Subject:** 2020-2025 Cultural Plan Strategies  
**Department:** Active Living & Culture - Cultural Services

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## **Recommendation:**

THAT Council receives for information the report from the Cultural Services Manager dated August 12, 2019, regarding the 2020-2025 Cultural Plan strategies.

AND THAT Council approves in principle the proposed Cultural Plan strategies as outlined in the report from the Cultural Services Manager, dated August 12, 2019.

## **Purpose:**

**To provide Council with an update on the recent and upcoming activities of the Cultural Plan and seek Council's support for the proposed strategies.**

## **Background:**

The 2020-2025 Cultural Plan update project continues through the development process identified in the report to Council on July 16, 2018 (figure 1). Presently, we are nearing the end of the "Design" phase, meaning we have synthesized the information that was received from various stakeholders in order to prepare an initial draft of the plan.

Since the last report to Council, May 27, 2019, Cultural Services has continued to work with stakeholders including the internal and external advisory groups, arts and culture organizations, artists and the public to confirm the content being included in the plan and making modifications accordingly.



## Cultural Plan Update - Timeline

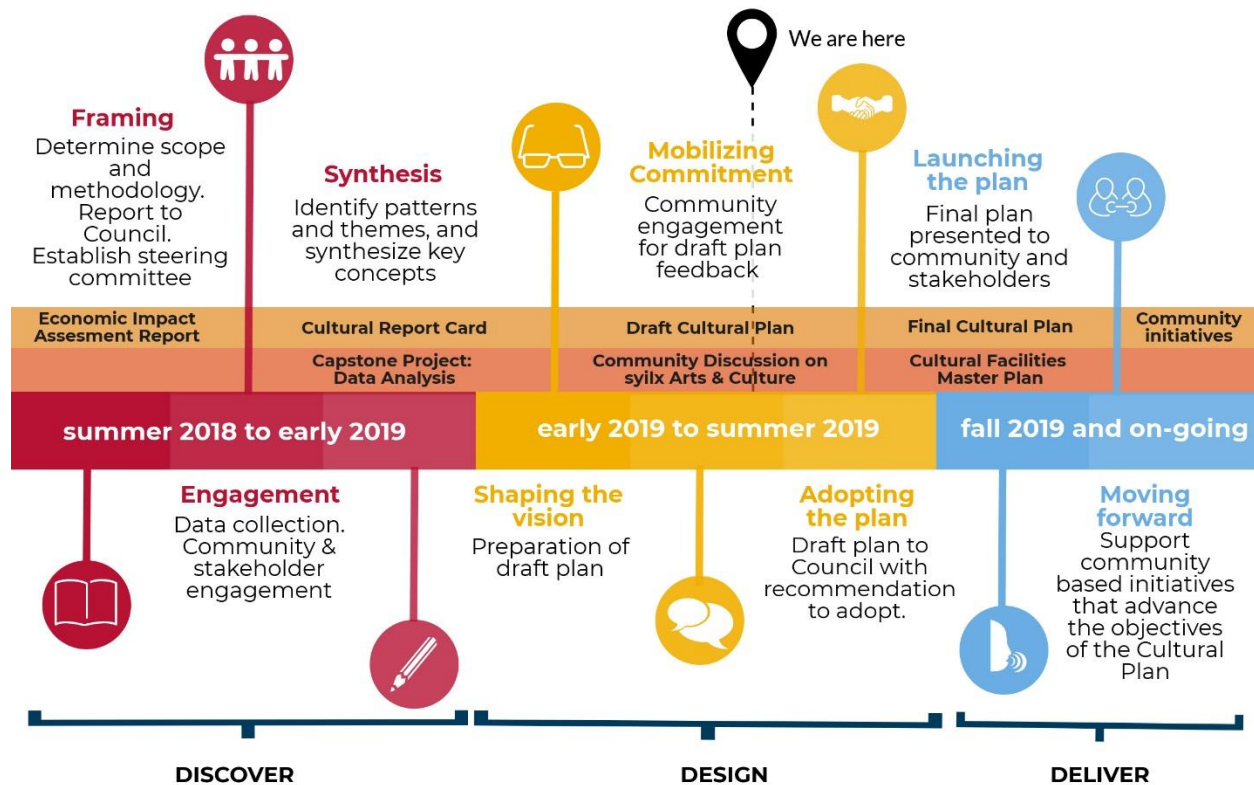


Figure 1. Cultural Plan Update Timeline

The Cultural Services Branch completed a final round of public engagement where the Cultural Plan-at-a-glance was presented, and feedback was sought:

- Online, via [getinvolved.kelowna.ca/cultural-plan](http://getinvolved.kelowna.ca/cultural-plan)
- Open House style events at:
  - o Okanagan Regional Library – Rutland Branch
  - o Okanagan Regional Library – Downtown Branch
  - o Parkinson Recreation Centre
  - o Park and Play/ Dancing in the Park
  - o Rutland community Market
  - o Kelowna Creative Sector Economic Impact Assessment Luncheon
  - o Arts on the Avenue

In addition to community engagement, the 2012-2017 Cultural Report, Capstone Project – Data Analysis summary and Economic Impact Assessment of the Creative Sector was completed and is available at [kelowna.ca/culture](http://kelowna.ca/culture). We continue to work on the completion of the Cultural Facilities Master Plan and Community Discussion on syilx Arts and Culture. While the written final reports have not been finished, all required data collection has been completed and considered in drafting the plan as it stands today.

The structure of the 2020-2025 Cultural Plan includes the vision, four guiding principles, five key themes, ten goals, fifty strategies and the sample community initiatives.



*Figure 2. Cultural Plan Structure*

When we work together to mobilize all levels of government, organizations, the business community, artists, audience members and the general public to support the development of culture in Kelowna, the plan will be successful.

#### **Discussion:**

A previous report to Council (May 27, 2019) highlighted the vision, principles and goals of the draft Cultural Plan. In response to feedback, modifications have been made however key components remain the same. The Cultural Plan At-A-Glance, included as Appendix A, provides an overview of these key components.

This report focuses on the strategies that are proposed for inclusion and provides some sample community initiatives to demonstrate how they would be implemented. The proposed strategies answer the question, what specifically will we focus our efforts and investments on over the span of the plan. Community initiatives then answer the question, how can organizations, businesses, artists, residents and government advance the strategy.

The 50 strategies that make up the plan are the final layer of direction that the plan provides in setting priorities for the coming years. The sample community initiatives that could be undertaken by different stakeholder groups are provided as examples and include a call to action. The list of community initiatives is not exhaustive, but rather ideas. Stakeholders are encouraged to find ways beyond what is presented to support the strategies.

The layout of the final version of the 2020-2025 Cultural Plan will present each strategy with four sample community initiatives illustrated under the header "How could this be achieved?" An example of the presentation of strategies and community initiatives is illustrated below:

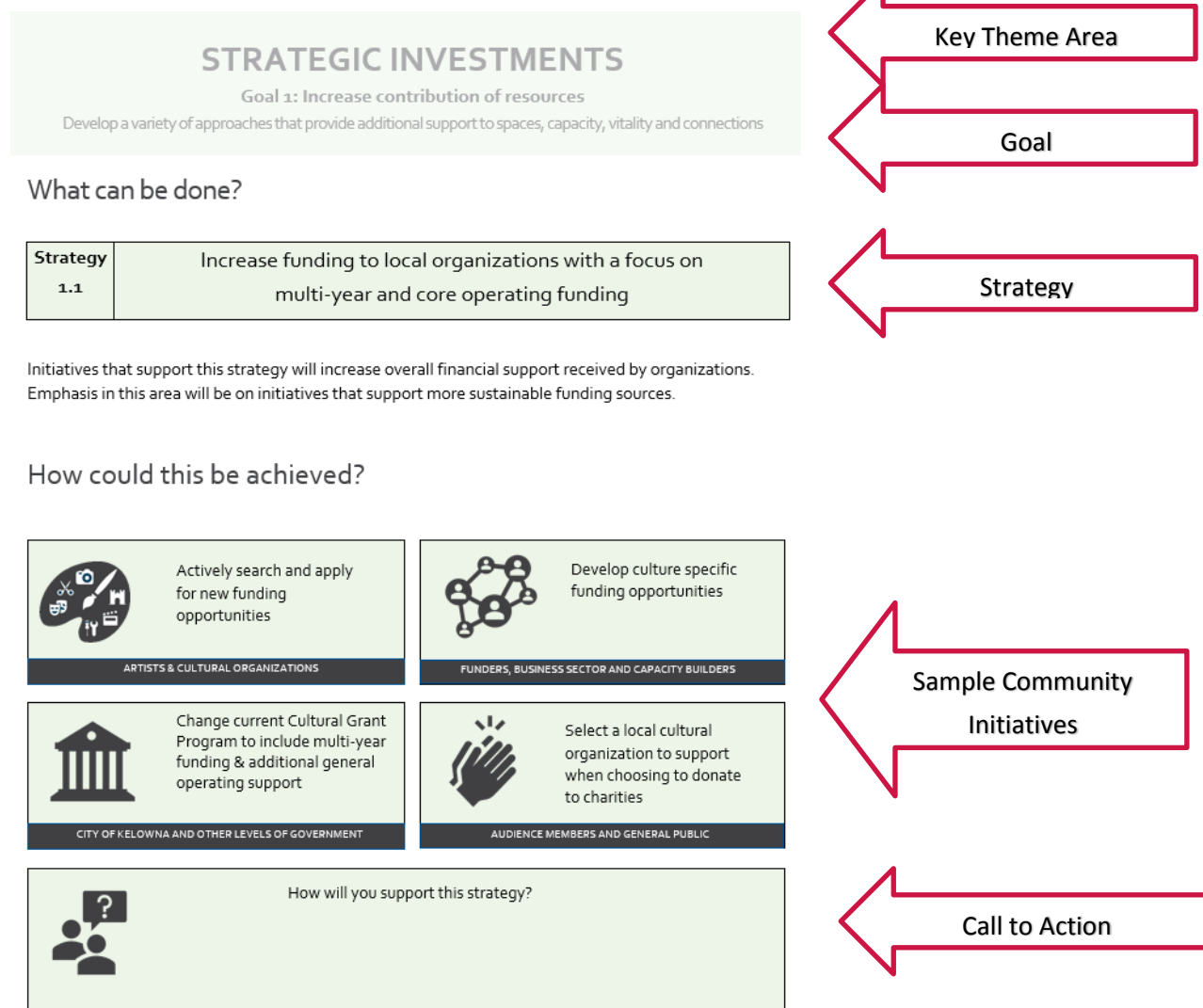


Figure 3. Final Cultural Plan Strategy Layout

For the purpose of content review only, a full listing of the 50 strategies and the four sample community initiatives being proposed for each strategy is provided as Appendix B. Note: the final community initiatives will appear in the plan as illustrated above.

The final aspect of the plan which is currently being developed involves the creation of measurement metrics that will assist us in determining success of the ten goals outlined in the plan. It should be noted that Goal 2: *Understand Our Impact* focuses on developing measurement skills and metrics for the creative sector. Therefore, it is anticipated that the ability to measure progress will be enhanced over the period of the plan. Some sample metrics could include:

- Per capita contribution to the creative sector
- Funds invested in the creative sector
- Leveraged contributions to municipal investment
- Number of organizations/ projects supported

- Percent of funding by funder type (diversification of funding)
- Direct economic impact of the creative sector
- Number of full-time employees in the creative sector
- Average income of creative sector workers
- Participation numbers by project, organization and overall
- Cultural tourism spending
- Volunteer participation and hours contributed
- Satisfaction survey results
- Reach outside of Kelowna to ticketed events
- Completion of new projects
- Feeling of connection to the community
- A sense of identity of what Kelowna is
- Pre-post knowledge/ attitude change survey results
- Community awareness of programs, services and opportunities

### **Conclusion:**

Over the last year, Cultural Services has worked closely with arts, culture and heritage artists and organizations, the business sector and the community to develop a plan that is reflective of the needs and desires of a vibrant Kelowna.

The plan is intended to set priorities for the enhancement of cultural vitality and community spaces in supporting the Imagine Kelowna vision of an engaging arts and culture scene. The plan works to balance between being too vague in its priorities therefore accomplishing little and being too prescriptive in nature limiting the ability to take advantage of opportunities that may arise.

Most importantly, the plan is intended to set a course for the entire creative sector that provides for accessible, diverse and inclusive experiences, that uses resources effectively and leverages opportunities, is innovative and forward thinking and highlights the value of partnerships and cooperation. The next phase of cultural development in Kelowna will bring about new programs, relationships, commitments and support. Everyone has a part to play.

Based on Councils feedback Cultural Services staff will continue to prepare the completed plan for final presentation in September.

### **Internal Circulation:**

Divisional Director, Active Living & Culture  
Communications Advisor  
Communications Manager  
Cultural Plan Internal Advisory Group Members

### **Considerations applicable to this report:**

#### ***Existing Policy:***

Cultural Policy #274  
*Cultural Plan*

*The City will develop and regularly update a Cultural Plan to guide civic cultural initiatives.*

*The process for the Cultural Plan will include:*

- *Information gathering from, and consultations with, local stakeholders and the community-at-large. This may take the form of surveys, workshops, and/ or Open Houses;*
- *Review of best practices and comparable plans from other jurisdictions;*
- *Preparation and submission of a document which will establish an overall vision, goals, specific strategies and an implementation plan.*

*The Cultural Plan will require on-going implementation, monitoring and review.*

**Considerations not applicable to this report:**

Legal/Statutory Authority  
Legal/Statutory Procedural Requirements  
Financial/Budgetary Considerations  
External Agency/Public Comments  
Communications Comments

**Submitted by:**

C.McWillis, Cultural Services Manager

**Approved for inclusion:**

J. Gabriel, Divisional Director, Active Living & Culture

**Attachments:**

Appendix A: 2020-2025 Cultural Plan at-a-glance  
Appendix B: Cultural Plan Strategies and Community Initiatives  
Cultural Plan Strategies Review – August 12<sup>th</sup> Powerpoint



DRAFT 2020-2025

# Cultural Plan *at a glance*











*We see a community which...*

 embraces and celebrates diversity and is open and welcoming to all

 fosters innovation, attracts and retains people in its workforce

 proactively welcomes and encourages the discovery of new experiences and art forms



<p>is recognized as a four-season destination with a rich variety of high-quality arts, culture and heritage experiences</p> 	<p>has distinct urban centres that understand their histories and promote their uniqueness while encouraging flow between each one</p> 	<p>invests in infrastructure, artists and non-profit organizations as a way to build character and identity</p> 	<p>showcases its histories through its people, activities, buildings, landscapes, sites and stories</p> 	<p>tackles challenges critically and creatively with an open spirit</p> 
<p>is a leader in building collaborations and increasing quality of life for future generations</p> 	<p>has meaningful and ongoing consultation with our First Nation hosts and provides new opportunities for Indigenous voice and expression</p> 	<p>has distinct urban centres that understand their histories and promote their uniqueness while encouraging flow between each one</p> 	<p>showcases its histories through its people, activities, buildings, landscapes, sites and stories</p> 	<p>tackles challenges critically and creatively with an open spirit</p> 

## GUIDING PRINCIPLES

 Accessibility, diversity and inclusion

 Accountability and fiscal responsibility

 Innovation

 Partnerships and cooperation

## KEY THEMES AND GOALS

STRATEGIC INVESTMENTS <i>fostering deliberate investments of time, money and people into demonstrated outcomes</i>		Goal 1: Increase contribution of resources Develop a variety of approaches that provide additional support to spaces, capacity, vitality and connections	Goal 2: Understand our impact Leverage the value that culture contributes to the community
<b>SPACES</b> <i>utilizing new and traditional approaches for enhancing availability, affordability and accessibility of space for culture</i>		<b>Goal 3: Optimize existing spaces</b> Improve the utilization of existing space and allow for alternative solutions to meet community needs	<b>Goal 4: Establish commitment to new facilities</b> Actively plan and seek opportunities for the advancement of new cultural facilities
<b>VITALITY</b> <i>animating the community with a blend of programs, services and events that promote artistic excellence and share Kelowna's history</i>		<b>Goal 5: Learn from our past</b> Engage the public in the protection and preservation of Kelowna's human and natural history and bring to the fore-front stories about our past	<b>Goal 6: Boost vitality at the street level</b> Create excitement and activity throughout Kelowna
<b>CAPACITY</b> <i>building on the abilities of the creative sector to be resilient to changing demands &amp; new opportunities</i>		<b>Goal 7: Support a viable creative sector</b> Enhance administrative, financial, management and governance systems that create a strong foundation for the future	
<b>CONNECTIONS</b> <i>promoting ongoing interactions between people, sectors and disciplines</i>		<b>Goal 8: Share our story</b> Celebrate local activities, initiatives and successes with the broader community	<b>Goal 9: Broaden the reach</b> Incorporate culture within other sectors as an integral piece of community growth
			<b>Goal 10: Convene and connect</b> Bring the creative sector together for dialogue, exchange and action



## STRATEGIC INVESTMENTS

## SPACES

## VITALITY

## CAPACITY

## CONNECTIONS

### Goal 1: Increase contribution of resources

1.1	Increase funding to local organizations with a focus on multi-year and core operating funding
1.2	Inform community members about opportunities to become involved with cultural organizations
1.3	Promote fair wages for arts professionals and support strategies aimed at attracting skilled creative workers and enterprises to Kelowna
1.4	Develop funding that strengthens relationships and fosters a more inclusive community that is respectful to all cultures
1.5	Invest in cultural infrastructure

### Goal 3: Optimize existing space

3.1	Use existing space in new ways
3.2	Identify, preserve and protect the community's heritage assets including natural landscapes and local archaeological sites
3.3	Animate community spaces with quality and accessible public art
3.4	Upgrade technologies to improve audience experience
3.5	Remove regulatory barriers and simplify access to space for cultural activities

### Goal 5: Learn from our past

5.1	Honour the importance and share the history and culture of Indigenous people with a focus on the local syilx/Okanagan People
5.2	Spark interest in our history and share the value of preserving our heritage
5.3	Establish a framework for including the voice of Indigenous artists and cultural leaders in the creative sector
5.4	Tell stories about the history of our community and the land we live on
5.5	Strengthen linkages between heritage and cultural tourism

### Goal 7: Support a viable creative sector

7.1	Foster a diversified funding approach by non-profit cultural organizations
7.2	Create strong governance, management and administrative systems that are appropriate for an organization's stage in its lifecycle
7.3	Utilize a common language between trainers, consultants, resource centres and organizations about capacity & elements of organizational health
7.4	Mobilize the creative sector toward appropriate action on reconciliation
7.5	Connect artists and organizations with professional development, mentoring and capacity building training

### Goal 9: Broaden the reach

9.1	Expand the role of youth in the creative sector
9.2	Encourage participation in the arts as a method of provoking thoughtful conversation about local issues
9.3	Support social inclusion and community social initiatives through cultural programming
9.4	Encourage arts programming in non-arts mandated organizations with a focus on the development of new partnerships
9.5	Ensure the needs of the creative sector are appropriately captured in City plans and policies

### Goal 2: Understanding our impact

2.1	Develop a coordinated approach to measuring the impact of the creative sector on the community that includes looking beyond economic multipliers
2.2	Increase community awareness and stakeholder knowledge of the benefits and impact of culture in the community
2.3	Build on the role of the creative sector in tourism and economic development
2.4	Support artists and organizations with the tools and knowledge necessary to measure, track and modify programs to improve community impact
2.5	Demonstrate the impact of the creative sector to leverage additional resources & support

### Goal 4: Establish commitment to new facilities

4.1	Understand the current and future needs for new cultural facilities within the community
4.2	Establish future direction for the development or redevelopment of cultural facilities
4.3	Find creative solutions to garner support for the construction of new cultural facilities including traditional and non-traditional funding models
4.4	Increase available production space for local artists
4.5	Assess and explore the development of shared storage facilities between cultural organizations

### Goal 6: Boost vitality at street level

6.1	Expand live music venues and local live music opportunities
6.2	Celebrate multiculturalism and the growing diversity of our community
6.3	Amplify participation in public events by reducing barriers to attending
6.4	Support and celebrate Indigenous arts and culture
6.5	Increase the number of new and innovative artistic experiences offered in Kelowna

### Goal 8: Share our story
































8.1	Highlight the successes of Kelowna's creative sector
8.2	Develop broader and deeper relationships with audiences
8.3	Make information about cultural events, programs and services easy to find for residents and visitors
8.4	Promote arts, culture and heritage experiences, as a reason to live in and visit Kelowna
8.5	Foster cultural advocates

### Goal 10: Convene and connect

10.1	Facilitate dialogue and collective action between people with similar interests
10.2	Explore opportunities for the broader involvement of local educational institutions in developing and supporting local artists, organizations and initiatives
10.3	Convene regional and national events or conferences to be held in Kelowna
10.4	Facilitate networking between cultural stakeholders across the Okanagan region
10.5	Encourage community awareness and collaboration to advance the Cultural Plan strategies





















## Appendix B – Cultural Plan Strategies and Community Initiatives

STRATEGIC INVESTMENTS				
Strategies				
 City of Kelowna & other levels of government	 Artists &/or cultural organizations	 Funders, business sector & capacity builders	 Audience members & general public	<b>Goal 1: Increase contribution of resources</b>
				<b>1.1 Increase funding to local organizations with a focus on multi-year and core operating funding</b>
				Change current Cultural Grant Program for opportunities to include multi-year funding and additional general operating support
				Actively search and apply for new funding opportunities
				Develop culture specific funding opportunities
<b>Goal 2: Understand our impact</b>	<b>1.2 Inform community members about opportunities to become involved with cultural organizations</b>	Clarify volunteer positions and promote opportunities to the community	Implement a volunteer program within the workplace	Select a local cultural organization to support when choosing to donate to charities
				<b>1.3 Promote fair wages for arts professionals and support strategies aimed at attracting skilled creative workers and enterprises to Kelowna</b>
				Ensure artists are appropriately compensated within grant funded organizations and special projects
				Review current practices for artist compensation and make any necessary adjustments
				Demand that artists are paid for working events supported by your company
<b>Goal 3: Increase contribution of resources</b>	<b>1.4 Develop funding that strengthens relationships and fosters a more inclusive community that is respectful to all cultures</b>	Amend the current Cultural Grant Program to prioritize funding support for projects that promote greater diversity and relationship building	Modify current programs or internal systems to better support relationship building with Indigenous and other equity groups	Work collectively as funders to develop a program that supports the sharing of multi-culturalism with the broader community
				<b>1.5 Invest in cultural infrastructure</b>
				Include new cultural facilities and infrastructure regeneration in the capital plan
				Document your needs and be ready for opportunities that may arise to support infrastructure development
				Partner with public funders and non-profit organizations to invest money in the development of long-term capital projects
<b>Goal 4: Increase contribution of resources</b>	<b>2.1 Use a coordinated approach to measure the impact of the creative sector on the community that includes looking beyond economic multipliers</b>	Implement an online grant application and reporting program that allows for automated data collection	Determine a set of measurable data and success criteria that will demonstrate the impact of the creative sector	Develop an innovative technology solution that can measure the impact of participation in the creative sector
				<b>2.2 Increase community awareness and stakeholder knowledge of the benefits and impact of culture in the community</b>
				Publish a Community Impact and Benefits of Culture Report every two years
				Share success stories about community members who have benefited from your programs and services in organization newsletters or social media
				Become informed about the impact of culture on our community
<b>Goal 5: Increase contribution of resources</b>	<b>2.3 Build on the role of the creative sector in tourism and economic development</b>	Broadly share the Creative Sector Economic Impact Assessment	Present and promote an event that will draw an audience from beyond Kelowna	Tailor commercial offerings that enhance the experience of visitors to cultural events
				<b>2.4 Support artists and organizations with the tools and knowledge, necessary to measure, track and modify programs to improve community impact</b>
				Create an Outcome Measurement Toolkit that can be used to support artists and organizations
				Eliminate programs that do not demonstrate desired community impact and focus efforts on those that do
				Provide mentorship to artists and organizations to develop business plans that utilize community impact as a driver for future initiatives
<b>Goal 6: Increase contribution of resources</b>	<b>2.5 Demonstrate the impact of the creative sector to leverage additional resources and support</b>	Strengthen private sector partnerships to allow for new sponsorship of cultural initiatives	Start by sharing the impact of your programs when reaching out for sponsorship	Use information about the impact of the creative sector on the community to make informed decisions when investing
				<b>2.6 Support the organizations whose impact is meaningful to you</b>
				Be open with your feedback about your experience participating in cultural offerings
				Attend dinner and a show for your next date night
				Share your story about how involvement in the creative sector has impacted you with the organization, the community and others































Goal 3: Optimize existing spaces				
<b>Strategies</b>				
3.1	Use existing space in new ways			
	Compile and share an inventory of existing facilities which may be appropriate for a variety of cultural uses	 Consider use of city park spaces for festivals and events and incorporate event planning in multiple urban centres	 Create a paid local artist exhibition space in foyers or high traffic locations of local commercial establishments	 Be open to attending cultural events in non-traditional venues
3.2	Identify, preserve and protect the community's heritage assets including natural landscapes and local archaeological sites	 Educate the heritage owners on the methods for preserving and protecting their properties	 Consider adaptive reuse of heritage buildings for commercial purposes	 Visit local heritage places, landscapes and archaeological sites that define our community
3.3	Animate community spaces with quality and accessible public art	 Install temporary public art exhibitions in a unique public space (ie. along rail trail)	 Encourage developers to include quality art installations within new construction	 Take the opportunity to enjoy all the pieces of public art available in the City of Kelowna's collection – check out the public art app
3.4	Upgrade technologies to improve audience experiences	 Develop online inventory and search options for permanent collections and possible shared inventories	 Take on a special project to develop a technological solution to an outstanding issue impacting the creative sector (ie. Space inventories, artist co-location space matching, shared costume/ set inventory)	 Share your ideas and experiences for the future use of technology with the groups hosting the programs and events you attend
3.5	Remove regulatory barriers and simplify access to space for cultural activities	 Develop a unified voice for artists to advocate for and that help regulators understand the space needs of artists	 Plan for the inclusion of artists when planning repurposed commercial space development	 Show your support for proposed changes that ease regulatory measures and support access to space
Goal 4: Establish commitment to new facilities				
<b>Strategies</b>				
4.1	Understand the current and future needs for new cultural facilities within the community	 Develop an understanding of the facility needs of your organization now and into the future	 Become informed about the current needs in our community and what can be done to meet those needs	 Rally with the creative sector to support the need for new cultural facilities
4.2	Establish future direction for the development or redevelopment of cultural facilities	 Create a capital endowment fund and plan to redirect a small portion of earned revenue to capital infrastructure development	 Plan for the addition of artist live/work studios when developing new mixed-use spaces	 Support the fundraising efforts of your favourite cultural organization
4.3	Find creative solutions to garner support for the construction of new cultural facilities including traditional and non-traditional funding models	 Actively search for unique funding opportunities to support new facility development	 Work in partnership with the public and creative sector for the development of mixed use creative hubs	 Start a crowdfunding campaign with friends and family for small capital projects
4.4	Increase available production space for local artists	 Enhance the activation of artist galleries and creative spaces	 Find opportunities to incorporate an artist in residence program to advance your company mission	 Have an emerging artist create a unique piece of handcrafted jewelry or clothing for you or as a special gift for someone you care about
4.5	Assess and explore the development of shared storage facilities between cultural organizations	 Collaborate with other organizations with similar needs when searching for storage availability	 Provide in-kind support to arts-related entities where excess capacity exists in your operations	 Be willing to temporarily loan from your personal collection in order to enhance the cultural offering while reducing an organizations storage needs



















Goal 5: Learn from our past			
<b>Strategies</b>			
5.1	Honour the importance and share the history and culture of Indigenous people with a focus on the local syilx/Okanagan People		
	Provide training to all civil servants about the history of Indigenous peoples	 Utilize the nsyilxcən language in signage	 Be aware of cultural symbols and their potential misuse in anything from marketing material to corporate entertaining
5.2	Spark interest in our history and share the value of preserving our heritage		
	Increase support to the Heritage Grant Program	 Create a social marketing campaign articulating the value of preserving heritage in the community	 Share interesting facts about Kelowna's history and local heritage sites with local and visiting customers
5.3	Establish a framework for including the voice of Indigenous artists and cultural leaders in the creative sector		
	Work collectively with local Indigenous leaders to develop an indigenization Strategy	 Include Indigenous representation on boards and committees where mutually beneficial to everyone involved	 Adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework
5.4	Tell stories about the history of our community and the land we live on		
	Improve the use of heritage panels, cultural kiosks and heritage signage to tell the story of the area	 Consider sharing local history as a component of cultural programming	 Take back the Naitika (Ogopogo) story and return it to its true meaning and connection between water and life
5.5	Strengthen linkages between heritage and cultural tourism		
	Host a local Heritage Forum connecting heritage enthusiasts and tourism professionals	 Work directly with the hospitality industry experts to share Kelowna's high value heritage sites as a destination for visitors	 Create and offer products tailored in scope and time with the calendar of local events – fairs, festivals, gathering
<b>Goal 6: Boost vitality at street level</b>			
6.1	Expand live music venues and local live music opportunities		
	Create a Live Music Strategy	 Have a common hashtag to promote live music in Kelowna (ie. #YLVNMusic)	 Hire live local musicians or entertainers for your next staff gathering or holiday party
6.2	Celebrate multiculturalism and the growing diversity of our community		
	Convene a roundtable of multicultural organizations	 Initiate an annual multicultural festival to celebrate the cultural diversity of Kelowna	 Address honoring differences in your company's mission statements, core values, written policies, press releases, etc.
6.3	Amplify participation in public events by reducing barriers to attending		
	Complete the City of Kelowna Outdoor Events Strategy	 Take your programming outside of your existing space and into the communities that you are serving	 Partner with presenting organizations to provide event tickets to seniors/youth with restricted income
6.4	Support and celebrate Indigenous arts and culture		
	Provide financial support to National Indigenous Peoples Day	 Work collaboratively with a local Indigenous artist to present their work within your organization's context	 Create meaningful and ongoing consultation with syilx creators and provide opportunity for syilx voice and expression
6.5	Increase the number of new and innovative artistic experiences offered in Kelowna		
	Increase funding to the Cultural Grants Program for new community projects	 Take a risk with a new program offering for the community	 Fund risky, new initiatives in the creative sector
			 Try a new cultural activity that you are curious about

CAPACITY				
Strategies				
<b>Goal 7: Support a viable creative sector</b>				
<b>7.1 Foster a diversified funding approach by non-profit cultural organizations</b>				
 Encourage and support organizations to develop 3-5-year financial forecasts	 Complete a valuation inventory for event, facility and organization sponsorship opportunities	 Host training opportunities on social enterprise and increased focus on earned revenue development	 Select a local cultural organization to support when choosing to donate to charity	
<b>7.2 Create strong governance, management and administrative systems that are appropriate for an organization's stage in its lifecycle</b>				
 Develop an incubator program for new cultural organizations to establish a solid foundation for operations	 Update or create policy manuals to align with current legislation and best practices	 Host a free lunch and learn topic for volunteers in the non-profit sector on a topic your business has experience and expertise in (ie. reading financial statements, developing a good HR policy, understanding your liability risk, enhancing your customers experience)	 Encourage organizations which you are members of to have and share policies that affect your participation	
<b>7.3 Utilize a common language between trainers, consultants, resource centres and organizations about capacity and elements of organizational health</b>				
 Establish a capacity building program that includes other funders, cultural organizations, and local consultants	 Learn about the elements of organizational health and how they impact the capacity of your organization	 Align language and expectations provided in grant criteria/ programs with common language used to talk about capacity and organizational health	 Attend an Annual General Meeting of the organization you are a member to understand the overall health of the organization	
<b>7.4 Mobilize the creative sector toward appropriate action on truth and reconciliation</b>				
 Become informed about Indigenous history, develop an understanding of what can be done and be willing to take action toward reconciliation	 Become informed about Indigenous history, develop understanding of what actions can be taken and be willing to do your part toward reconciliation	 Become informed about Indigenous history, develop understanding of what actions can be taken and be willing to do your part toward reconciliation	 Become informed about Indigenous history, develop understanding of what actions can be taken and be willing to do your part toward reconciliation	
<b>7.5 Connect artists and organizations with professional development, mentoring and capacity building training</b>				
 Continue efforts to support the enhancement of organization capacity through the City of Kelowna Organization Development Grant program	 Acknowledge that you are not in this alone and ask for support before crisis strikes	 Maximize the use of technology to provide 24/7 access to capacity building training	 Learn about what makes strong organizations	

## CONNECTIONS

Goal 8: Share our story				
<b>Strategies</b>				
<b>8.1 Highlight the successes of Kelowna's creative sector</b>	Acknowledge the role of non-profit organizations and local artists in the development of our community within community reports and newsletters	 Share success stories with our media, funders, and the general public	 Feature the successes of local arts organizations, artists and arts professionals in local media	 Share your positive experiences at programs, performances or while viewing public art with others on social media
<b>8.2 Build broader and deeper relationships with audiences</b>	Develop a 'Cultural Activity Passport' initiative to encourage broad participation in cultural programs	 Find populations that your offerings aren't currently reaching and amend your programs to also address their needs and grow your audience	 Offer tickets to cultural events as a promotion	 Help promote local cultural events by posting and sharing them on your social media
<b>8.3 Make information about cultural events, programs and services easy to find for residents and visitors</b>	Develop a Cultural District Marketing Strategy	 Post all events and activities using the #KelownaCulture platform	 Provide a community bulletin board that showcases upcoming community events within your establishment	 Know what's happening in your community and share it with others
<b>8.4 Promote arts, culture and heritage experiences, as a reason to live in and visit Kelowna</b>	Work directly with Tourism Kelowna to promote the creative sector to potential visitors	 Seek out opportunities to grow your audience beyond city limits	 Promote cultural experiences as a way to attract talent and a reason to relocate to Kelowna	 Plan to have family and friends visit Kelowna to attend cultural events and programs
<b>8.5 Foster cultural advocates</b>	Actively participate in provincial and national associations that advocate for increased support to arts and culture	 Become members of your governing association and actively contribute to discussions/projects that advance your work	 Bring communities together to articulate their needs and concerns to decision makers	 Become an advocate for the arts
<b>Goal 9: Broaden the reach</b>				
<b>Strategies</b>				
<b>9.1 Expand the role of youth in the creative sector</b>	Host a Youth Forum to discuss arts and culture opportunities and challenges	 Create an opportunity for youth engagement at the board or committee level of the organizations decision making	 Offer funding specifically to youth and the development of their career in our community	 Get involved by sharing your skills and talents
<b>9.2 Encourage participation in the arts as a method of provoking thoughtful conversation about local issues</b>	Host a temporary art exhibition that highlights a community issue on the minds of the citizens	 Produce and present artistic works about human impact on our natural environment	 Support social activism by supporting the production or presentation of art	 Visit, talk about and share works of art that provoke thought and differing opinions
<b>9.3 Support social inclusion and community social initiatives through cultural programming</b>	Develop an Artist in Residence program to support an individual's healing and successful transition to housing	 Work collaboratively with the Journey Home Society and other social serving organizations on initiatives of benefit to the community	 Look to support projects that span sectors and promote social inclusion in new ways	 Learn more about the Journey Home Strategy and what is being done
<b>9.4 Encourage arts programming in non-arts mandated organizations with a focus on the development of new partnerships</b>	Facilitate and support the development of Community Art project ideas	 Initiate new partnerships with major sport or community events to incorporate cultural programming to enhance the overall experience	 Sell products created by local artisans	 Plan a family day in the Cultural District
<b>9.5 Ensure the needs of the creative sector are appropriately captured in City plans and policies</b>	Ensure representation of the needs of the creative sector in the Official Community Plan and Regional Transportation Strategy	 Participate in consultation efforts for City plans and policies	 Participate in consultation efforts for City plans and policies	 Participate in consultation efforts for City plans and policies

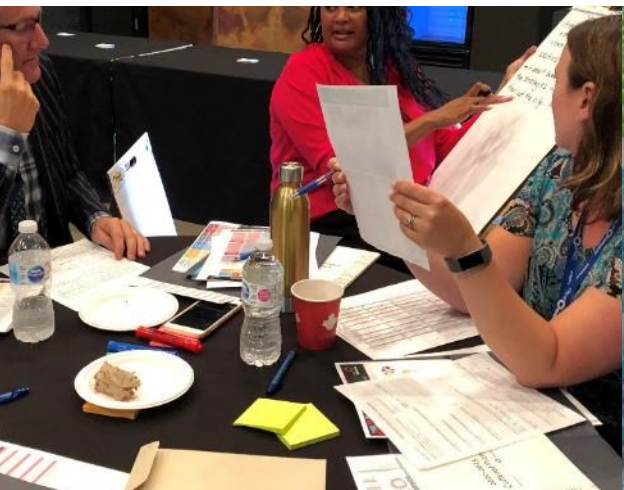


Goal 10: Convene and connect				
Strategies				
	<b>10.1 Facilitate dialogue and collective action between people with similar interests</b>			
	Create a local Artist Advisory Committee	 Attend and actively participate in the Arts and Culture Roundtable quarterly meetings	 Get to know what arts and culture organizations are doing in our community	 Become involved in a way that works for you
	<b>10.2 Explore opportunities for the broader involvement of local educational institutions in developing and supporting local artists, organizations and initiatives</b>			
	Partner on student or faculty research projects with UBCO or Okanagan College	 Increase student practicum placements of different types with cultural organizations	 Enhance the learning opportunities offered by Okanagan College and the Scotiabank Centre for Non-profit Excellence	 Develop a greater appreciation of the arts by taking or auditing a class in art, music, history or literature
	<b>10.3 Convene regional and national events or conferences to be held in Kelowna</b>			
	Provide support for the development of proposals for the hosting of large scale, public cultural events	 Bid on the hosting of your governing associations regional/provincial/national conferences	 Partner with event hosts in order to provide wrap-around services that improve visitor experience	 Attend events that are of interest to you
	<b>10.4 Facilitate networking between cultural stakeholders across the Okanagan region</b>			
	Partner with other municipalities on an annual networking event for cultural organizations in the Okanagan	 Get to know those who do similar work to you in a neighbouring municipality	 Offer your space for networking events	 Get to know the artists who practice in our region. Be at the breakout exhibition or performance of the next big band
	<b>10.5 Encourage community awareness and collaboration to advance the Cultural Plan strategies</b>			
	Align Cultural Grant funding guidelines and applications to demonstrate a move towards meeting the objectives of the Cultural Plan	 When considering updating programs or developing new initiatives, consider the impact they could have on the Cultural Plan goals	 Take part in a Share Your Own event and learn how your business can get involved	 Take the time to read the initiatives of the Cultural Plan and be ready to see them happening in your community

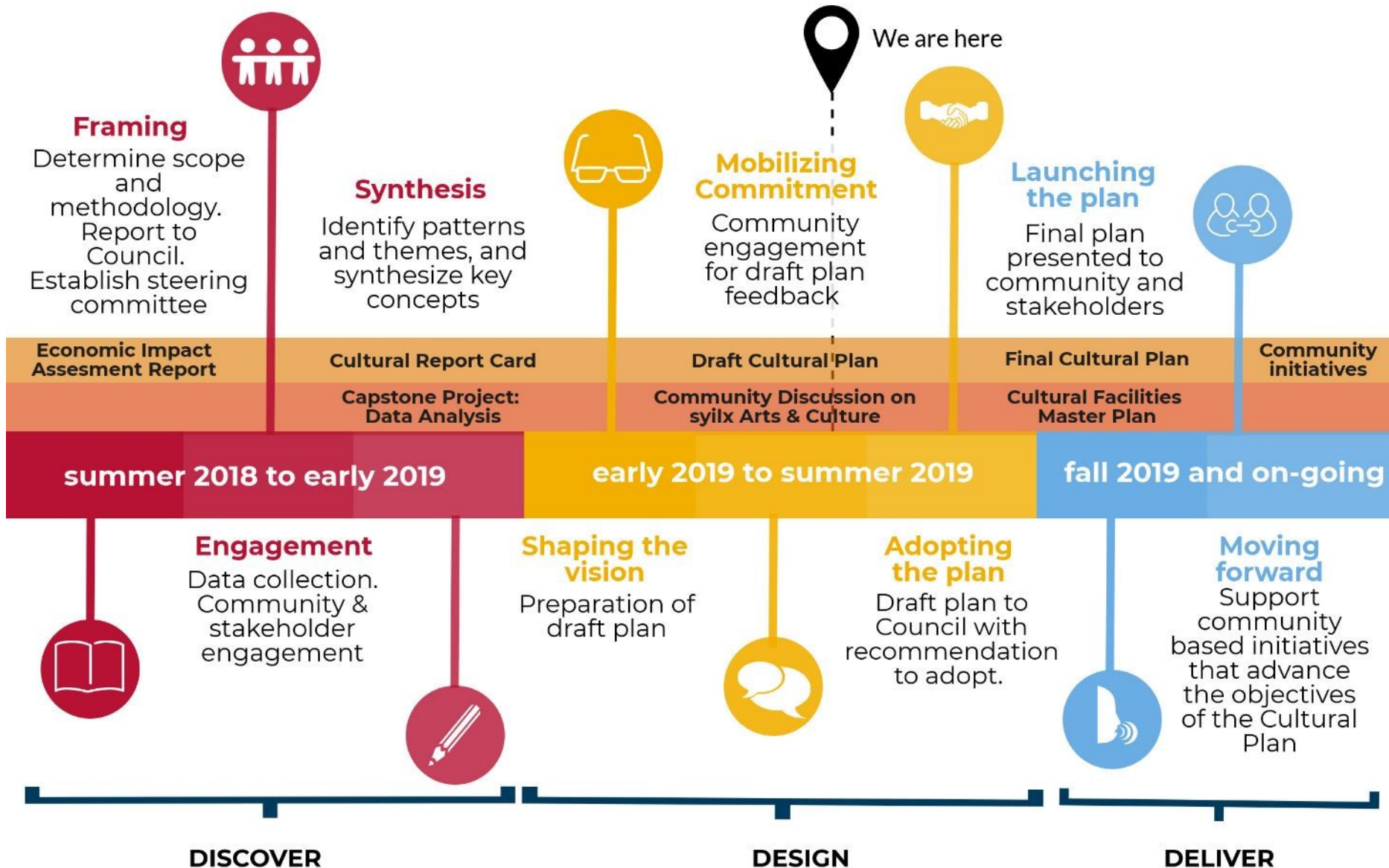


# Cultural Plan Strategies Review

August 12, 2019



# Cultural Plan Update - Timeline



# Structure of the Cultural Plan





# DRAFT Vision

*We see a community which...*



embraces and celebrates diversity and is open and welcoming to all

fosters innovation, attracts and retains people in its workforce



proactively welcomes and encourages the discovery of new experiences and art forms



is recognized as a four-season destination with a rich variety of high-quality arts, culture and heritage experiences



has distinct urban centres that understand their histories and promote their uniqueness while encouraging flow between each one



is a leader in building collaborations and increasing quality of life for future generations



invests in infrastructure, artists and non-profit organizations as a way to build character and identity



has meaningful and ongoing consultation with our First Nation hosts and provides new opportunities for Indigenous voice and expression



showcases its histories through its people, activities, buildings, landscapes, sites and stories



tackles challenges critically and creatively with an open spirit



# DRAFT Guiding Principles



**Accessibility, diversity  
and inclusion**



**Accountability and fiscal  
responsibility**



**Innovation**



**Partnerships and  
cooperation**



# DRAFT Key Themes



# DRAFT Goals

<b>STRATEGIC INVESTMENTS</b> <i>fostering deliberate investments of time, money and people into demonstrated outcomes</i>	<b>Goal 1: Increase contribution of resources</b> Develop a variety of approaches that provide additional support to spaces, capacity, vitality and connections	<b>Goal 2: Understand our impact</b> Leverage the value that culture contributes to the community
<b>SPACES</b> <i>utilizing new and traditional approaches for enhancing availability, affordability and accessibility of space for culture</i>	<b>Goal 3: Optimize existing spaces</b> Improve the utilization of existing space and allow for alternative solutions to meet community needs	<b>Goal 4: Establish commitment to new facilities</b> Actively plan and seek opportunities for the advancement of new cultural facilities
<b>VITALITY</b> <i>animating the community with a blend of programs, services and events that promote artistic excellence and share Kelowna's history</i>	<b>Goal 5: Learn from our past</b> Engage the public in the protection and preservation of Kelowna's human and natural history and bring to the fore-front stories about our past	<b>Goal 6: Boost vitality at the street level</b> Create excitement and activity throughout Kelowna
<b>CAPACITY</b> <i>building on the abilities of the creative sector to be resilient to changing demands &amp; new opportunities</i>	<b>Goal 7: Support a viable creative sector</b> Enhance administrative, financial, management and governance systems that create a strong foundation for the future	
<b>CONNECTIONS</b> <i>promoting ongoing interactions between people, sectors and disciplines</i>	<b>Goal 8: Share our story</b> Celebrate local activities, initiatives and successes with the broader community	<b>Goal 9: Broaden the reach</b> Incorporate culture within other sectors as an integral piece of community growth  <b>Goal 10: Convene and connect</b> Bring the creative sector together for dialogue, exchange and action



# Strategic Investments

Foster deliberate investments of time, money and people into demonstrated outcomes



## Increase contribution of resources

- 1.1 Increase funding to local organizations with a focus on multi-year and core operating funding
- 1.2 Inform community members about opportunities to become involved with cultural organizations
- 1.3 Promote fair wages for arts professionals and support strategies aimed at attracting skilled creative workers and enterprises to Kelowna
- 1.4 Develop funding that strengthens relationships and fosters a more inclusive community that is respectful to all cultures
- 1.5 Invest in cultural infrastructure

- 2.1 Use a coordinated approach to measure the impact of the creative sector on the community that includes looking beyond economic multipliers
- 2.2 Increase community awareness and stakeholder knowledge of the benefits and impact of culture in the community
- 2.3 Build on the role of the creative sector in tourism and economic development
- 2.4 Support artists and organizations with the tools and knowledge necessary to measure, track and modify programs to improve community impact
- 2.5 Demonstrate the impact of the creative sector to leverage additional resources and support

# Spaces

Utilizing new and traditional approaches for enhancing availability, affordability and accessibility of space for culture



## 3.1 Use existing space in new ways

3.2 Identify, preserve and protect the community's heritage assets including natural landscapes and local archeological sites

3.3 Animate community spaces with quality and accessible public art

3.4 Upgrade technologies to improve audience experience

3.5 Remove regulatory barriers and simplify access to space for cultural activities

- 4.1 Understand the current and future needs for new cultural facilities within the community
- 4.2 Establish future direction for the development or redevelopment of cultural facilities
- 4.3 Find creative solutions to garner support for the construction of new cultural facilities including traditional and non-traditional funding models
- 4.4 Increase available production space for local artists
- 4.5 Assess and explore the development of storage facilities between cultural organizations



# Vitality

Animating the community  
with a blend of programs,  
services and events that  
promote artistic excellence  
and share Kelowna's  
history *unity*



- 5.1 Honour the importance and share the history and culture of Indigenous people with a focus on the local syilx/Okanagan People
- 5.2 Spark interest in our history and share the value of preserving our heritage
- 5.3 Establish a framework for including the voice of Indigenous artists and cultural leaders in the creative sector
- 5.4 Tell stories about the history of our community and the land we live on
- 5.5 Strengthen linkages between heritage and cultural tourism



- 6.1 Expand live music venues and local live music opportunities
- 6.2 Celebrate multiculturalism and the growing diversity of our community
- 6.3 Amplify participation in public events by reducing barriers to attending
- 6.4 Support and celebrate Indigenous arts and culture
- 6.5 Increase the number of new and innovative artistic experiences offered in Kelowna

# Capacity

Building on the abilities of the creative sector to be resilient to changing demands & new opportunities



- 7.1 Foster a diversified funding approach by non-profit cultural organizations
- 7.2 Create strong governance, management and administrative systems that are appropriate for an organization's stage in its lifecycle
- 7.3 Utilize a common language between trainers, consultants, resource centres and organizations about capacity and elements of organizational health
- 7.4 Mobilize the creative sector toward appropriate action on truth and reconciliation
- 7.5 Connect artists and organizations with professional development, mentoring and capacity building training

# Connections

Promoting ongoing interactions between people, sectors and disciplines



- 8.1 Highlight the successes of the Kelowna's creative sector
- 8.2 Build broader and deeper relationships with audiences
- 8.3 Make information about cultural events, programs and services easy to find for residents and visitors
- 8.4 Promote arts, culture and heritage experiences, as a reason to live in and visit Kelowna
- 8.5 Foster cultural advocates

- 9.1 Expand the role of youth in the creative sector
- 9.2 Encourage participation in the arts as a method of provoking thoughtful conversation about local issues
- 9.3 Support social inclusion and community social initiatives through cultural programming
- 9.4 Encourage arts programming in non-arts mandated organizations with a focus on the development of new partnerships
- 9.5 Ensure the needs of the creative sector are appropriately captured in City plans and policies

- 10.1 Facilitate dialogue and collective action between people with similar interests
- 10.2 Explore opportunities for the broader involvement of local educational institutions in developing and supporting local artists, organizations and initiatives
- 10.3 Convene regional and national events or conferences to be held in Kelowna
- 10.4 Facilitate networking between cultural stakeholders across the Okanagan region
- 10.5 Encourage community awareness and collaboration to advance the Cultural Plan strategies



## STRATEGIC INVESTMENTS

### Goal 1: Increase contribution of resources






Develop a variety of approaches that provide additional support to spaces, capacity, vitality and connections

### What can be done?

<b>Strategy</b> <b>1.1</b>	Increase funding to local organizations with a focus on multi-year and core operating funding
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Initiatives that support this strategy will increase overall financial support received by organizations. Emphasis in this area will be on initiatives that support more sustainable funding sources.

### How could this be achieved?

 <p>Actively search and apply for new funding opportunities</p> <p>ARTISTS &amp; CULTURAL ORGANIZATIONS</p>	 <p>Develop culture specific funding opportunities</p> <p>FUNDERS, BUSINESS SECTOR AND CAPACITY BUILDERS</p>
 <p>Change current Cultural Grant Program to include multi-year funding &amp; additional general operating support</p> <p>CITY OF KELOWNA AND OTHER LEVELS OF GOVERNMENT</p>	 <p>Select a local cultural organization to support when choosing to donate to charities</p> <p>AUDIENCE MEMBERS AND GENERAL PUBLIC</p>
 <p>How will you support this strategy?</p>	

Key Theme Area

Goal

Strategy

Sample Community  
Initiatives

Call to Action



# Summary

**3,100+**

Visits to Cultural Plan  
Get Involved page



**2,986**

Total visits to  
Cultural Plan webpage  
on kelowna.ca

**35**

individuals  
participated  
in the UBCO  
Open House

**13**

Host Your Own  
Engagement Events  
led by the community



stakeholder workshops,  
special events and  
activities

**18**



including Lived Experience  
Circle of Homelessness, Kelowna  
Museum Society Staff and a  
question on the Innovation  
Centre Chalk Wall



**50**

personal  
interviews

**185**

children participated in the  
Cultural Footprint Activity



**1**

Creative Sector  
Economic Impact  
Study completed  
highlighting

**\$339M**

in economic  
output of  
Kelowna's  
creative sector



**12**

Youth & Young  
Professionals  
participated in a  
closed forum

**266**



people attended  
one of the open  
house events in  
the latest phase  
of engagement in  
person to learn more  
about the Cultural  
Plan strategies

**19**

Cultural Plan  
Advisory Group  
Members

10 external 9 internal



**276**

Online engagement participants who  
filled out Cultural Plan visioning or  
feedback surveys or submitted ideas



Ongoing projects include the community discussion on  
sylix/Okanagan arts and culture and the Cultural  
Facilities Master Plan.



## *Questions?*

For more information, visit [kelowna.ca/culture](http://kelowna.ca/culture).