

# Report to Council



**Date:** July 16, 2018  
**File:** 1200-15  
**To:** City Manager  
**From:** Christine McWillis, Cultural Services Manager  
**Subject:** 2020-2025 Cultural Plan

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## **Recommendation:**

THAT Council receives, for information, the report from the Cultural Services Manager dated July 16, 2018, regarding the activities related to the development of an updated Cultural Plan.

AND THAT Council endorse the Cultural Plan process as outlined in the report from the Cultural Services Manager dated July 16, 2018

AND THAT staff continue to provide Council updates on the development of the 2020-2025 Cultural Plan as outlined in the report dated July 16, 2018.

## **Purpose:**

To provide Council with an overview of the process that will be undertaken related to the development of the 2020-2025 Cultural Plan.

## **Background:**

The City's current Cultural Plan was launched in 2012 and had a lifespan of five years from 2012 to 2017.

During the time covered by the 2012-2017 Cultural Plan, significant progress has been made in implementing various Cultural Plan goals and strategies. Major organizations continue to thrive, and new organizations and venues have emerged. Cultural spaces are heavily used, many at or near capacity. Major successful initiatives such as the Bernard Avenue revitalization, the Civic Block Plan, the relocation of the RCMP, completion of new parkades and the Okanagan Centre for Innovation have been achieved since 2012 and have had an impact on the landscape of the Cultural District.

However, there are issues facing our community's cultural needs that should be considered. Community demographics are skewing younger. Affordability for spaces for living, working and

creating is an issue for many artists. In addition, key buildings in the City's inventory of cultural infrastructure such as the Kelowna Community Theatre and the Okanagan Heritage Museum continue to age, with mounting structural deficits, as new buildings go up around them. An update to the Cultural Plan is intended to respond to these changes and challenges and set a direction for the next five years.

Starting in 2018, the Cultural Plan will be updated. As part of this update, the Imagine Kelowna vision and principles will be included. In particular, Imagine Kelowna's "connected" principle speaks to the goal of *cultivating an accessible and engaging arts and culture scene*. The goal specifically indicates the importance of the Cultural Plan to help guide the community, as we invest time and money in the infrastructure and organizations that supports arts and culture.

Additional coordination will be occurring between the Cultural Plan and the work being done on the OCP 2040.

The primary goal areas in the current plan are foundational statements which are not expected to change in the updated 2020-2025 Cultural Plan; however, strategies to achieve these goals will be refined to reflect current and future states, and some goal areas will be repositioned as higher priorities.



Figure 1. 2012-2017 Cultural Plan Goals

## Cultural Plan Process

The development of the 2020-2025 Cultural Plan is anticipated to move through three phases each with two to three components. The process is identified in Figure 2 (2020-2025 Cultural Plan Process) and includes:

- Discover Phase – Framing, Engagement, Synthesis
- Design Phase – Shaping the Vision, Mobilizing Commitment, Adopting the Plan
- Deliver Phase – Launching the Plan, Moving Forward

### Cultural Plan Update - Timeline

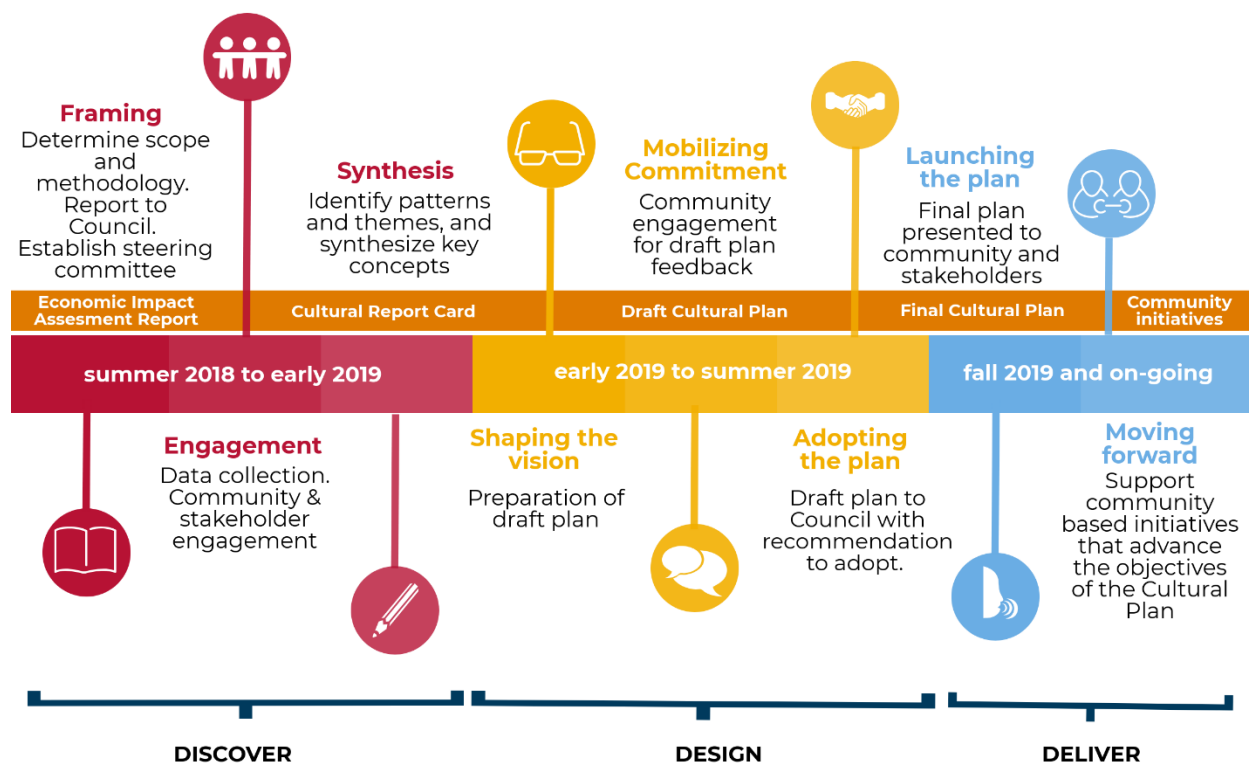


Figure 2. 2020-2025 Cultural Plan Process

In addition to the 2020-2025 Cultural Plan, two additional reports will be created and will involve the collection of a variety of qualitative and quantitative data from an assortment of sources. Consultation with arts, culture and heritage organizations (not-for-profit and for profit), artists and art consumers will be required to populate the data included in these reports.

- Cultural Report Card – tracking progress of the successes of the 2012-2017 Cultural Plan. The Cultural Report Card will align with the cultural indicators identified in OCP2040 Update.

- Economic Impact Assessment – an update to the “The Creative Sector in Kelowna, British Columbia: and economic impact assessment” report (March 2010).

The Cultural Plan, and the related documents, will be funded through the existing 2018 and 2019 Cultural Services operating budget and the additional one-time project funding of \$15,000 approved in 2018.

### *Community Engagement*

Since the development of the Cultural Plan will require a deep understanding and appreciation of the population which it is intended to serve, the project will involve a variety of engagement activities throughout the plan’s development.

The process was developed by considering the information provided in the Creative City Cultural Planning Toolkit, the best practices used in the development of other municipal cultural plans and in consideration of engagement methods to fill gaps identified in the 2012-2017 Cultural Plan.

#### Engagement Stage 1: Visioning

July 2018 – September 2018

Project Phase: Discover - Engagement

Community based engagement will occur from July to September 2018. Some of the consultation during this phase will also aid in the creation of the Cultural Report Card (ie. data reported by organizations, organization self-reflections regarding progress on Cultural Plan strategies).

Goals:

- Develop an understanding of the community’s idea of the definition of culture, and what it means to them
- Develop a vision for Kelowna’s Cultural Plan 2020-2025
- Develop an understanding of trends and strategies of the Cultural Plan from the perspective the community-at-large.

Summary of activities:

Dates	Activity
July to September 2018	Online survey, and discussion forum
July to September 2018	Paper surveys available at public events (Culture Days, Park & Play/ Parks Alive Nights). Paper surveys will also be available at key cultural facilities during this period.
July to September 2018	“What is my cultural footprint?” activity designed for the younger members of the community (e.g. elementary and lower). Available at public events (Culture Days, Park & Play, Parks Alive Nights, etc).

## Engagement Stage 2: Guiding Principles, Goals and Strategy Development

September 2018 – December 2018

Project Phase: Discover - Engagement

Stakeholder engagement will occur from September to December 2018. Consultation during this phase will also aid in the creation of the Economic Impact Assessment Report and Cultural Report Card.

Goals:

- Evaluate existing guiding principles and goals of the 2012-2017 Cultural Plan to gauge relevancy and identify gaps or amendments
- Identify stakeholder priorities to advance goals and strategies

Summary of activities:

Dates	Activity
September – December 2018	Self-directed organization focus groups  <i>A self-directed focus groups is a type of "host your own" engagement event. The event is led by the organizations themselves after being provided a group of questions that require responses. The intent is to provide minimal content direction so that organizations may provide responses that are most important to them in a way that works for their membership.</i>
September – October 2018	Youth forum
September – December 2018	Stakeholder workshops - facilitated

## Engagement Stage 3: Confirmation and commitment

May 2019 – August 2019

Project Phase: Design – Mobilizing Commitment

Following the drafting of the Cultural Plan, community and stakeholder consultation will take place from May to August 2019.

Goals:

- Obtain feedback about the draft plan to identify gaps, errors or omissions
- Build an understanding of the proposed plan, and increase community acceptance and commitment to the strategies

Summary of activities:

Dates	Activity
TBD 2019	Council workshop
TBD 2019	Public open house style event to learn about the draft plan
May – August 2019	Public invitation for plan review and feedback through Get Involved
May – August 2019	Information repository at frequently visited arts and culture facilities

#### Engagement Stage 4: Launching the Plan and moving forward

September 2019 – on-going

Project Phase: Deliver – Launching the Plan & Moving Forward

Final plan will be presented to stakeholders and the public.

Goals:

- Present the final plan to stakeholders and the community at large
- Continue on-going efforts to advance the 2020-2025 Cultural Plan

Summary of activities below:

Dates	Activity
September 2019	Launch the 2020-2025 Cultural Plan during Culture Days with a celebratory event
	Send copies of the 2020-2025 Cultural Plan to stakeholder groups. Post the 2020-2025 Cultural Plan and have hard copies available in public areas.

#### *Council Check-in Points*

The process outlined above is anticipated to start in July 2018 and extend through to September 2019. With Council's endorsement staff will check in at the following points:

- Presentation of Cultural Report Card & Early Findings – Early 2019
- Presentation of Economic Impact Assessment Report – March 2019
- Presentation of Draft Cultural Plan (workshop) – Summer 2019
- Request for Plan Adoption – September 2019

#### **Internal Circulation:**

Divisional Director, Active Living & Culture  
Communications Coordinator

Sustainability Coordinator

**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.*

**Financial/Budgetary Considerations:**

Funding for this project will be a combination of the 2018 and 2019 Cultural Services operating budget and an additional \$15,000 (one-time addition) that was added in 2018.

The Economic Impact Assessment will be completed utilizing the services of a consulting firm with experience in this area.

**Considerations not applicable to this report:**

Legal/Statutory Authority

Legal/Statutory Procedural Requirements

Personnel Implications

External Agency/Public Comments

Alternate Recommendation

Communications Comments

**Submitted by:**

C. McWillis, Cultural Services Manager

**Approved for inclusion:**

J. Gabriel, Division Director, Active Living & Culture