

# Report to Council



**Date:** March 25, 2019  
**File:** 1200-15  
**To:** City Manager  
**From:** Christine McWillis, Cultural Services Manager  
**Subject:** Update of the 2020-2025 Cultural Plan Process

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## **Recommendation:**

THAT Council receives, for information, the report from the Cultural Services Manager dated March 25, 2019, regarding the activities related to the development of an updated Cultural Plan.

## **Purpose:**

To provide Council with an overview of the public engagement process to date and early findings related to the development of the 2020-2025 Cultural Plan.

## **Background:**

### ***General Overview***

The 2020-2025 Cultural Plan update project started in July 2018 in accordance with the process identified in the report to Council July 16, 2018, titled *2020-2025 Cultural Plan*. The report identified the timeline for the Cultural Plan process provided as Figure 1. Cultural Plan Update – Timeline.

This timeline remains consistent with the process being followed and timelines are currently being met. At this time, the process is within the Discover Phase.

The Discover Phase involves three primary activities:

1. Framing – Determining scope and methodology, report to council and establishing a steering committee. *These activities have been completed.*
2. Engagement – Data collection, community and stakeholder engagement. *These activities are well underway and will wrap up on March 31, 2019.*

- Synthesis – Identify patterns and themes and synthesize key concepts. *These activities are ramping up as engagement activities are closing. These activities will continue throughout the spring.*

### Cultural Plan Update - Timeline

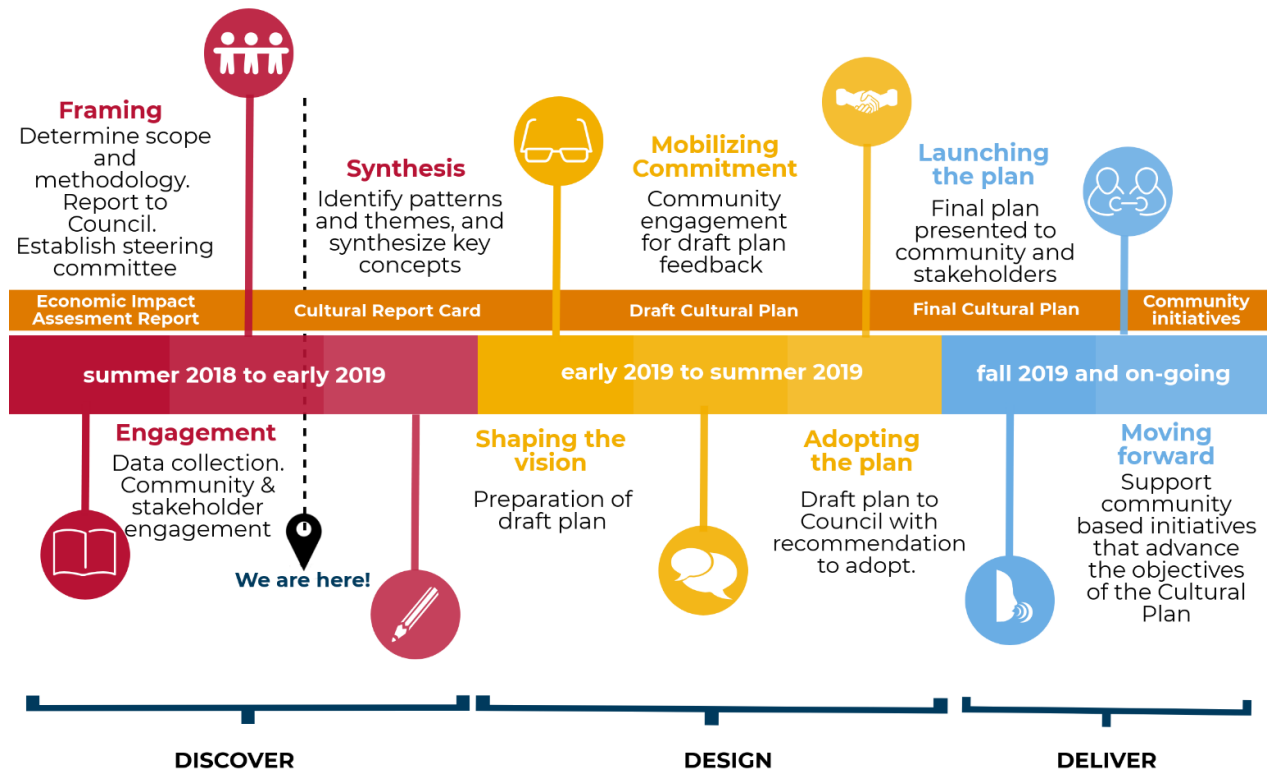


Figure 1. Cultural Plan Update Timeline

The next steps in the process will be to work through the Design Phase. In this phase, Cultural Services staff along with the Internal and External Advisory Groups, will work to prepare a draft of the plan (shaping the vision), take the draft back to stakeholders for feedback (mobilizing commitment) and finally bring the plan to Council (adopting the plan). Work in this Phase will start in April 2019 and continue through August 2019.

It is anticipated that the plan will be completed in September 2019 and the final Plan will be launched at an event during Culture Days 2019. Following the launch of the plan, Cultural Services, along with community stakeholders, will be looking for ways to support community initiatives that advance the objectives of the plan and mobilize the greater community toward the common goals.

Throughout this process, Cultural Services staff have been working alongside project representatives from Imagine Kelowna and the OCP 2040 to ensure appropriate alignment.

The 2020-2025 Cultural Plan is intended as a community plan. Individuals, the business community, arts, culture & heritage organizations and the City of Kelowna collectively play critical roles in shaping the cultural landscape of the community by advancing goals and implementing the strategies. With the support of the entire community, the vision of the 2020-2025 Cultural Plan can be realized.

### Cultural Plan Advisory Group

The establishment of a Cultural Plan Advisory Group is intended to support the Cultural Services Branch in the development of the updated plan by providing perspective and input into the plan creation. The Advisory Group is made up of up to 19 members comprised of two sub-groups including:

1. Internal Advisory Group includes nine staff members from the City of Kelowna appointed because their area of responsibility is impacted or directly impacts the advancement of the plans goals and strategies within the City of Kelowna.
2. External Advisory Group includes 10 members of the arts, culture and heritage community with broad representation of artistic disciplines and practices including strong representation from individual practitioners.

Biographies for all external members of the Advisory Group are provided as Appendix A to this report.

### Consulting with the Community – Overview of Engagement Opportunities

The development of the Cultural Plan requires a deep understanding and appreciation of the population which it is intended to serve. This phase of the plan’s development has involved a variety of engagement activities outlined in Figure 2.

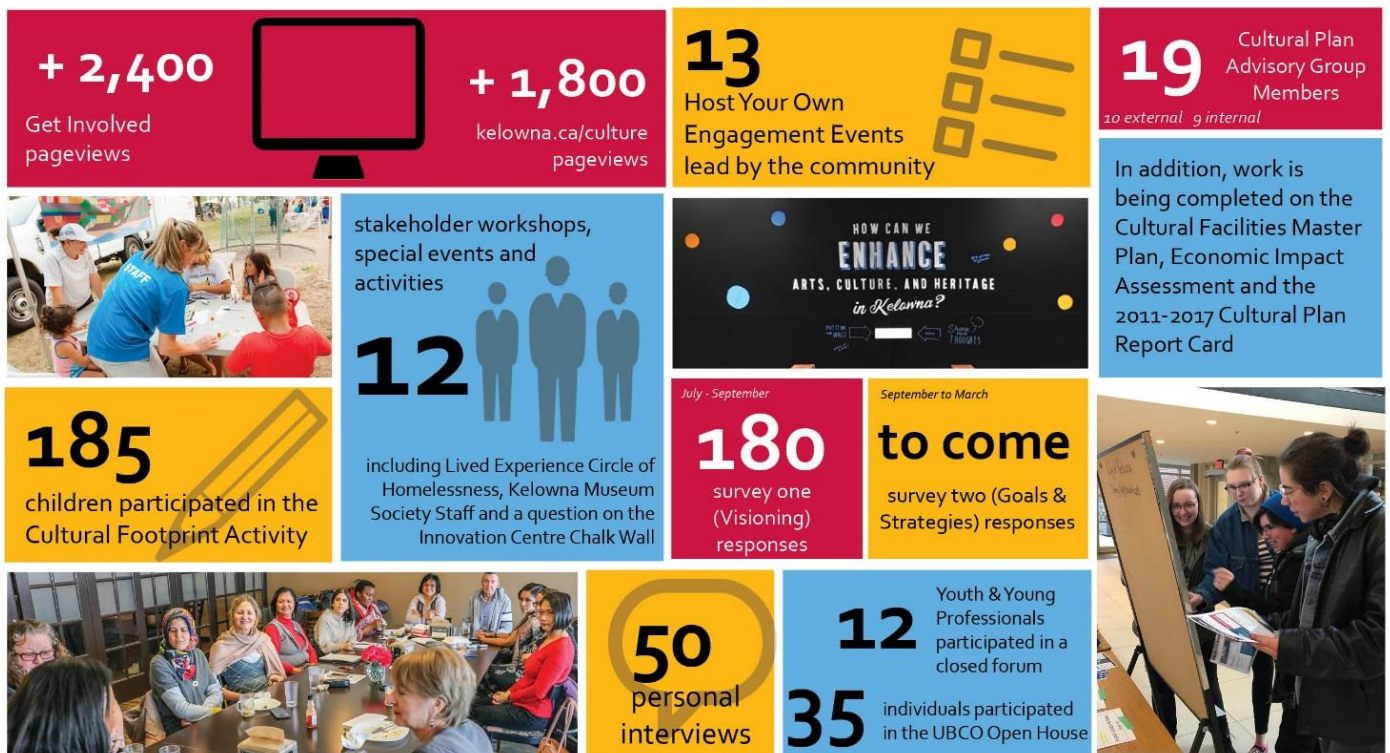


Figure 2. Cultural Plan Engagement Activities

A more detailed description of each community engagement activity is provided as Appendix B to this report.

### ***Early Findings and Plan Development***

The following sections should be considered early findings based on the exploration of only some of the feedback already received and early work completed by Cultural Services staff and the Cultural Advisory Groups. Additional work and community engagement of draft versions of the plan will help to ensure that errors, omissions or gaps are filled before finalizing the plan in September 2019.

#### *Definition of Culture*

At the beginning of the cultural plan engagement process community members were asked to define culture. One hundred and seventy-one different definitions were submitted, many with common themes, all with unique language and perspectives. Below is a sampling of the various definitions that were contributed by community members during our consultations.

- *Culture is place, history and shared experience formed and expressed through the creative arts and community activities. As culture emerges and develops, it generates a unique identity that impacts the lives of residents, visitors and tourists.*
- *Expressions of traditions and talents from diverse groups that create the heartbeat of our community. Culture enriches lives through knowledge sharing, empathy and adds vibrancy to everyday life.*
- *Our habits, rituals, performances, and actions that give us meaning. The physical aspects of our environment that give us a sense of place. How we interact with each other and our space.*
- *Something that expands your world view and perspectives, draws on heritage, backgrounds, arts and experiences to create a wider understanding of the world around.*
- *The soul of a city.*

All definitions were reviewed and considered by the Advisory Groups. It was concluded that culture can mean different things to different people and a single definition is not possible. Therefore, the 2020-2025 Cultural Plan will take a similar approach to the 2012-2017 Cultural Plan and define culture this way:

**It may not be possible to arrive at a precise definition of the word 'culture.' It is a porous and flexible concept which includes heritage, the arts, human diversity and many other attributes and practices. The use of the word 'culture' within this plan is intended to be broadly inclusive.**

## The Vision

Considering information received from the community through Survey 1, the Cultural Plan Advisory Groups fine-tuned the vision provided in the 2012-2017 Cultural Plan. The result was:

As a collective of individuals, organizations, stakeholders and government, we see a community which...

## The Vision



Figure 3. Cultural Plan Draft Vision

## The Guiding Principles

The Guiding Principles are values and perspectives which reflect the Vision and inform the Goals and Strategies of the Plan. Guiding Principles function as a filter through which all Goals and Strategies will be considered as the community moves toward development of the plan.

The draft Guiding Principles of the 2020-2025 Cultural Plan include:

- Accessibility, diversity and inclusion: ensures that all people, in all phases of life have access to cultural engagement and participation. This may involve addressing financial, educational, physical, ethno-cultural, behavioural, social or age-related factors.
- Accountability and fiscal responsibility: uses resources effectively and efficiently to address the needs of the community.

- Innovation: supports new solutions and new ways of thinking and doing to seize opportunities to address the challenges ahead.
- Optimizing Value: uses resources, ideas and energy already on hand, to find efficiencies, create more impact and generate more value and benefit.
- Partnerships and Collaboration: fosters more and better results by working together across disciplines, sectors and interests. This requires devoting more time to community, planning and relationship building.
- Reconciliation: builds a sustained relationship of mutual respect and understanding with indigenous peoples.

### *The 10 Goals of the Cultural Plan*

Appendix C - Cultural Plan Goals outlines the ten goals that were foundational in the previous plan and used for the engagement activities that occurred within the community over the last 8 months. The goals were tested for their relevance and importance to community stakeholders and to determine if there were gaps among them. Stakeholders were also asked to provide ideas for how these goals could be developed within the community over the next five years (strategies).

During the Design Phase of the plan development, the community feedback will be utilized to determine potential changes to the goals, how they are described and the community strategies that will populate each goal area.

It is not anticipated that the overall concept of each goal area will change significantly however the strategies to make progress in each goal area will most likely differ significantly from the previous plan.

### *Emerging Themes*

Through the public consultation process, it has become apparent that the use of plain language in the development of the vision, principles, goals and strategies will need to be considered. As a community plan, the ability of all stakeholders to understand the meaning of the plans pieces will be very important.

Upon preliminary review of the community feedback being received, four emerging themes have developed:

- Cultural facilities and infrastructure
- Financial support and investment in culture
- Partnerships and collaborations
- Truth and reconciliation

It is anticipated that these themes will be reflected through a variety of different strategies within the plan. As a community plan, strategies will include initiatives for individuals, businesses, organizations and the City of Kelowna to become engaged with. No single stakeholder will be able to advance the plan on their own.

### ***The next few months***

#### *Community Open House Events*

In late Spring 2019, another round of community engagement will take place that will provide opportunities for community stakeholders to provide feedback on the draft plan. Activities in the process of being finalized however they will include opportunity for online and in-person consultation.

#### *2020-2025 Cultural Plan Launch Event*

During Culture Days 2019, the Cultural Services Branch along with key community stakeholders will launch the newly adopted 2020-2025 Cultural Plan. Details for the event are still being finalized. Following the launch event, additional distribution will include making the plan available to stakeholders and community members through a variety of different mechanisms.

#### *Future Council Check-in Points*

Council can expect check in at the following points (approximate timelines):

- Presentation of the Cultural Report Card – April 2019
- Presentation of Economic Impact Assessment Report – April/May 2019
- Presentation of Draft Cultural Plan (workshop) – Summer 2019
- Request for Plan Adoption – September 2019
- Presentation of the Cultural Facilities Masterplan – Summer 2019 – this is a joint project and will be used to inform the plan however is not part of the plan.

#### **Internal Circulation:**

Jim Gabriel, Divisional Director of Active Living & Culture  
Robert Fine, Director, Director, Business and Entrepreneurial Development  
Geraldine Parent, Kelowna Community Theatre Manager  
Mike McGreer, Corporate Strategy & Performance Dept. Manager  
Ross Soward, Planner Specialist  
Paul Reyes, Project Architect  
Cory Leslie, Financial Analyst  
Chris Babcock, Event Development Supervisor  
Amanda Lamberti, Communications Advisor

#### **Existing Policy:**

In accordance with the Cultural Policy #274,

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 is a combination of the 2018 and 2019 Cultural Services operating budget and \$15,000 (one-time addition) in 2018.

**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



# 2020-2025 Cultural Plan Advisory Group



**Linda Digby**

Linda's passion is connecting people with something bigger than themselves. This passion has driven my professional journey through heritage, culture, and arts for 34 years. She believes we all long to connect, to be amazed, and to be transformed.



**Erin Scott**

Erin Scott is an award-winning poet and performer with a Master of Fine Arts from UBCO. She is Executive Director of Inspired Word Cafe Society, Managing Director of Living Things: Kelowna's International Arts Festival, and Co-Artistic Director of Fat Cat Children's Festival.



**Leila (Neverland) Naderi**

Drawing from classical piano training, a childhood spent in Toronto's children's choirs including the Canadian Children's Opera Chorus. Leila Neverland is breaking through the West Coast music scene with her powerful voice, thought provoking original music, and timely lyrics.



**Sonya Barker**

Sonya has been involved in the arts and culture sector in Kelowna since arriving in the community in 2007. She was the Program Coordinator Festivals Kelowna for three years, has been on the Board of Directors for Creative Okanagan for 6 years, and was on the 2010 and is on the 2018 BreakOut West Host Committee.



**Karma Lacoff**

Karma has been the Executive and Creative Director of Creative Okanagan Artist and Event Development Society since January 2016, she worked at Okanagan College in Public Affairs for three years, and on BreakOut West in 2010 and 2018.



**Melissa McCluskey**

As part of Tourism Kelowna's Marketing & Communications team, Melissa handles social media and communication, which includes the promotion of Kelowna's vibrant arts and culture scene, and its heritage. Melissa spends her free time enjoying concerts and local theatre productions in Kelowna.



**Lucy Benwell**

Lucy has enjoyed a diverse musical career, spanning over 35 years. She studied Clarinet to ABRSM Grade 8 in England, adding saxophone and flute along the way. This has allowed her to work as a soloist and in ensemble with orchestras, concert bands, jazz bands, and many musical theatre production companies



**Leah Sanford**

Leah's career, research & publication areas, education, and passions all lie in the fields of diversity and inclusion, equitable and social-justice driven practices, anti-racism, and intercultural awareness. She is the Local Immigration Partnership Coordinator at KCR Community Resources, a role dedicated to furthering the development of Central Okanagan as an inclusive, welcoming community for all newcomers.



**Jo McKechnie**

Although her career was in health care and research, Jo has been a practising glass artist since the late 1970s. Her studio is in the Rotary Centre for the Arts. Her work is featured at Hambleton Galleries. She lives downtown and loves the energy and synergy that the many cultural groups and arts activities bring to the city.



**Lars A Widell**

Lars has been active artist in our community for the last 10 yrs. I started out landscaping and doing stonemasonry in the valley in my early 20's. He has been tattooing full time for the past seven years, and has painted murals in public and private spaces here in town.



**Internal Advisory Group Members:** Paul Reyes, Mike McGreer, Cory Leslie, Amanda Lamberti, Jim Gabriel, Geraldine Parent, Robert Fine, Ross Soward, Chris Babcock.

## Appendix B – Details on Community Engagement Activities

### Engagement Survey 1: Visioning

*Timeline*            July 2018 – September 2018

This survey intended to develop an understanding of the community's idea of the definition of culture, assist in the refinement of a vision for the plan and start to develop an understanding of trends and strategies of the Cultural Plan from the perspective the community-at-large. This activity involved an online survey, paper surveys available at Park & Play, Parks Alive nights and paper surveys available at three Kelowna library locations. In total, there were 180 responses to this survey.

### Cultural Footprint Children's Activity

*Timeline:*            July 2018 – September 2018

In addition to developing an understanding of how our youngest community members participate in and enjoy cultural activities the Cultural Footprint Children's Activity was intended to engage our community's youngest demographic in an activity exploring culture. 185 Cultural Footprints were created by children four years of age and older who attended Park & Play and Parks Alive event nights and the Unplug and Play event.

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

*Timeline:*            September 2018 – March 2019

Following Survey 1, a second survey was released to evaluate existing guiding principles and goals of the 2012-2017 Cultural Plan to test the Cultural Plan goals for their relevance today, their importance to the community and to determine if there were gaps among them. Participants were also asked to provide ideas for how these goals could be developed within the community over the next five years (strategies). The survey was available online and in paper and was promoted using multiple news releases, social media ads and posts, a Facebook Live on Kelowna Culture's channel, e-newsletters, notices in local publications including in the City of Kelowna Winter 2019 Activity Guide, City of Kelowna Spring 2019 Activity Guide, Rotary Centre for the Arts "What's On" newsletter, and Okanagan College's student newsletter. Additional promotion was provided using the Rotary Centre for the Arts and Kelowna Community Theatre digital message reader boards. Results and final numbers of Engagement Survey 2 are still pending, as the survey does not close until March 31<sup>st</sup>, 2019.

### Youth and Young Professionals Closed Forum and Young Professionals Open House

*Timeline:*            January 29, 2019, 4pm-6pm Open House  
                              January 31, 2019 4pm -6pm Closed Forum

The engagement with youth was identified in the previous Cultural Plan as a gap to the feedback received. One of the goals of the engagement process this time was to hear from the younger demographic in our community to determine their priorities and ideas on how to advance the goals of the plan. A Youth and Young Professionals Closed Forum was held at Black Box Theatre for youth and young professional who applied to attend and an open house style forum was held in the Fipke building at UBCO. In addition to news releases, social media posts/ ads, and newsletter notifications;

community stakeholders such as local high school teachers, UBCO, CATO and Okanagan College supported the initiative by promoting it via their respective channels (e.g. posters, CCTV ads, social media). Twelve youth and young professionals participated in the closed forum and four faculty members and thirty-one students participated in the open forum.

### Host Your Own Engagement Events and Grant Program

*Timeline:* January 2019 - March 2019

The Host Your Own Engagement Events and related grant program provided a new and unique opportunity to incentivize participation in the update of the Cultural Plan with support (including financial support) to host a conversation directly related to their groups ambitions for the Cultural Plan. The goal of this activity was to bring arts and culture stakeholders and broad community members together to discuss the Cultural Plan and the role they play in implementing it. A Conversation Toolkit was prepared and provided to interested groups/ individuals online to answer questions about what a Host Your Own Event is and how it could be executed.

Eighteen individuals representing 15 different organizations attended an information session with details on the Host Your Own Engagement Event grant program in November 2018. Host Your Own engagement events were held between January and March of 2019. In total, 18 applications for support were received and 13 Host Your Own Grants will be distributed when the process is complete. Seven of the events were open to the public with the remaining events targeting a specific group of stakeholders. Members of the public were also invited to host their own event without the support of the grant and have until March 31 to submit their reports.

### Workshops, Events and Personal Interviews

*Timeline:* January - March 2019

Throughout the engagement process opportunities were presented that allowed staff to further our reach and engage a broader audience of community members. The activities were diverse and included:

- Question presented on the Innovation Centre Community Chalk Wall – “How can we enhance arts, culture and heritage in Kelowna?”
- Hard-copies of Engagement Survey 2 were available at staff manned displays at:
  - Jan 20: Unplug and Play event at Parkinson Recreation Centre
  - Jan 25 & Feb 15: Okanagan Symphony Orchestra Open Dress Rehearsals at Kelowna Community Theatre
  - Feb 21: Kelowna Community Resource’s Unlock your Board’s Potential Workshop at Innovation Centre
  - Feb 27: Innovation Centre Tenant Wine Social
- Stakeholder focus groups:
  - Kelowna Museum Society Staff
  - Alternator Centre for Contemporary Art Board & Staff
  - Lived Experience Circle of Homelessness
  - Cool Arts Stakeholders
  - Kelowna Museum Society Board (still to occur)

- Tourism Kelowna Staff (still to occur)

Individual interviews (still in progress). Some interviews were part of the stakeholder engagement process for the Cultural Facilities Master Plan; however, there was overlap in the Master Plan and Cultural Plan goals (e.g. optimizing existing facilities and new affordable space), and interview responses will be used to influence aspects of the plan.

#### Supplementary Work to Inform the Cultural Plan

In addition to the 2020-2025 Cultural Plan Update, three independent reports are being developed as part of the Cultural Plan update project. They have involved the collection of an assortment of qualitative and quantitative data from a variety of different sources.

The Cultural Plan supplementary work includes:

- Cultural Report Card – a historical understanding of the successes of the 2012-2017 Cultural Plan. *This report is currently being fact checked and will be moving to a second round of graphic design work. It is anticipated that the Cultural Report Card will be launched in April/ May 2019.*
- Economic Impact Assessment – an update to the “The Creative Sector in Kelowna, British Columbia: and economic impact assessment” report (March 2010). *This work started in October 2018 with the engagement of Jamie Vanstruth Consulting. The public engagement survey has been completed and compilation of data and a final report is expected to be completed by March 31, 2019. This report will be presented to Council once it is completed.*
- Cultural Facilities Masterplan - since the initiation of the Cultural Plan Process, the Cultural Facilities Masterplan project was also initiated. While the project is not specifically related to the Cultural Plan Update, the information gathered and the final report will help to inform the Cultural Plan.

The Cultural Facilities Masterplan project is a joint project with the Parks & Buildings Planning Department and is being co-lead between the Cultural Services Manager, Christine McWillis and the City’s Project Architect, Paul Reyes. Cityspaces of Vancouver is the consulting firm working on this project. Telephone interviews with non-profit arts and culture organizations has begun and will continue until the end of March. This report is anticipated to be completed by the summer of 2019 and a report will be delivered to Council at that time.

# Cultural Plan Goals

## Goals 1 to 6: Cultural Vitality

### 01. Enhance Existing Support Programs



The value of cultural benefits and services far outweighs the cost per capita.

This goal involves strategies for enhancing public and private investment in cultural facilities and programs.

### 02. Optimize Existing Cultural Facilities



Continued investment in cultural infrastructure is as important as maintaining roads and utilities.

Strategies in this goal are about planning for appropriate and timely facility enhancements.

### 03. Find More & Different Kinds of Affordable Cultural Spaces



Cultural vibrancy depends heavily on the success and visible presence of working artists and the availability of spaces for both production and consumption of the arts.

Strategies under this goal are about how the community can access a variety of affordable cultural spaces.

### 04. Integrate Heritage as Part of Cultural Vitality

Opportunities exist to engage the public in Kelowna's human and natural history and to bring to the forefront stories about our past. The strategies are designed to support the implementation of the Heritage Strategy and promote heritage resources for residents and visitors.

### 05. Enhance Cultural Vitality at the Street Level



Great cities have great public spaces which are hubs for the community's cultural life including activities, public art, festivals and events.

Strategies for this goal will help create cultural excitement and activity throughout Kelowna.

### 06. Build Personal Connections to Cultural Vitality



Building audiences, volunteerism and philanthropy is an ongoing and challenging task for any cultural facility or organization offering programs and services to the public.

This goal is devoted to expanding grassroots cultural engagement and awareness.

## Goal 7: Cultural Benefits & Impact

### 07. Measure Cultural Vitality & Understand the Outcomes



Data, both qualitative and quantitative, helps to create understanding about how arts, culture and heritage contributes to our quality of life.

This goal has strategies relating to improving data collection and usage.

## Goals 8 - 10: Cultural Ecosystem

### 08. Capitalize on Culture for Tourism & the Economy



Our city is building a creative economy that provides competitive advantages, is sustainable, generates employment and contributes to a high level of prosperity and quality of life.

Strategies under this goal are about how culture in Kelowna can be connected and integrated with other sectors such as tourism and technology.

### 09. Convene & Connect the Cultural Community



Strong networks, collaboration and communication improve the overall community and build capacity and resilience.

Strategies in this goal will reflect various ideas to bring the community together for dialogue, exchange and action.

### 10. Integrate Culture into Plans and Processes and Use Innovative Funding Approaches

Government does not create culture. However, the City of Kelowna recognizes that municipal policies, processes, organization structure and funding mechanisms should integrate, reflect and support the benefits and needs of cultural development. Strategies will reflect how the City can integrate support for cultural vitality throughout its operations.