

Report to Council



Date: May 27, 2019
File: 0710-20
To: City Manager
From: Christine McWillis, Cultural Services Manager
Subject: 2020-2025 Cultural Plan Vision, Principles and Goals

Recommendation:

THAT Council receives for information the report from the Cultural Services Manager dated May 27, 2019, regarding the Cultural Plan vision, principles and goals.

AND THAT Council approves in principle the proposed Cultural Plan vision, guiding principles, key themes and goals as outlined in the report from the Cultural Services Manager, dated May 27, 2019, to support the further development of the plan.

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 vision, key themes, principles and goals.

Background:

The 2020-2025 Cultural Plan Update project continues to work through the process identified in the report to Council on July 18, 2018. The updated timeline is provided as Figure 1. Presently, the "Discover" phase has been completed. Staff continue to work through the "Design" phase to synthesize the information that has been received to prepare an initial draft of the plan.

All concepts being prepared and presented are fluid and continue to evolve as staff continue to check-in with stakeholders such as the Council, internal and external Advisory Groups, arts and culture organizations, artists and the public.

Cultural Plan Update - Timeline

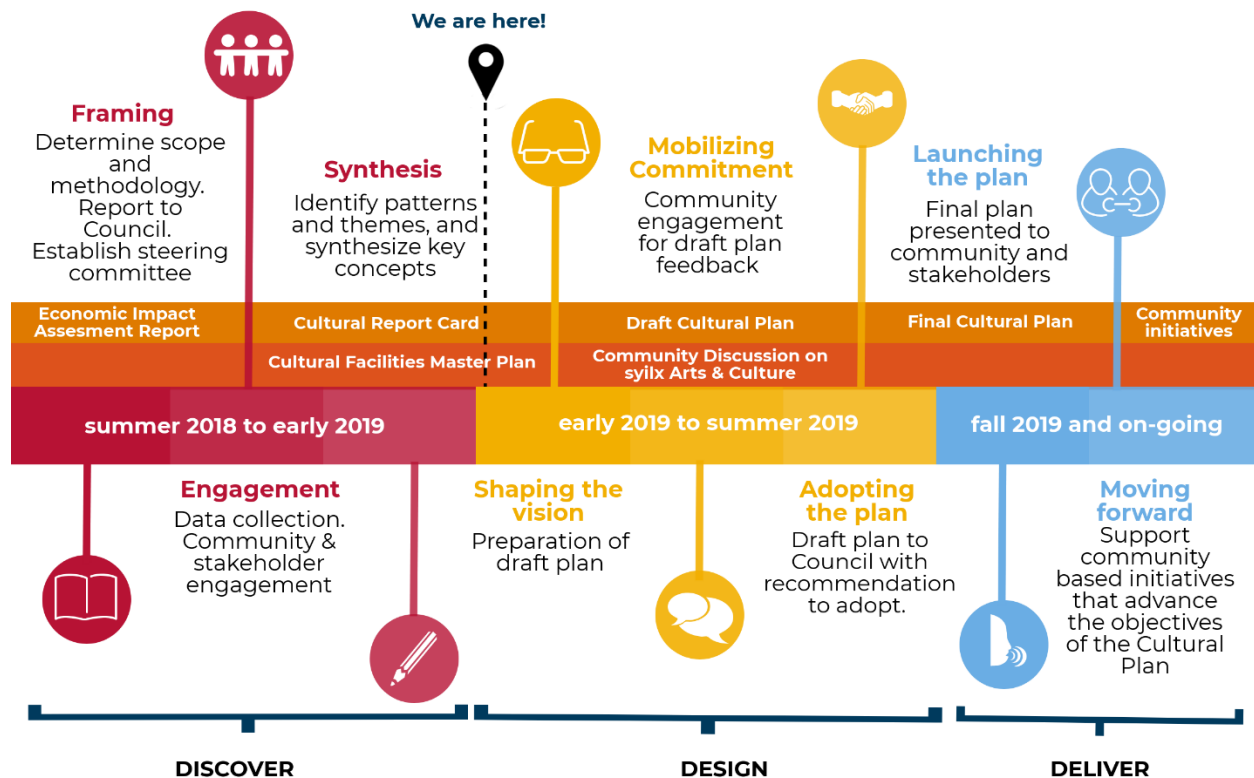


Figure 1. Cultural Plan Update – Timeline

UBCO Capstone Project – Masters Data Science

Earlier this year, an opportunity presented itself to apply for a Capstone Project with the UBCO Masters of Data Science Program. This program was looking for unique community projects that had data that needed to be analyzed.

Staff were successful in their application and three Masters students started working with the Cultural Plan Update project on April 23, 2019.

Over a period of two months they will be working directly with Cultural Services staff to:

- Use data science techniques to clean and analyze the text data collected
- Visualize trends, patterns and other insights that may not be seen using more traditional methods of reviewing large quantities of information or, may be impacted by individual biases inherent in human analysis
- Create an interactive map with ongoing data collection possibilities.

This is an exciting opportunity to mix science with art.

Indigenous Discussion on Arts, Culture and Heritage

The Cultural Plan is an opportunity to begin to increase the visual presence of syilx creativity in our community. The importance of partnership with our First Nations is a worthwhile and a long-term commitment to relationship building.

As part of the process, staff have initiated a conversation with Carrie Terbasket of Stands Above Consulting who will be supporting us as we begin this journey of open dialogue and discussion with the syilx arts and culture community and will make recommendations on a culturally safe and inclusive cultural plan. The purpose of this work is to provide advice and guidance to establish meaningful and deliberate syilx /Okanagan Peoples inclusion within the 2020-2025 Cultural Plan through applicable background information and recommendations.

The scope of work is limited to recommendations specific to the advancement of arts, culture and heritage by the creative sector of Kelowna (inclusive of the City of Kelowna as an entity). Preliminary interviews with syilx artists, leaders and influencers will be completed in the coming weeks as well as an investigation into the best practices for Indigenous engagement from other municipalities in order to provide recommendations for future work in this area.

It is acknowledged that this work is only a starting point to the commitment and long-term organic process by the arts and culture sector toward reconciliation. However, given the importance of the Cultural Plan and its ability to mobilize a sector toward common action this work is important to the success of the plans adoption later this year.

Structure of the Cultural Plan

The structure of the 2020-2025 Cultural Plan is intended to follow a basic model shown in Figure 2.



Figure 2. Structure of the Cultural Plan

The success of this plan is not only about the plan itself or about what the City will do but rather how organizations, artists, audiences and residents see themselves in the plan and what they are willing to take on to support the strategies.

Each area of the plan builds on itself and answers a critical question:

- Vision – if we were successful in the implementation of the plan what would we hope to see?
- Guiding Principles – to reach the vision what principles must be considered as integral to each theme, goal, strategy and community initiative?
- Key Themes & Goals – working in what key areas will we see the most impact toward achieving the vision for the future?
- Strategies – what specifically will we focus our efforts and investments on over the next 5 years?
- Community Initiatives - what will organizations, artists and residents do to advance the strategies? This is not part of the plan but rather the community's commitment to implementing and supporting the plans content over the next 5 years.

The inclusion of the community initiatives as the pinnacle of this triangle is critical in understanding that without support of the sector to the vision, principles, goals and strategies we will have no ability to reach our vision.

Draft Vision

We see a community which...



Figure 3. Vision

Utilizing the vision of the 2012-2017 Cultural Plan as a starting point and including the community's feedback the Advisory Groups discussed these statements at length.

Draft Guiding Principles

The Guiding Principles reflect the vision and inform the plan's implementation. Guiding Principles function as a filter through which all goals and strategies will be considered.

Guiding Principles:

- *Accessibility, diversity and inclusion*: welcomes everyone to engage in quality experiences that showcase the unique identity of our community.
- *Accountability and fiscal responsibility*: uses resources effectively to leverage opportunities that optimize value and create impact.
- *Innovation*: supports forward-thinking solutions that anticipate needs and brings together a range of experiences to see the future in a different way.
- *Partnerships and cooperation*: achieves more through meaningful relationships of mutual respect and understanding.

Draft Key Themes

Ongoing and increased investment in the creative sector will be instrumental to the success of the plan. Figure 4. illustrates the key themes that have risen through the early analysis of the information.

The Key Themes are:

- *Strategic investment* is about fostering deliberate investments of time, money, and people into evidence-based outcomes.
- *Spaces*: utilizing new and traditional approaches for enhancing availability, affordability and accessibility of space for culture.
- *Vitality*: animating the community with a blend of programs, services, events and festivals that promote artistic excellence and share Kelowna's history.
- *Capacity*: building on the abilities of the creative sector to be responsive to changing demands and new opportunities
- *Connections*: creating opportunities that support a unified vision of the future.

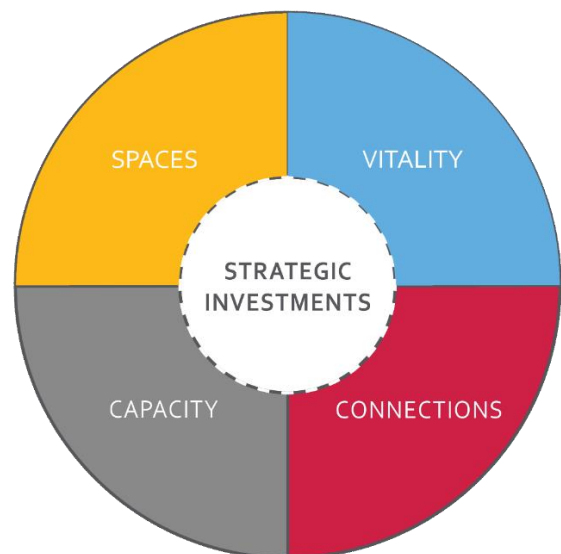


Figure 4. Key Themes

Strategic investment is illustrated in the center of the diagram to demonstrate its importance across all theme areas.

Draft Goals

The Cultural Plan has ten goals that expand on the key themes of the Cultural Plan. The draft goals and a brief description of each are illustrated in Figure 5.

Key Themes and Goals			
STRATEGIC INVESTMENTS <i>fostering deliberate investments of time, money and people into evidence-based outcome</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 the outcomes Demonstrate the value that culture contributes to the community	
SPACES <i>utilizing new and traditional approaches for enhancing availability, affordability and accessibility of space for culture</i>	Goal 3: Optimize existing spaces Encourage better utilization of existing space and allow for alternative solutions to meeting community needs	Goal 4: Establish commitment to new facilities Actively plan and seek opportunities for the advancement of new facilities	
VITALITY <i>animating the community with a blend of programs, services, events and festivals that promote artistic excellence and share Kelowna’s history</i>	Goal 5: Learn from our past Engage the public in the area’s human and natural history and bring to the forefront stories about our past	Goal 6: Boost vitality at the street level Create excitement and activity throughout Kelowna	
CAPACITY <i>Build on the abilities of the creative sector to be responsive to changing demands and new opportunities</i>	Goal 7: Support a sustainable future Enhance administrative, financial, management and governance systems that create a strong foundation		
CONNECTIONS <i>Creating opportunities that support a unified vision for the future</i>	Goal 8: Tell our story Share local activities, initiative and success with the broader community	Goal 9: Broaden the reach Incorporate culture within other sectors as an integral piece of community growth	Goal 10: Convene and connect the community Bring the community together for dialogue, exchange and action

Figure 5. Key Themes and Goals

Strategy Development

Action oriented and tangible strategies are in the process of being developed. Strategies will be inclusive of actions for government, organizations, businesses, artists, audiences and the public. Consistent with our messaging throughout this process, this plan will only be successful with support from many people in different capacities.

Internal Circulation:

Divisional Director, Active Living & Culture

Communications Coordinator
Cultural Plan Internal Advisory Group Members

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:

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