

Report to Council



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

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

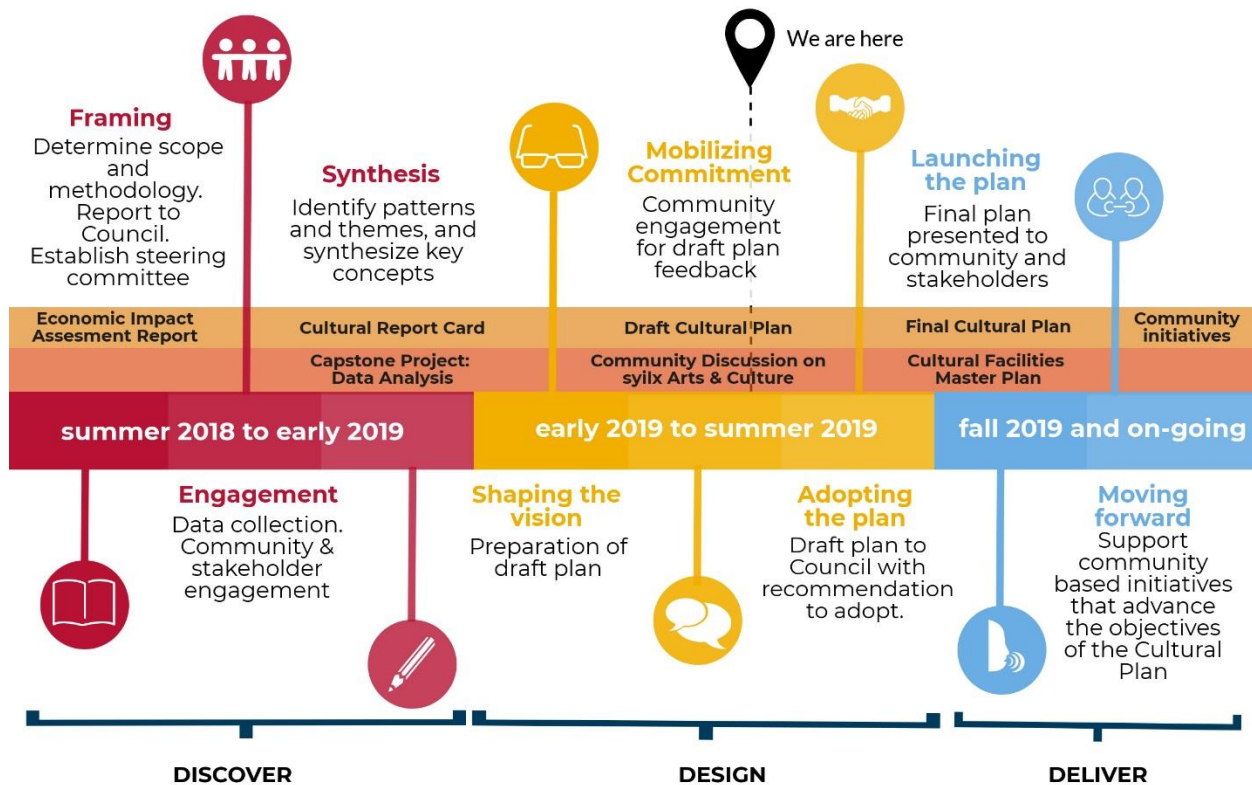


Figure 1. Cultural Plan Update Timeline

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
- 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. 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:

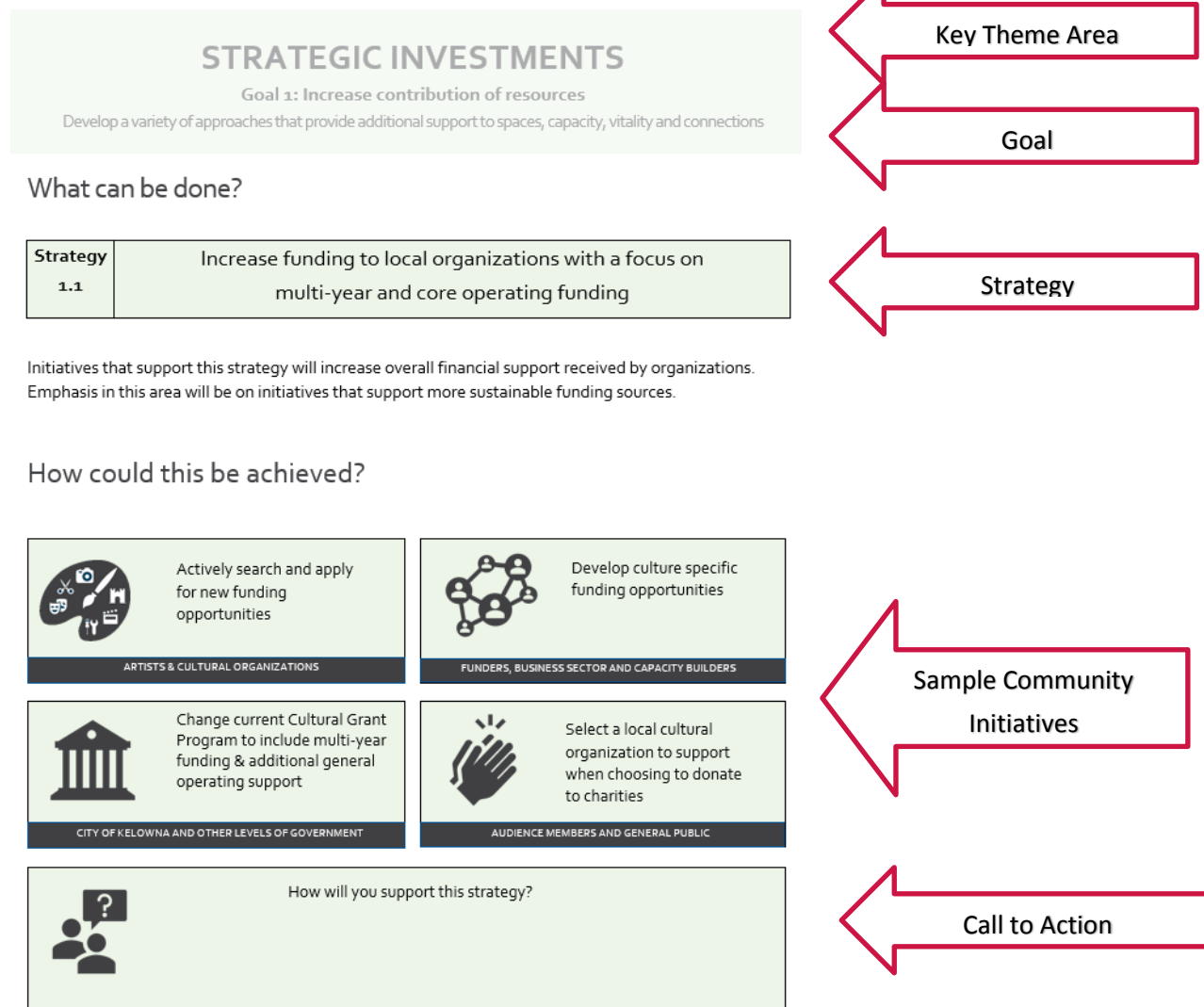


Figure 3. Final Cultural Plan Strategy Layout

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 12th 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

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

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

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

tackles challenges critically and creatively with an open spirit

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
SPACES <i>utilizing new and traditional approaches for enhancing availability, affordability and accessibility of space for culture</i>		Goal 3: Optimize existing spaces Improve the utilization of existing space and allow for alternative solutions to meet community needs	Goal 4: Establish commitment to new facilities Actively plan and seek opportunities for the advancement of new cultural facilities
VITALITY <i>animating the community with a blend of programs, services and events that promote artistic excellence and share Kelowna's history</i>		Goal 5: Learn from our past 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	Goal 6: Boost vitality at the street level Create excitement and activity throughout Kelowna
CAPACITY <i>building on the abilities of the creative sector to be resilient to changing demands & new opportunities</i>		Goal 7: Support a viable creative sector Enhance administrative, financial, management and governance systems that create a strong foundation for the future	
CONNECTIONS <i>promoting ongoing interactions between people, sectors and disciplines</i>		Goal 8: Share our story Celebrate local activities, initiatives and successes 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 Bring the creative sector together for dialogue, exchange and action

STRATEGIC INVESTMENTS

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

SPACES

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

VITALITY

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

CAPACITY

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

CONNECTIONS

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 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

DRAFT STRATEGIES

Goal 2: Understand 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


Appendix B – Cultural Plan Strategies and Community Initiatives


STRATEGIC INVESTMENTS


City of Kelowna & other levels of government					Artists &/or cultural organizations		Funders, business sector & capacity builders		Audience members & general public		
   											
Goal 1: Increase contribution of resources											
Strategies											
1.1 Increase funding to local organizations with a focus on multi-year and core operating funding											
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			Select a local cultural organization to support when choosing to donate to charities		
1.2 Inform community members about opportunities to become involved with cultural organizations											
Promote volunteer opportunities in the creative sector through the Arts and Culture e-newsletter			Clarify volunteer positions and promote opportunities to the community			Implement a volunteer program within the workplace			Find a local cultural organization to give 1-2 hours per week as a board member or program volunteer		
1.3 Promote fair wages for arts professionals and support strategies aimed at attracting skilled creative workers and enterprises to Kelowna											
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			Make the next book you purchase and read from a local author		
1.4 Develop funding that strengthens relationships and fosters a more inclusive community that is respectful to all cultures											
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			Become interested in learning and understanding more about the diverse cultural groups that make up Kelowna		
1.5 Invest in cultural infrastructure											
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			Volunteer your carpentry, painting or other technical skills to support renewal of facilities		
Goal 2: Understand our impact											
Strategies											
2.1 Use a coordinated approach to measure the impact of the creative sector on the community that includes looking beyond economic multipliers											
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			Complete community or organization surveys and participate in local focus groups		
2.2 Increase community awareness and stakeholder knowledge of the benefits and impact of culture in the community											
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			Share your story about how involvement in the creative sector has impacted you with the organization, the community and others		
2.3 Build on the role of the creative sector in tourism and economic development											
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			Attend dinner and a show for your next date night		
2.4 Support artists and organizations with the tools and knowledge, necessary to measure, track and modify programs to improve community impact											
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			Be open with your feedback about your experience participating in cultural offerings		
2.5 Demonstrate the impact of the creative sector to leverage additional resources and support											
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			Support the organizations whose impact is meaningful to you		

Goal 3: Optimize existing spaces**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

 Update the City of Kelowna Heritage Strategy

 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

 Develop a Public Art Masterplan

 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


 Update sound and video equipment within the Kelowna Community Theatre


 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 an understanding of the regulations that impact the ability of artists to access space and implement solutions where possible

 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**4.1 Understand the current and future needs for new cultural facilities within the community**

 Build on the recommendations of the Cultural Facilities Masterplan


 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

 Plan for the development of a new Kelowna Community Theatre and Island Stage

 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


 Investigate alternative models for facility development and the provision of capital funding to find unique solutions

 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

Strategies**4.4 Increase available production space for local artists**

 Implement a Cultural Infrastructure Grant Program to improve access, partnership opportunities, and better leverage funding

 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

 Create a central special event equipment hub for common event supplies





















 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				
Strategies				
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	 Become educated on the history and culture of the syilx/Okanagan People
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	 Visit a local heritage site and learn about its unique history
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 Indigenous 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	 Take part in conversations, share your stories and the stories of your ancestors
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 Naitaka (Ogopogo) story and return it to its true meaning and connection between water and life	 Preserve the intangible by telling your stories and sharing your native language with your children and grandchildren
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	 Explore local traditions, customs, rituals, festivals, myths and legends
Goal 6: Boost vitality at street level				
Strategies				
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. #YLVWMusic)	 Hire live local musicians or entertainers for your next staff gathering or holiday party	 When you pass a busker that you are impressed with, donate a few dollars to their tip cup
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.	 Learn about your neighbours and their traditions
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	 Pay it forward: if you are unable to use your event tickets, donate them to a local social organization
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	 Take the opportunity to view and purchase Indigenous art showcased in the local community
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

Goal 7: Support a viable creative sector				
Strategies				
7.1 Foster a diversified funding approach by non-profit cultural organizations  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	
7.2 Create strong governance, management and administrative systems that are appropriate for an organization's stage in its lifecycle  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	
7.3 Utilize a common language between trainers, consultants, resource centres and organizations about capacity and elements of organizational health  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	
7.4 Mobilize the creative sector toward appropriate action on truth and reconciliation  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	
7.5 Connect artists and organizations with professional development, mentoring and capacity building training  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	

Goal 8: Share our story				
Strategies				
8.1 Highlight the successes of Kelowna's creative sector	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
8.2 Build broader and deeper relationships with audiences	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
8.3 Make information about cultural events, programs and services easy to find for residents and visitors	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
8.4 Promote arts, culture and heritage experiences, as a reason to live in and visit Kelowna	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
8.5 Foster cultural advocates	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
Goal 9: Broaden the reach				
Strategies				
9.1 Expand the role of youth in the creative sector	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
9.2 Encourage participation in the arts as a method of provoking thoughtful conversation about local issues	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
9.3 Support social inclusion and community social initiatives through cultural programming	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
9.4 Encourage arts programming in non-arts mandated organizations with a focus on the development of new partnerships	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
9.5 Ensure the needs of the creative sector are appropriately captured in City plans and policies	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					
10.1 Facilitate dialogue and collective action between people with similar interests					
	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
10.2 Explore opportunities for the broader involvement of local educational institutions in developing and supporting local artists, organizations and initiatives					
	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
10.3 Convene regional and national events or conferences to be held in Kelowna					
	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
10.4 Facilitate networking between cultural stakeholders across the Okanagan region					
	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
10.5 Encourage community awareness and collaboration to advance the Cultural Plan strategies					
	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					