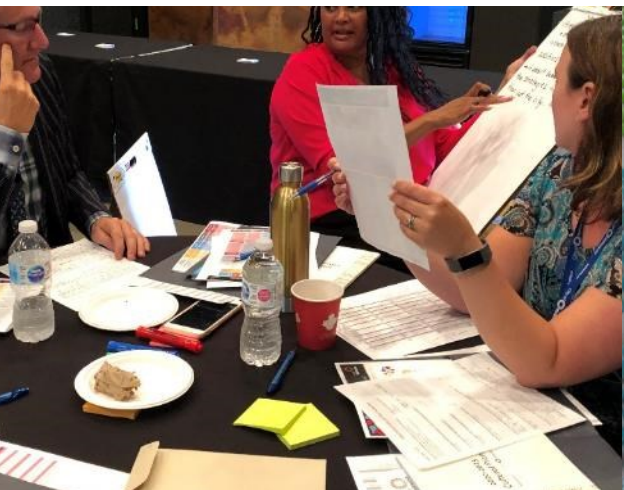


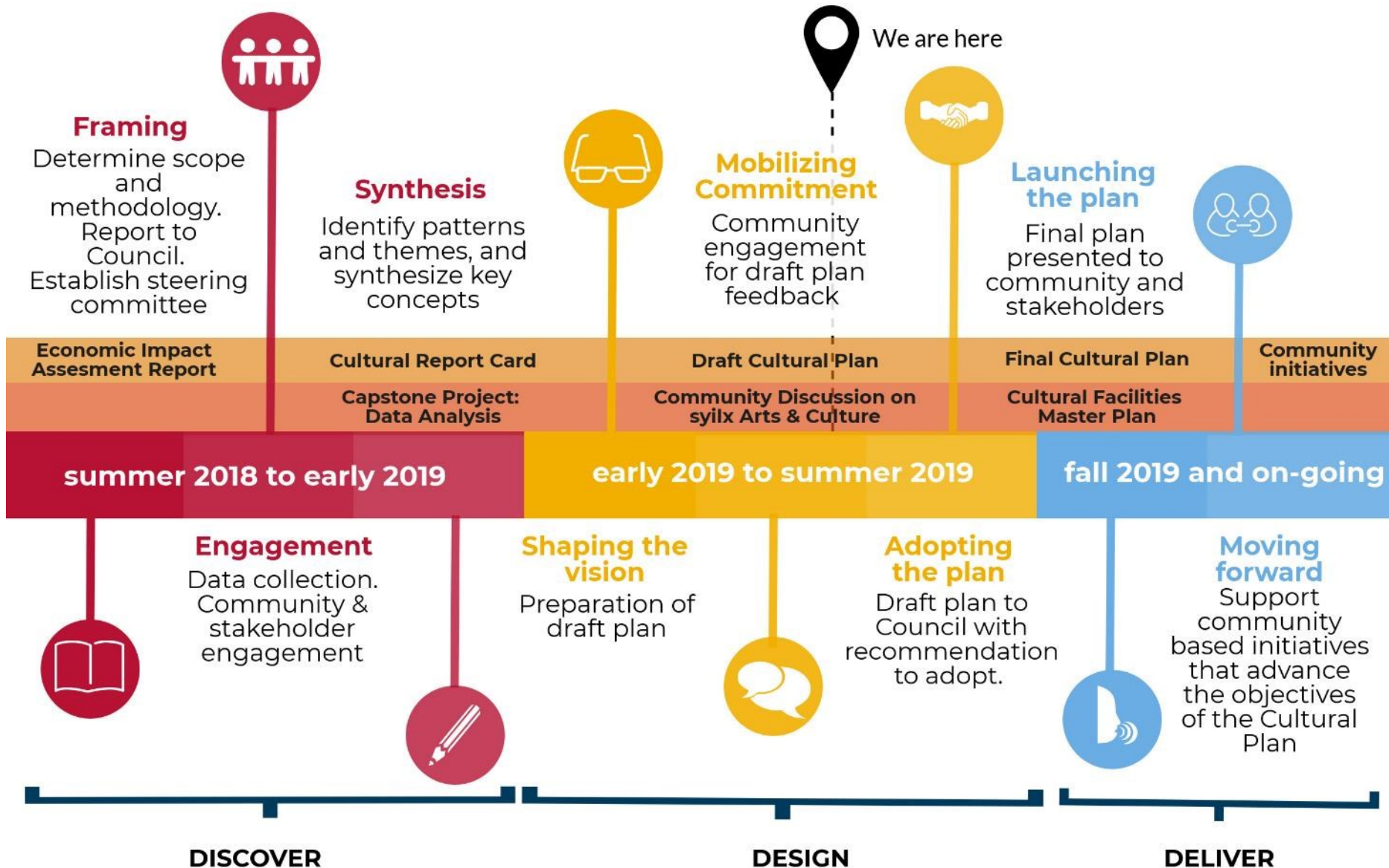


Cultural Plan Strategies Review

August 12, 2019



Cultural Plan Update - Timeline



Structure of the Cultural Plan



DRAFT Vision

We see a community which...



embraces and celebrates diversity and is open and welcoming to all

fosters innovation, attracts and retains people in its workforce



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



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



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



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



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



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



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



tackles challenges critically and creatively with an open spirit



DRAFT Guiding Principles



**Accessibility, diversity
and inclusion**



**Accountability and fiscal
responsibility**



Innovation



**Partnerships and
cooperation**



DRAFT Key Themes



DRAFT Goals

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

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



Increase contribution of resources

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

Understand our impact

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

Spaces

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



3.1 Use existing space in new ways

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

3.3 Animate community spaces with quality and accessible public art

3.4 Upgrade technologies to improve audience experience

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

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

Vitality

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



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

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

Capacity

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



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

Connections

Promoting ongoing interactions between people, sectors and disciplines



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

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

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

STRATEGIC INVESTMENTS

Goal 1: Increase contribution of resources






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

What can be done?

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

How could this be achieved?

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

Key Theme Area

Goal

Strategy

Sample Community
Initiatives

Call to Action

Summary

3,100+

Visits to Cultural Plan
Get Involved page



2,986

Total visits to
Cultural Plan webpage
on kelowna.ca

35

individuals
participated
in the UBCO
Open House

13

Host Your Own
Engagement Events
led by the community



stakeholder workshops,
special events and
activities

18



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



50

personal
interviews

185

children participated in the
Cultural Footprint Activity



1

Creative Sector
Economic Impact
Study completed
highlighting

\$339M

in economic
output of
Kelowna's
creative sector



12

Youth & Young
Professionals
participated in a
closed forum

266



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

19

Cultural Plan
Advisory Group
Members

10 external 9 internal



276

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



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



Questions?

For more information, visit kelowna.ca/culture.