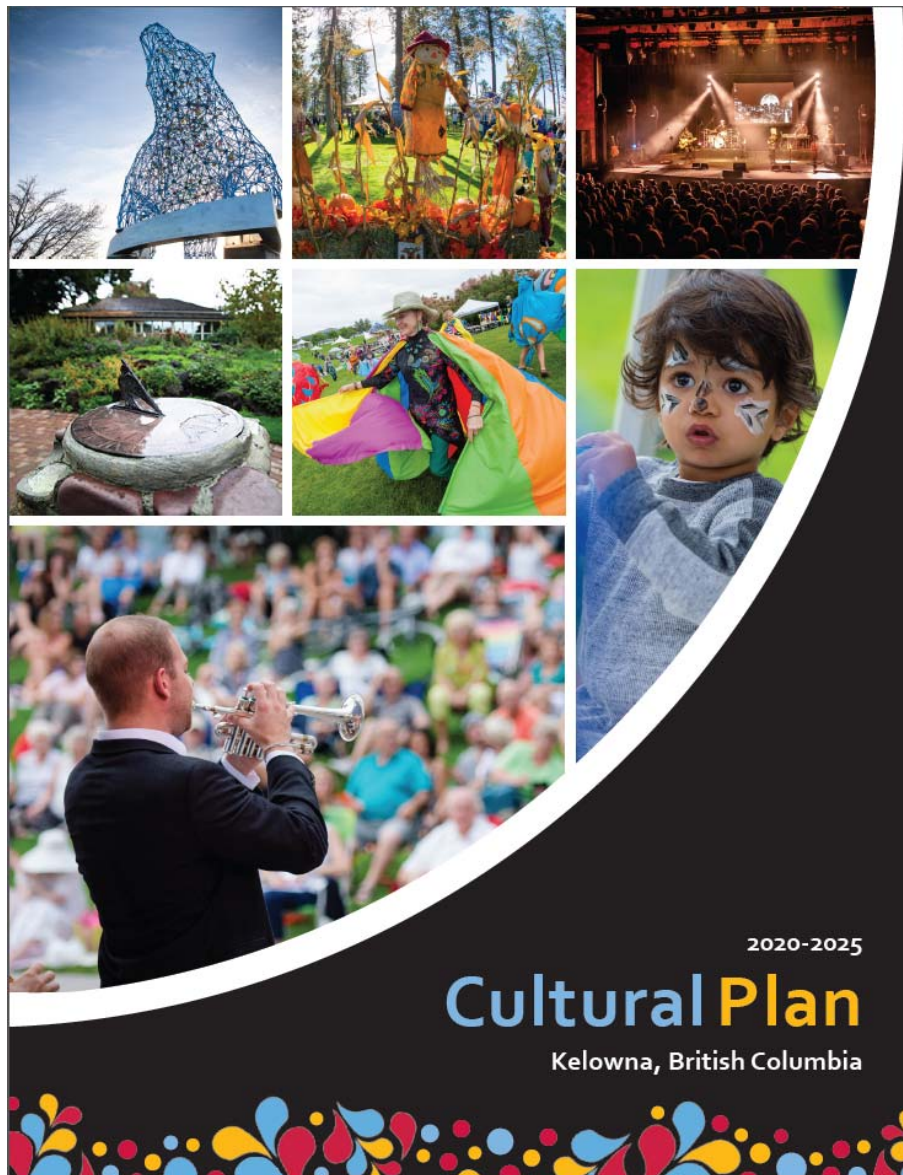
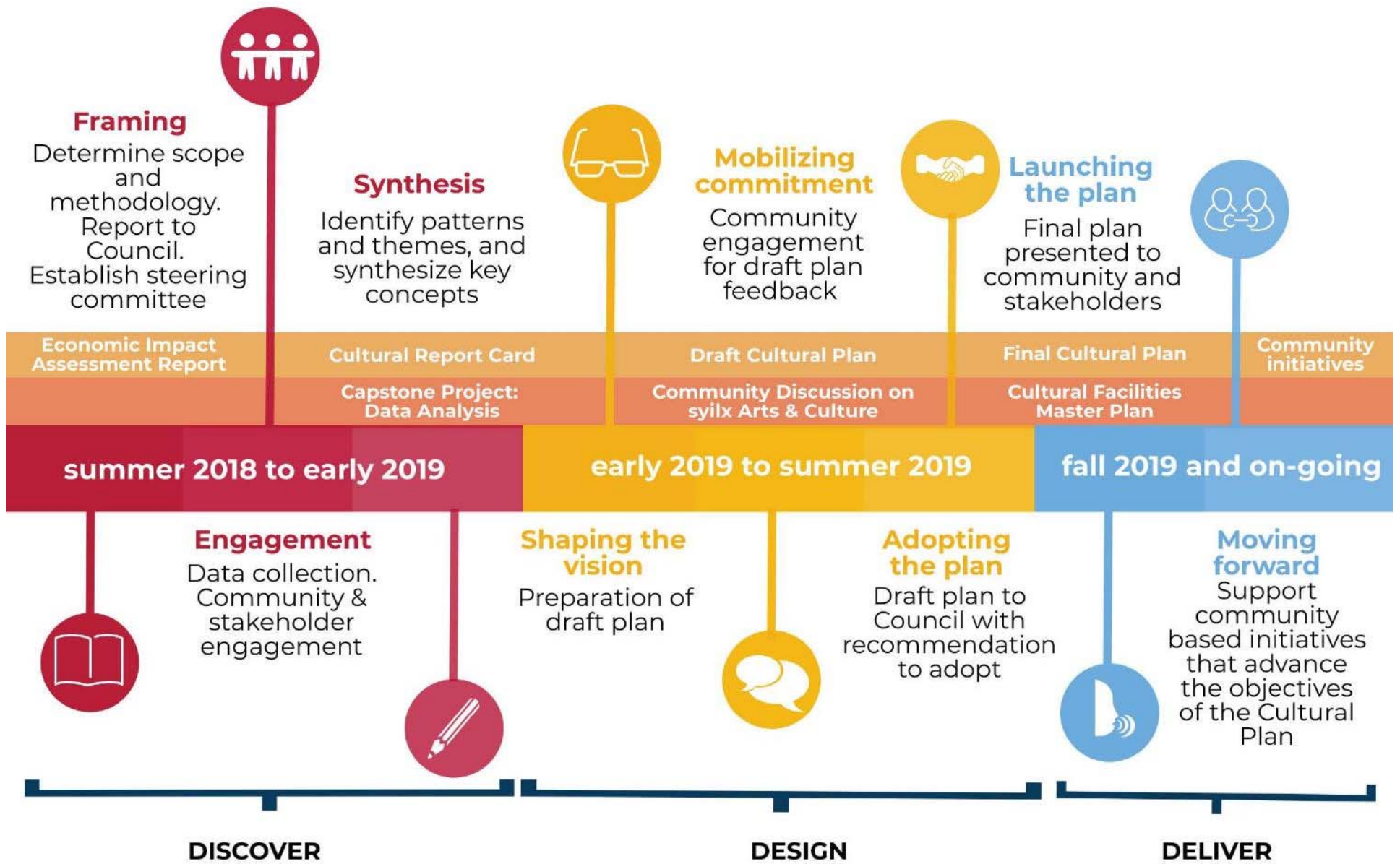




2020-2025 Cultural Plan

September 16, 2019





Structure of the Cultural Plan



Vision



We see a community which...

 <p>embraces and celebrates diversity and is open and welcoming to all</p>	<p>fosters innovation, attracts and retains people in its workforce</p> 	<p>proactively welcomes and encourages the discovery of new experiences and art forms</p> 	
<p>is recognized as a four-season destination with a rich variety of high-quality arts, culture and heritage experiences</p> 	<p>has distinct urban centres that understand their histories and promote their uniqueness while encouraging flow between each one</p> 	<p>invests in infrastructure, artists and non-profit organizations as a way to build character and identity</p> 	<p>has meaningful and ongoing consultation with our First Nation hosts and provides new opportunities for Indigenous voice and expression</p> 
<p>is a leader in building collaborations and increasing quality of life for future generations</p> 	<p>showcases its histories through its people, activities, buildings, landscapes, sites and stories</p> 	<p>tackles challenges critically and creatively with an open spirit</p> 	

Guiding Principles



**Accessibility, diversity
and inclusion**



**Accountability and fiscal
responsibility**



Innovation



**Partnerships and
cooperation**



Key Themes



Goals



<p>STRATEGIC INVESTMENTS <i>foster deliberate investments of time, money and people into demonstrated outcomes</i></p>	<p>Goal 1: Increase contribution of resources Develop a variety of approaches to increase support for the creative sector's spaces, capacity, vitality and connections</p>	<p>Goal 2: Understand our impact Leverage the value that culture contributes to the community</p>	
<p>SPACES <i>use new and traditional approaches for enhancing the availability, affordability and accessibility of spaces for culture</i></p>	<p>Goal 3: Optimize existing spaces Improve the use of existing space and allow for alternative solutions to meet community needs</p>	<p>Goal 4: Commit to developing new facilities Actively plan and seek opportunities for the advancement of new cultural facilities</p>	
<p>VITALITY <i>animate the community with a blend of programs, services and events that promote artistic excellence and share Kelowna's history</i></p>	<p>Goal 5: Learn from our past Engage the public in the protection and preservation of Kelowna's human and natural history and bring stories about our past to the forefront</p>	<p>Goal 6: Boost vitality at the street level Create excitement and activity throughout Kelowna</p>	
<p>CAPACITY <i>build on the creative sector's ability to respond to changing demands and new opportunities</i></p>	<p>Goal 7: Support a viable creative sector Enhance administrative, financial, management and governance systems that create a strong foundation for the future</p>		
<p>CONNECTIONS <i>promote ongoing interactions between people, sectors and disciplines</i></p>	<p>Goal 8: Share our story Celebrate local activities, initiatives and successes with the broader community</p>	<p>Goal 9: Broaden the reach Incorporate culture within other sectors as an integral piece of community growth</p>	<p>Goal 10: Convene and connect Bring the creative sector together for dialogue, exchange and action</p>

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

- 
- A group of people are gathered around a table in a meeting room. One person is pointing at a whiteboard that has diagrams and text on it. There are other whiteboards and papers on the table. The scene is brightly lit and appears to be a collaborative work environment.
- 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

Use new and traditional approaches for enhancing availability, affordability and accessibility of spaces for culture



Optimize existing spaces

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 barriers and simplify access to space for cultural activities

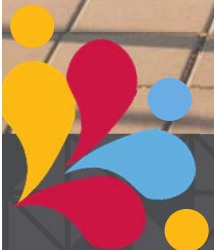
Commit to developing new facilities

- 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 storage facilities between cultural organizations

Vitality



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



- 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

- 
- A woman in traditional Indigenous attire, including a blue and white striped tunic and a patterned skirt, is performing hula hoops. She is holding several yellow and red hoops, and her hands are positioned to keep them spinning. The background is a blurred outdoor setting with greenery and a white structure.
- 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

Build on the creative sector's ability to respond to changing demands and new opportunities



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 lifecycle stage

7.3 Utilize a common language between trainers, consultants, resource centres and organizations when discussing organizational capacity and health

7.4 Mobilize the creative sector to take intentional action on truth and reconciliation

7.5 Connect artists and organizations with professional development, mentoring and capacity building training

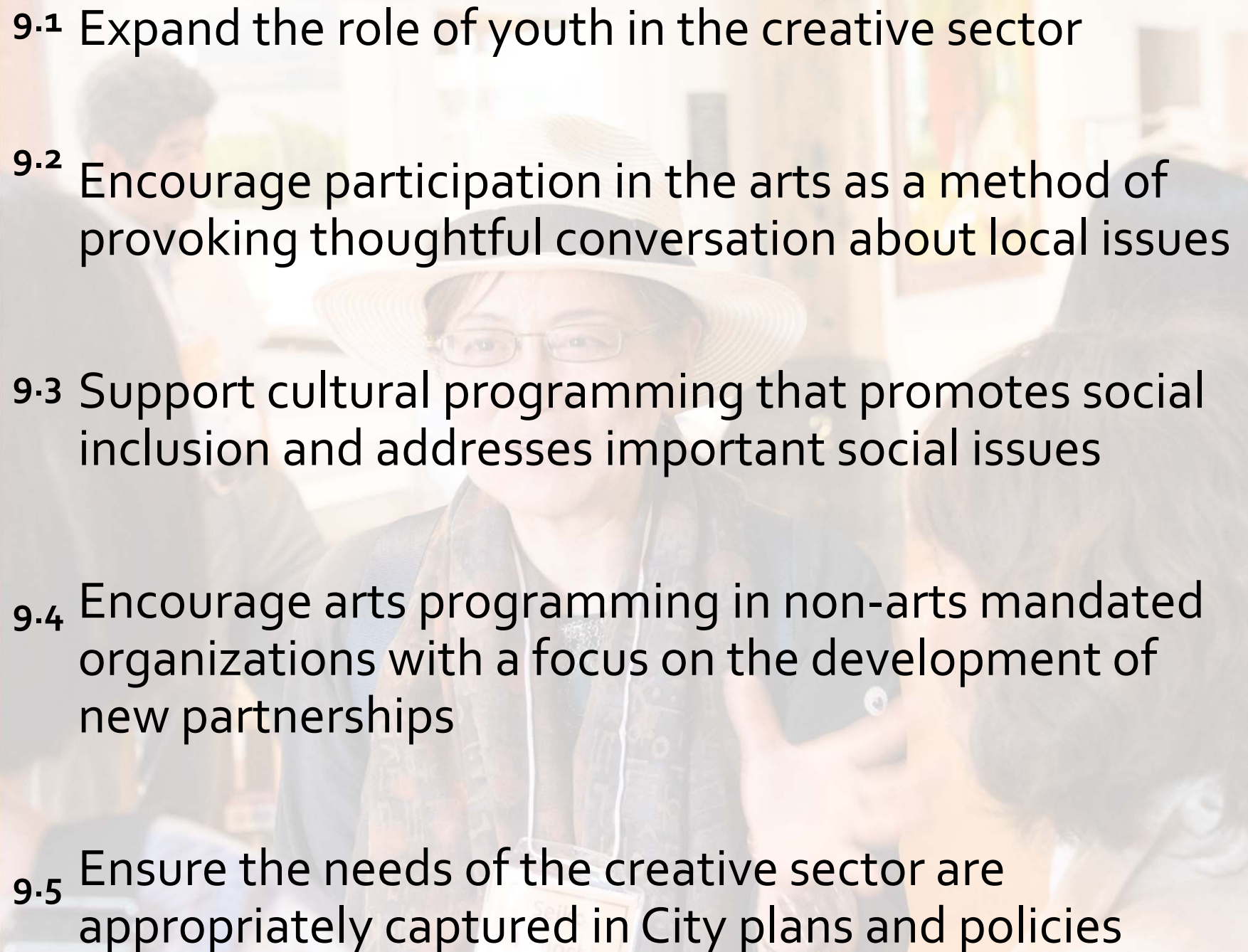
Connections



Promote ongoing interactions between people, sectors and disciplines



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- 8.1 Highlight the successes of 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

- 
- A woman wearing a straw hat and glasses, smiling, in a social setting. She is wearing a dark jacket and a patterned scarf. The background is slightly blurred, showing other people in a well-lit indoor space.
- 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 cultural programming that promotes social inclusion and addresses important social issues
 - 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



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 Bring regional and national conferences or events to 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

Next Steps

- ▶ Launch Event
- ▶ Workshops by Cultural Services staff
- ▶ Online discussion forums
- ▶ “Share the Plan” event grant program





The next phase of cultural development in Kelowna will bring new programs, relationships, commitments and support.

We all have a role to play in making this plan a success.



Questions?

For more information, visit kelowna.ca/culture.

