2020-2025

Cultural Plan *at a glance*

City of Kelowna

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

GUIDING PRINCIPLES

- **Accessibility, diversity and inclusion**
- **Accountability and fiscal responsibility**
- **Innovation**
- **Partnerships and cooperation**

KEY THEMES AND GOALS

STRATEGIC INVESTMENTS

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

Goal 1: Increase contribution of resources
Develop a variety of approaches to increase support for the creative sector's spaces, capacity, vitality and connections

Goal 2: Understand our impact
Leverage the value that culture contributes to the community

SPACES

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

Goal 3: Optimize existing spaces
Improve the use of existing space and allow for alternative solutions to meet community needs

Goal 4: Commit to developing new facilities
Actively plan and seek opportunities for the advancement of new cultural facilities

VITALITY

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

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

Goal 6: Boost vitality at the street level
Create excitement and activity throughout Kelowna

CAPACITY

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

Goal 7: Support a viable creative sector
Enhance administrative, financial, management and governance systems that create a strong foundation for the future

CONNECTIONS

promote ongoing interactions between people, sectors and disciplines

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

DRAFT STRATEGIES

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

Goal 2: 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 & support

SPACES

Goal 3: 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

Goal 4: 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 shared storage facilities between cultural organizations

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

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

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 lifecycle stage
7.3	Use 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

Goal 8: Share our story

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

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 conversations 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

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	Bring regional, provincial 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

The strategies as presented are to be driven by cultural organizations, the business sector, government agencies and Kelowna citizens through community initatives. Sample community initiatives to support the strategies are outlined throughout the plan.