



A Cultural Development Plan for the District of West Kelowna

July 2013

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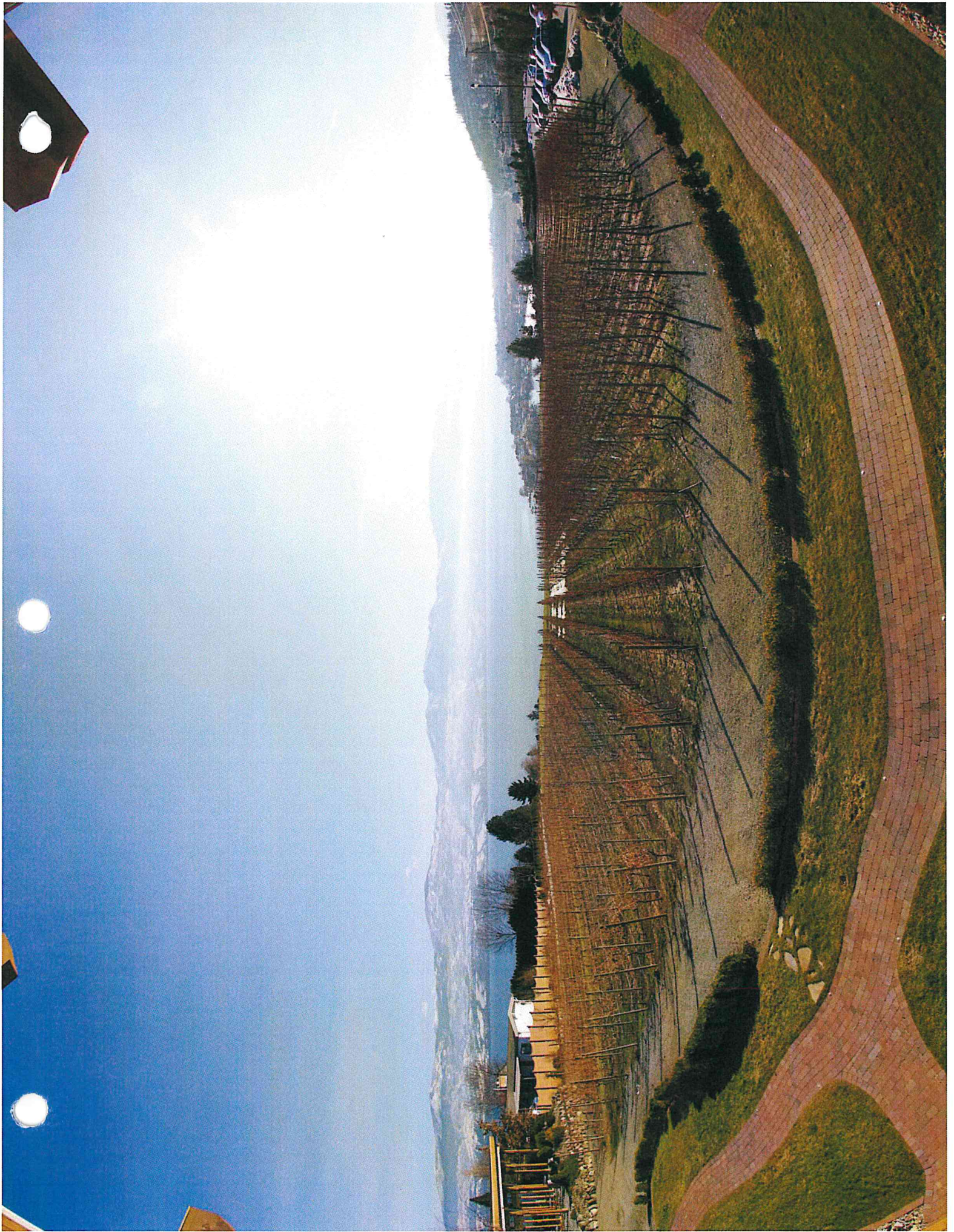


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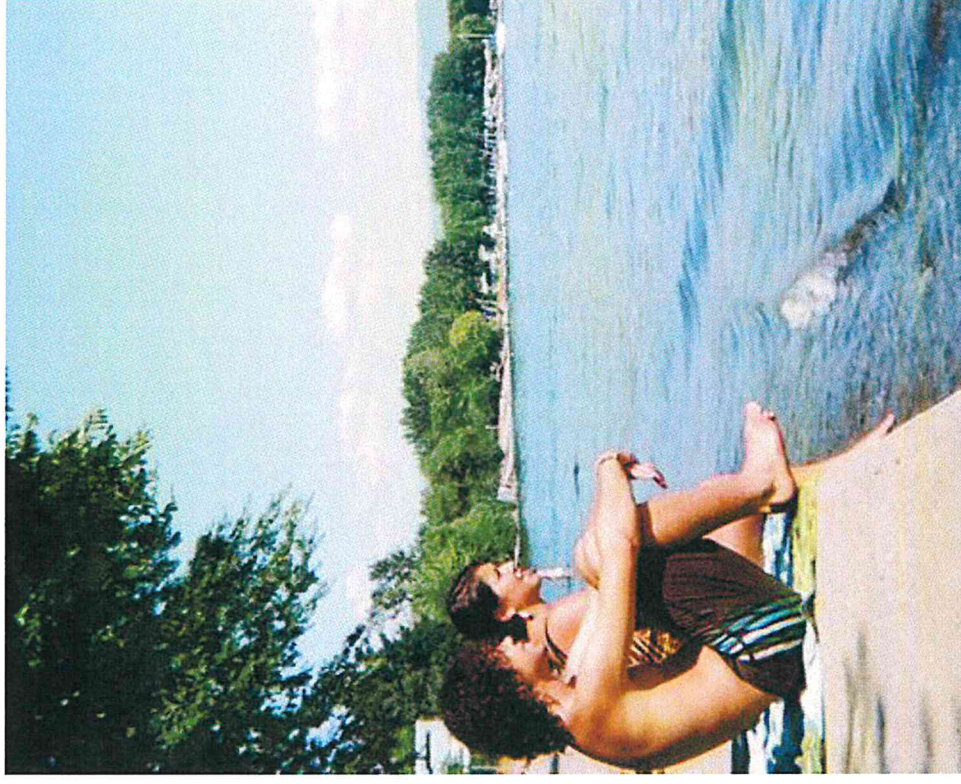
Executive Summary

Culture is an increasingly important driver in growing local economies and enhancing quality of life. For reasons such as these, the District of West Kelowna (DWK) undertook the development of a Cultural Development Plan (CDP). DWK is a new municipality, at an early stage in developing its cultural resources. Nevertheless the commitment to develop the CDP stands as a symbol of DWK's recognition of the importance of culture to the community and the role it must play in cultural development. This plan will guide cultural development in West Kelowna over the next 10 years and beyond, as well as support the integration of culture into local planning and priority setting.

West Kelowna has a rich and unique culture shaped by the following distinctive features:

- A spectacular physical setting characterized by a beautiful waterfront and surrounding mountains that inspire and attract new residents and businesses, which in turn drive expanding arts and entertainment opportunities.
- A rich agricultural heritage and an agricultural sector famed for fruit production and an expanding wine industry.
- A mixed rural/urban municipality offering residents and tourists access to a wide range of cultural, agricultural, wine and culinary assets and experiences.
- A small town identity with unique neighbourhoods and diverse natural and cultural heritage resources.
- The presence of a strong First Nations history and culture in the adjacent Westbank First Nation.

The implementation of the CDP will be a shared responsibility between the DWK and a wide range of community partners. The CDP identifies specific roles and recommendations for DWK, but recognizes the critical importance of building and





sustaining the partnerships and collaboration needed to implement actions and advance cultural development in West Kelowna. Mobilizing resources and collaboration is especially important in the municipality today. As a new municipality, DWK faces pressing planning and infrastructure priorities and investments that will be a factor in the timing of addressing some recommendations set out in the CDP.

A foundational recommendation made in the CDP is the formation of a cross-sectoral leadership group, called a Cultural Roundtable, to support and sustain this collaboration. Cultural Roundtables have been used effectively in other communities and have proven particularly effective in smaller municipalities where resources are limited, but where smaller populations make building and sustaining partnerships and relationships easier than in larger urban centres.

The CDP was developed from October 2012 to July 2013. An overview of the process is set out in Appendix A.

The planning process began with an extensive examination of existing DWK plans and strategies. The review ensures the CDP is grounded in the existing municipal planning context and identifies opportunities to connect recommendations to existing commitments and priorities set out in other plans.

The planning process also involved a community engagement process including:

- A community survey completed by 65 respondents.
- Over 40 individual interviews.
- A community forum involving 25 individuals.
- Three focus groups – for youth, the cultural sector, and tourism attracting a total of 30 individuals.

Findings from the review of the planning context combined with the community engagement process were summarized in an interim *Strategic Directions Report* presented to Council in November 2012. The report proposed a set of Strategic Directions, which were endorsed by Council as a framework for the development of the CDP. The Strategic Directions were as follows:

- Define the Municipal Role.
- Coordinate Responsibilities and Build Partnerships.
- Integrate Culture into Current Infrastructure Priorities.
- Better Connect Culture and Economic Development.
- Increase Awareness and Expand Community Engagement.
- Build a Strong and Sustainable Cultural Sector.
- Expand Cultural Collaboration with Westbank First Nations.
- Address Cultural Facility Needs.

“Coming from Europe, it is easier to see the potential that West Kelowna has – building on a truly Mediterranean feeling that blends vine yards, tourism and summer heat.”

- Community Survey Respondent



The CDP should be considered a working document. As DWK's first cultural plan, it is intended as a starting point to guide cultural development in West Kelowna based on an assessment of needs and aspirations identified by the community today. The CDP must be dynamic and continue to respond to changing needs and opportunities.

Overview of the Cultural Development Plan

Guiding Principles

By implementing the CDP and in supporting ongoing cultural development, the DWK endorses the following guiding principles:

- We see our history and culture as a source of civic pride and shared identity that connects our community.
- We see our natural and cultural environments as key to the quality of place that attracts and retains people and investment.
- We see a municipality that embraces an inclusive vision of culture and celebrates diversity in all its forms.
- We see a municipality that considers culture in its planning and decision-making.
- We see a municipality in which cultural programs and activities are accessible to all parts of our community and throughout all phases of life.
- We see a municipality that values and supports strong cultural organizations working together toward shared goals.

Goals

1. **Define the Municipal Role and Build Partnerships.**
2. **Connect Culture and Economic Development.**
3. **Increase Awareness and Expand Community Engagement.**
4. **Support a Strong and Sustainable Cultural Sector and Address Cultural Facility Needs.**



Summary Tables of Cultural Development Plan Recommendations

All recommended action items from the CDP have been placed in the following tables to show a summary of the short, medium, and long term priorities. Each table – short, medium and long – includes a sub-total of the estimated cost and/or if staff time is required to implement the actions. It is also worthy to note that many of these items continue forward on an annual basis, which will incur ongoing costs and staff time.

Summary of Short Term Recommendations – Year 1 to 5

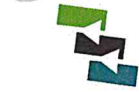
Rec. #	Page #	Recommendation	Dept.	Estimated Cost and/or Staff Time
1	18	The proposed Mandate and Roles are set when Council adopts the CDP.	RCS	n/a
1	18	Add a requirement to give consideration to cultural issues and opportunities in reports going forward to council.	CS	Staff time
2	19	Staff will bring forward a 3 day/week CDC position for Council's consideration in the 2015 budget process.	RCS & HR	Staff time
2	19	A new 3 day/week CDC position is established.	RCS & HR	\$214,195 (Annual salary & labour load over 5 years) & Staff time
4	21	Staff creates a CRT Terms of Reference for Council approval that outlines a clear and scope and expectations.	RCS & DS	Staff time
4	21	CRT members are recruited and the Cultural Roundtable is established.	RCS	Staff time
4	21	DWK organizes and facilitates regular half-day CRT meetings.	RCS	Staff time
5	22	Create and recommend a DWK Public Art Policy to Council.	RCS & DS	Staff time
5	22	Implement Public Art Policy.	RCS & DS	Staff time
5	22	Coordinate the Public Art Policy.	RCS	Staff time
6	23	Create and recommend a "Sidewalk Café and Vending" Policy for Council's consideration.	DS	Staff time
6	23	Implement the "Sidewalk Café and Vending" Policy.	DS	Staff time
6	23	Coordinate the implementation of the "Sidewalk Café and Vending" Policy.	DS	Staff time
7	24	Research best practices in a range of artist enhancement of core infrastructure investments in other communities.	DS	Staff time



Rec. #	Page #	Recommendation	Lead	Estimated Cost
9	26	Review upgrades to Memorial Park to provide an event and festival destination.	DS	n/a
9	26	Investigate opportunities to potentially expand the season for festivals and events.	RCS & DS	Staff time
9	26	Review existing DWK procedures to ensure the ease of hosting events on public lands, i.e. streets/plazas/parks.	DS	Staff time
11	28	Identify opportunities to realize cultural marketing objectives through enhancing/extending existing DWK marketing initiatives.	RCS & DS	Staff time
11	28	Examine current models and best practices in community-driven calendars of events used in other Canadian municipalities.	RCS & CS	Staff time
12	29	Drawing on recommendations in existing plans, identify priority locations and topics for enhanced signage phased over multiple years.	DS	Staff time
12	29	Collaborate with the Regional District of Central Okanagan for the inclusion of interpretive signage for regional trails and/or parks.	DS	Staff time
13	30	Establish and facilitate regular networking sessions for the cultural community.	RCS	Staff time
15	32	Develop a framework and criteria for identifying and assessing cultural spaces and facilities based on best practices and experience in other communities.	RCS & FAC	Staff time
16	33	Provide options for Council to consider for the incorporation of cultural spaces when defining a vision for any new municipal buildings.	FAC	Staff time
5 Year Total				\$214,195

Summary of Medium Term Recommendations – Year 6 to 10

Rec. #	Page #	Recommendation	Lead	Estimated Cost
1	18	Add a requirement to give consideration to cultural issues and opportunities in reports going forward to council.	CS	Staff time
2	19	A new 3 day/week CDC position is established.	RCS & HR	\$242,343 (Annual salary & labour load over 5 years) & Staff time
3	20	Convene the first Cultural Summit	RCS & DS	\$5,000 & Staff time
3	20	Convene subsequent Cultural Summits approximately every second year	RCS & DS	\$10,000 (\$5,000/event & Staff time)
4	21	DWK organizes and facilitates regular half-day CRT meetings.	RCS	Staff time
5	22	Coordinate the Public Art Policy.	RCS	Staff time
6	23	Coordinate the implementation of the "Sidewalk Café and Vending" Policy.	DS	Staff time
8	25	Examine best practises in Creative Mind events.	DS	Staff time
8	25	Launch and then continue a regularly scheduled Creative Mind event	DS	\$5,000 (\$500/event & Staff time)
9	26	Facilitate the addition of a storytelling component to an existing festival or event, such as Westside Daze.	RCS	Staff time
10	27	Investigate best practices in other communities for "Discover Culture in Your Own Town" program.	RCS & DS	Staff time
10	27	Launch a "Discover Culture in Your Own Town" program and potentially engage partners to support this program.	RCS & DS	\$15,000 (\$5,000 to launch \$2,500 annually & Staff time)
11	28	Develop and implement an integrated cultural marketing strategy working with appropriate cultural, community and business partners.	RCS, CS & DS	\$30,000 (\$10,000 to launch, \$5,000 annually & Staff time)



Rec. #	Page #	Recommendation	Lead	Estimated Cost
12	29	Develop and incorporate cultural signage to identify natural, cultural, and historic significance of the existing and proposed trails/parks.	DS	\$15,000 (\$5,000 every 2 nd year) & Staff time
12	29	Collaborate with the Regional District of Central Okanagan for the inclusion of interpretive signage for regional trails and/or parks.	DS	Staff time
13	30	Establish and facilitate regular networking sessions for the cultural community.	RCS	Staff time
14	31	Investigate the feasibility and cost of establishing a [murmur] project in West Kelowna.	RCS & DS	Staff time
14	31	Launch the [murmur] program.	RCS & DS	\$10,000 & Staff time
15	32	Undertake a spaces and facilities audit.	RCS & FAC	Staff time
15	32	Determine priorities and costs of upgrades to existing facilities to allow more cultural activity.	RCS & FAC	Staff time
15	32	Define a multi-year facility investment plan and commit capital expenditures.	RCS & FAC	Staff time
16	33	Provide options for Council to consider for the incorporation of cultural spaces when defining a vision for any new municipal buildings.	FAC	Staff time
5 Year Total				\$332,343



Summary of Long Term Recommendations – Year 10+ (note: projected for future annual estimated costs and staff time)

Rec. #	Page #	Recommendation	Lead	Estimated Cost
1	18	Add a requirement to give consideration to cultural issues and opportunities in reports going forward to council.	CS	Staff time
2	19	A new 3 day/week CDC position is established.	RCS & HR	\$52,163 (est. year 2025 rate) annually & Staff time
3	20	Convene subsequent Cultural Summits approximately every second year.	RCS & DS	\$5,000/event & Staff time (every 2 nd year)
4	21	DWK organizes and facilitates regular half-day CRT meetings.	RCS	Staff time
5	22	Coordinate the Public Art Policy.	RCS	Staff time
6	23	Coordinate the implementation of the "Sidewalk Café and Vending" Policy.	DS	Staff time
8	25	Launch and then continue a regularly scheduled Creative Mind event	DS	\$1,000 (\$500/event & Staff time)
10	27	Launch a "Discover Culture in Your Own Town" program and potentially engage partners to support this program.	RCS & DS	\$2,500 annually & Staff time
11	28	Develop and implement an integrated cultural marketing strategy working with appropriate cultural, community and business partners.	RCS, CS & DS	\$5,000 annually & Staff time
12	29	Develop and incorporate cultural signage to identify natural, cultural, and historic significance of the existing and proposed trails/parks.	DS	\$5,000 every 2 nd year & Staff time
12	29	Collaborate with the Regional District of Central Okanagan for the inclusion of interpretive signage for regional trails and/or parks.	DS	Staff time
13	30	Establish and facilitate regular networking sessions for the cultural community.	RCS	Staff time
16	33	Provide options for Council to consider for the incorporation of cultural spaces when defining a vision for any new municipal buildings.	FAC	Staff time
Annual Total				\$60,663-\$70,663



Guiding Assumptions

Cultural Planning

Leading practice in Canada has embraced the following five defining characteristics of effective cultural planning that have guided the development of the CDP.

- **Cultural resources** – Cultural planning embraces a broad definition of cultural resources that includes creative cultural industries, cultural spaces and facilities, natural and cultural heritage, festivals and events, and community cultural organizations (see Figure 1 on page 12).
- **Cultural mapping** – Cultural planning begins with cultural mapping, a systematic approach to identifying and recording a community's tangible and intangible cultural resources (often using Geographic Information Systems).
- **A 'cultural lens'** – Establishing processes to integrate culture as a consideration for municipal planning.
- **Cross-sectoral strategies** – Cultural planning establishes new partnership mechanisms (such as Cultural Roundtables) to support ongoing collaboration between the municipality and its community and business partners.
- **Networks and engagement** – Cultural planning strengthens networks across the cultural sector and comprehensive and ongoing strategies to support community engagement.





Changing Municipal Roles in Cultural Development

Traditionally, the primary role of municipalities in supporting cultural development in their communities was centered on delivering programs, providing human or financial support for cultural groups and activities, and supporting or building cultural spaces or facilities. While these 'direct delivery' responsibilities remain, a larger vision of cultural planning and development in municipalities is emerging in municipalities across Canada and around the world.

This new role has to do with integrating cultural resources and opportunities into planning and decision-making across a wide range of municipal planning issues and responsibilities. Twenty-five years ago, government accepted the need to adopt a 'green lens' and take into account the environmental impact of decisions. Today leading municipalities are adopting a 'cultural lens' to assess the impact of decisions on cultural resources and cultural vitality in the community. Successfully implementing a cultural lens requires the cultivation of strong knowledge and understanding across departments about cultural resources and cultural planning.

While direct delivery of programs and service remains an important responsibility, there is also a greater emphasis on facilitating activity, building partnerships and generally helping the community build the capacity to advance cultural development. The notion of 'economic gardening' has been embraced in economic development to signal the shift from direct intervention to building capacity and helping create the enabling environment and conditions in which businesses and entrepreneurs can flourish and grow the local economy. This same vision is increasingly guiding the understanding of which roles municipalities can assume to advance cultural development.

Culture and Economic Development

DWK, like all municipalities in Canada, faces significant economic challenges emerging from a major shift in the nature of the global economy and the role of culture in this new economy. The change is a shift away from manufacturing, and other 'traditional' industries as the foundation of many local economies, and toward a creative economy driven by ideas, innovation, knowledge, collaboration and creativity. Communities that can identify and support elements of their creative economies – including rapidly expanding creative cultural industries – will be well-positioned to capitalize on the opportunities that this shift is producing.

In Canada the creative cultural sector currently accounts for 7.6% of national GDP¹ with a rapid growth trajectory. Creative industries in British Columbia represent a more than \$4 billion industry (in 2002 dollars) and employ more than

“Cultural organizations, in partnership with DWK, will be instrumental in further developing the aesthetic environment and cultural activities that residents require and desire.”
- DWK
Official
Community
Plan

¹ Conference Board of Canada (2006). *Valuing Culture: Measuring and Understanding Canada's Creative Economy*.



85,000 people.² In the Central Okanagan there is evidence that the economic impact of creative industries is growing. Following a cultural mapping exercise, the City of Kelowna calculated the economic impact of its creative industries in 2009. The analysis identified 1,199 jobs and concluded the creative industries contributed an estimated \$143 million to the local economy.³ This figure is compared with a 1998 study of the Central Okanagan, when the creative sector in the entire region was counted as 1,164 direct jobs. While comparable figures are not available for West Kelowna, the evidence points to the significant contribution the creative industries and cultural resources make in generating jobs, growing local business and contributing to growing West Kelowna's economy.

There is growing attention in Canada to the ideas of the “*creative rural economy*.” While notions of the creative economy are usually identified in larger urban centres, there is growing evidence that many of the same forces offer opportunities in smaller communities and rural areas. A major factor in the growth of these industries relates to the growing number of small and medium-sized creative businesses responding to new consumer demands for original and local products and services. These businesses often operate in the fields of information technology, graphic design, food, wine, and hospitality. Research related to the creative rural economy has also examined the role of artists in culture-led economic development. They have noted that smaller areas can be “havens” for artists because of factors such as natural amenities, arts infrastructure and the cost of living, which leads to the attraction of talent. Developing a comprehensive understanding of the unique local resources that can support a creative economy is a critical early step in this process.

A successful municipality will be one that offers an appealing and attractive community. It is one that provides residents with a strong sense of place that is diverse and welcoming, that has interesting public spaces that celebrate public art and urban design, and that understands linking these elements is the magnet to attract people and talent. Cultural assets contribute to the overall attractiveness and vitality of a community, which in turn increases its competitiveness. This connection has been confirmed by research⁴ which established that the overall attractiveness and aesthetic character of a community has a positive and significant effect on community satisfaction. It is one of the most important factors alongside economic security, good schools and the capacity for social interaction.

Finally, cultural tourism is an \$8 billion industry in Canada and an increasingly important part of economic development strategies in communities across the country. Cultural tourists are known to stay longer and spend more than other tourists, generating larger local economic impacts and benefits.

2 Price Waterhouse Cooper (2009). Opportunity BC 2020: Creative Sector, Report for the Business Council of British Columbia (pages 5 and 6).

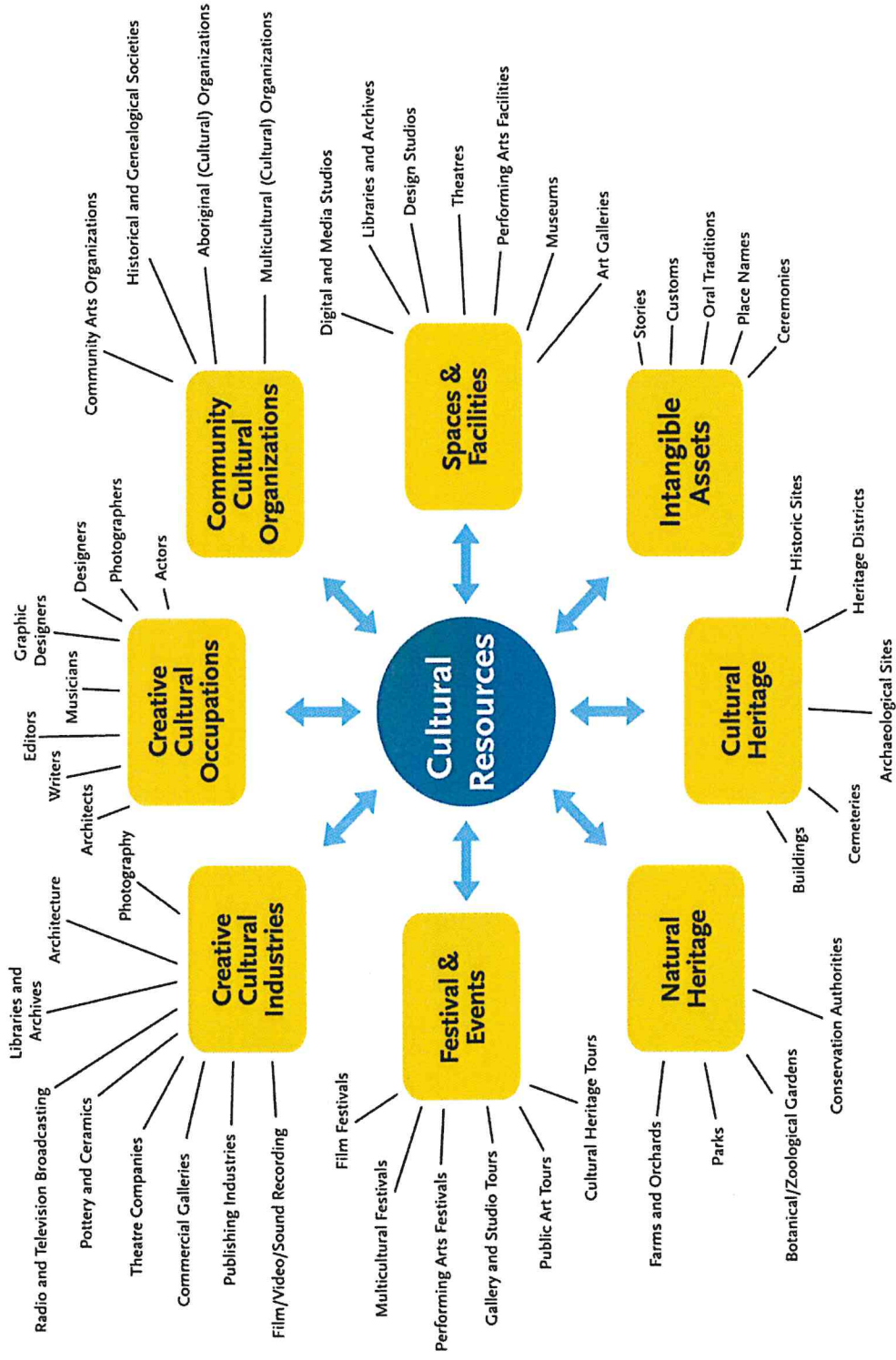
3 Bernard Moner, University of British Columbia Okanagan (2010). The Creative Sector in Kelowna, British Columbia: an economic impact assessment. (page ii).

4 Richard Florida, University of Toronto, Charlotte Mellander, Jönköping International Business School, Kevin Stolarick, University of Toronto (2009). Beautiful Places: The Role of Perceived Aesthetic Beauty in Community Satisfaction. Working Paper Series: Martin Prosperity Institute.



FIGURE 1: CULTURAL RESOURCE FRAMEWORK

The following Cultural Resource Framework is being embraced by a growing number of Canadian municipalities as a consistent set of categories within which to collect and maintain information on local cultural resources or assets.



Source: Developed by AuthenticiCity and modified by Millier Dickinson Blais



Community Needs, Values and Aspirations

Community engagement in the planning process included public surveys, interviews, forums and focus groups. The figure below offers a summary of the Needs, Values and Aspirations identified by the residents of West Kelowna during the consultation process.

Needs

- Building a stronger sense of shared identity and common purpose across the District of West Kelowna
- Stronger collaboration and networking among cultural groups and activities
- Supporting partnerships and collaboration between the municipality, business and community partners in advancing cultural development
- Stronger marketing and promotion of cultural activities within the community
- Building on current strengths and expanding and strengthening cultural festivals and events
- Investment in youth friendly activities and gathering places within the community
- Expanding cultural spaces and facilities in the community based on thorough analysis of existing venues and community needs
- Implementation and financing of a Public Art Policy as one component of enhancing public spaces and placemaking
- Redevelopment of Westbank Centre by leveraging and enhancing cultural resources and activities
- Strengthening partnerships and collaboration between the local arts community and wineries
- Building cross-cultural communications and collaboration with Westbank First Nation

Values

- Community pride and civic engagement
- Respect for diversity
- Respect for community heritage
- Broad community access to cultural programs and activities
- Acknowledgement and respect for the unique culture, identity and traditions of First Nations
- Respect for the natural environment

Aspirations

- Strengthening civic pride and shared identity through culture and heritage resources and activities
- Enhanced coordination, communication and collaboration among cultural groups and activities
- Greater integration of cultural resources into tourism strategies and activities
- Increasing indoor and outdoor spaces and venues for cultural activity
- Greater awareness of depth and diversity of existing cultural activities
- An enhanced leadership role for the municipality in supporting and facilitating cultural development
- Increased collaboration on cultural events with Westbank First Nation
- Integrating the arts into the education system





A Cultural Development Plan for the District of West Kelowna

The CDP outlines a path forward for West Kelowna to leverage its cultural resources to grow the local economy and enhance its quality of life. The recommendations that follow represent a long-term cultural agenda for West Kelowna for the consideration of Council. It is acknowledged that as a new municipality, DWK faces pressing planning and infrastructure priorities and investments that may impact the timing of implementing recommendations. Some actions requiring more significant financial investments may, therefore, not be implemented in the short-term, and in some cases, will move into the medium and long-term horizon of 6-10 years and beyond.


Goals

The CDP for West Kelowna is made up of 17 recommendations that are grouped together under the following four overarching Goals.

1. **Define the Municipal Role and Build Partnerships** - throughout the community engagement process, DWK was praised for taking a leadership role in launching the cultural planning process. However, there was a strong call for the municipality to broaden its role in facilitating communications and networking among cultural groups, and strengthening collaboration with business and community partners.

The DWK also faces major core infrastructure challenges that will be a priority over the next several years. Priorities include roads and roads maintenance, streetlights, sidewalks, economic development and enhanced public spaces, among others. There is an opportunity to recognize these priorities, but work to 'add value' and enhance this

"It's a cultural challenge to transition to a new community; we need to make sure it's inclusive and that all generations are welcome in the cultural picture."
- Community Forum



infrastructure by incorporating cultural elements. Smaller infrastructure investments could include things such as commissioned designs from local artists for park benches or street lighting, painting images from the community on DWK vehicles, among others. Larger investments could include cultural design elements (i.e., sculptural details) for new bridges or murals on municipal buildings.

2. **Connect Culture and Economic Development** – a strong theme identified through community engagement, as well as by Council, is that greater emphasis is needed in communicating the increasingly important role cultural resources play in diversifying and growing the local economy. The various dimensions of culture's contribution to economic development are described in an earlier section of this report. Recommendations falling under this Goal speak to these opportunities.
3. **Increase Awareness and Expand Community Engagement** - while a great deal of cultural activity *does* take place in West Kelowna, awareness of such activities is limited by weak marketing and promotion. Better promotion of current and future activity requires a more comprehensive inventory and database of cultural groups and activities. A particularly strong message heard from the community was the need to direct greater attention to communicating and reaching out to engage youth in the community.
4. **Support a Strong and Sustainable Cultural Sector and Address Cultural Facility Needs** - concrete strategies and actions to strengthen networks among cultural groups and activities, together with more effective coordination of activities, will contribute to a more vibrant and sustainable cultural sector. A strong message expressed in consultations was the need to address gaps in cultural spaces and facilities in West Kelowna. It was also acknowledged that the fiscal pressure facing DWK related to core infrastructure will make it unlikely that significant new investments will be made in the short-term.

Recommendations

Each Goal is made up of a number of recommendations, which in turn include specific actions. The recommendations respond to the needs, values and aspirations of the community, as identified by the results of research and community engagement activities undertaken in the planning process while also recognizing the many financial pressures facing a young municipality.

The agenda set out by the CDP cannot be implemented by the DWK alone but will require close collaboration with business, community and cultural partners. The proposed Cultural Roundtable is intended to support and grow these partnerships and cultural development opportunities. While timeframes have been assigned to each recommendation, the CDP must be viewed as a dynamic and flexible document to respond to changing community issues and opportunities.



Recommendations, Timing, and Lead Responsibilities

The following timeframes are used in the CDP's recommendations and actions.

- Short term: 1-5 years
- Medium term: 6-10 years
- Long term: beyond 10 years

A lead has been assigned for each recommended action. The following acronyms are used in the charts.

- Corporate Services (CS)
- Recreation and Cultural Services (RCS)
- Development Services (DS)
- Facilities Department (FAC)
- Engineering Department (ENG)
- Human Resources (HR)



Goal 1: Define the Municipal Role and Build Partnerships

Recommendation 1: Endorse a Mandate and Role for the DWK with Respect to Cultural Development

Rationale

Acknowledging the support already provided by the DWK in support of cultural development and the leadership shown in launching the CDP, there was a call from the community for the municipality to assume a wider mandate and set of roles in supporting cultural development. The following Mandate and Roles address this need.

Mandate: The DWK will provide leadership and support in collaboration with community partners to advance cultural development for economic and broader community benefit.

Roles: In support of this mandate, the DWK will assume responsibilities in the following four areas:

- **Planning and Policy** – Integrating priorities for cultural development across municipal policies and plans to support broader planning, recreation, economic and community development agendas.
- **Investment and Resource Development** – Increasing human and financial resources as available to advance cultural development from all sources including identification of relevant government, private granting and sponsorship opportunities.
- **Facilitation and Capacity Building** – Helping to build a vital and sustainable cultural sector through support for enhanced communication and facilitation of activities to support capacity building for individuals and cultural organizations.
- **Program Delivery** – Supporting the delivery of community programs, projects, festivals and celebrations (in collaboration with local municipalities and business and community partners).

Currently staff reports going forward to Council must consider the impact of the report and its recommendations on economic development and heritage. A similar requirement related to cultural issues and considerations should be added.

Outcomes

A clear statement of the DWK's commitments to cultural development in the community.

Actions

	Timeline	Dept.	Cost Estimate
■ The proposed Mandate and Roles are set when Council adopts the CDP.	Short term	RCS	n/a
■ Add a requirement to give consideration to cultural issues and opportunities in reports going forward to council.	Ongoing	CS	Staff time



Recommendation 2: Consider the DWK Human Resources Required for Implementation of the CDP and Support of Ongoing Cultural Development.

Rationale

In the process of drafting the CDP, an estimate of staff time to undertake the proposed recommendations outlined in the CDP has been completed. The CDP generally outlines new work for the DWK that is not currently underway. Therefore, this will require dedicated time and a specific education and background related to the cultural field to undertake these new initiatives.

Understanding that the DWK does not have sufficient staff resources currently in place to implement the full plan as drafted, and also understanding the fiscal pressures facing the municipality, the staff time dedicated to the recommendations has been distributed throughout the ten+ year timeframe of the plan in an attempt to spread out both the financial impact and FTE impact on the DWK, while ensuring the implementation of the recommended action items continue to move forward.

In summary, the final estimate of staff time would equate to a new Cultural Development Coordinator (CDC) position in an estimated 3 day / week capacity to assist in the immediate action items and ongoing implementation of the CDP. Generally, the focus of the CDC position will be acting as a "first point of contact" for inquiries from cultural groups and the community; connecting existing cultural groups and activities; supporting stronger communications about cultural activities and opportunities in the community; researching and implementing the municipality's CDP initiatives, etc. This Plan has included a sample Cultural Development Coordinator job description in Appendix B.

Outcomes

Adequate dedicated staff and administrative resources to implement the CDP and support ongoing cultural development.

Actions

Actions	Timeline	Dept.	Cost Estimate
<ul style="list-style-type: none"> Staff will bring forward a 3 day/week CDC position for Council's consideration in the 2015 budget process. 	Short term	RCS & HR	Staff time
<ul style="list-style-type: none"> A new 3 day/week CDC position is established. 	Ongoing	RCS & HR	\$40,750 annually (in the first year)

["A key strategy would be the appointment of a coordinator with a cultural mandate." - Interview]



Recommendation 3: Hold a Cultural Summit

Rationale

A mechanism used effectively in other municipalities to support networking and the implementation of cultural plans is a Cultural Summit. This one-day event will bring together a wide range of representatives from DWK, cultural groups, business and community members. It provides a means to sustain the community engagement process undertaken in the development of the CDP to build the relationships and collaboration needed to successfully implement the plan. The first Summit could serve as a launch event for the CDP, help recruit members for the Cultural Roundtable (CRT), and potentially announce the adoption of the Public Art Policy.

In subsequent years, the event would be co-convened by DWK and the CRT and provide an opportunity to report on the implementation of the CDP, engage new supporters and to identify new issues or opportunities. Each Cultural Summit can have a fresh format featuring different local artists or performers and include sessions on current cultural issues such as cultural tourism or youth programming.

Summits should be convened on a regular basis with the frequency determined by the municipality. In West Kelowna, given resources and organizational demands consideration should be given to holding a Cultural Summit approximately every two years.

Outcomes

The community comes together on a regular basis to celebrate success in implementing the CDP and continues to build partnerships and relationships in support of cultural development in West Kelowna.

Actions

	Timeline	Dept.	Cost Estimate
<ul style="list-style-type: none"> Convene the first Cultural Summit (cost estimate based on attendance of 50 people). 	Medium term	RCS & DS	\$5,000 & Staff time
<ul style="list-style-type: none"> Convene subsequent Cultural Summits approximately every second year (cost estimate based on attendance of 50 people). 	Ongoing	RCS & DS	\$5,000/event & Staff time

“There is significant potential for more collaboration with the Westbank First Nations.”
- Interview



Recommendation 4: Establish a Cultural Roundtable

Rationale

Throughout the community engagement process there was strong support for a leadership group or committee to mobilize the partnerships and resources needed to implement the CDP. Some municipalities have established arm's-length Cultural Roundtables (CRT) for a similar purpose; the recommended model is an independent organization, as opposed to a committee of council. These cross-sectoral leadership groups aimed at building partnerships and aligning resources, as well as connecting the municipality, business, community and cultural groups. Roundtables or similar structures have been successfully implemented in other municipalities (in Ontario these include Prince Edward County, Orillia and more recently Richmond Hill) and can be looked to for guidance in establishing such a body in West Kelowna. Roundtable models have proven effective in smaller communities where resources are limited, but also where smaller populations facilitate relationship building and partnerships. The key to success is that the CRT is independent and self-directed with members that bring time and dedication to accomplish the work of the group.

An operational model used by many CRTs is to assemble a core group of leaders, and then strike task-specific working groups made up of CRT members and other knowledgeable individuals in the community to tackle specific actions or recommendations. The CRT also serves to support networking and collaboration among cultural groups and activities.

Membership of a CRT in West Kelowna could include (but not be limited to) representation from the following groups: DWK staff, Cultural community representatives (Westbank Museum, Library, Music in the Park leaders, among others), Tourism sector stakeholders, Chamber of Commerce, Youth, and Westbank First Nation staff.

The inclusion of representation from youth is critical to responding to the strong message in consultations about the lack of activities and cultural programming for youth. Representation from Westbank First Nation would also respond to the opportunity identified for enhanced cultural collaboration.

A range of potential community initiatives emerged from consultations that may be considered by the Cultural Roundtable which are listed in Appendix C among them included: establish a youth apprenticeship and mentoring program linking senior artists or creative entrepreneurs with youth in the community; examine the opportunity to establish a 'youth coffee house'; explore the launch of a community based grant such as "The Awesome Foundation."

The CRT must be self-directed and mobilize its own energy and resources. Experience in other communities demonstrates that a key to success is for the municipality to provide a basic level of facilitation and administrative support (i.e. scheduling meetings, providing meeting space, minute taking, etc.) to ensure the best and most effective use of people's time.

Outcomes

Partnerships are established and the DWK builds its capacity to implement the CDP.

Actions	Timeline	Dept.	Cost Estimate
■ Staff creates a CRT Terms of Reference for Council approval that outlines a clear scope and expectations.	Short term	RCS & DS	Staff time
■ CRT members are recruited and the Cultural Roundtable is established.	Short term	RCS	Staff time
■ DWK organizes and facilitates regular half-day CRT meetings.	Ongoing	RCS	Staff time annually



Recommendation 5: Implement a Public Art Policy

Rationale

A commitment from the municipality to adopt and implement a Public Art Policy will represent the first and most significant step in integrating culture into current infrastructure plans and priorities.
 Public art policies support more 'traditional' art installations (e.g., sculptures, murals), but can also create locally designed decorative variations on infrastructure such as street and park benches, street lighting, painted municipal vehicles, among other creative ideas.
 The Public Art Policy for West Kelowna will identify a range of funding options to support implementation including annual allocations.

Outcomes

A more visually and appealing community and public realm attractive to residents and visitors.

Actions

- Create and recommend a DWK Public Art Policy to Council.
- Implement Public Art Policy.
- Coordinate the Public Art Policy.

	Timeline	Dept.	Cost Estimate
	Short term	RCS & DS	Staff time
	Short term	RCS & DS	Staff time
	Ongoing	RCS	Staff time

["There is very little for young people in the community." - Interview]



Recommendation 6: Implement a “Sidewalk Café and Vending” Policy

Rationale

The Westbank Centre Revitalization Plan calls for developing Westbank Centre as a boutique retail destination and experience that distinguishes it from large format convenience retail. A range of strategies were identified tied to streetscape and public realm enhancements identified for Main Street. A specific recommendation was developing a policy for encouraging and enabling the leasing of public property including sidewalks where appropriate for use as patio cafes and sidewalk displays (chattels). From a cultural perspective, it is important to create such a policy which allows a gathering/meeting space for residents and visitors, which in turn lends itself to the creation of a vibrant Westbank Centre.

Elements of such a policy should include:

- A policy statement to encourage such developments.
- A permitting or licensing strategy that includes criteria about the size of the space (to ensure a minimum of unobstructed sidewalk lane to encourage pedestrian movement).
- Specific policies defining hours of operation, a commitment to good maintenance, designated times of the year for implementation, design of space to a municipal standard, and associated fees, among others.

Outcomes

A distinctive retail experience for Westbank Centre that attracts people and supports business growth in the area.

Actions

	Timeline	Dept.	Cost Estimate
■ Create and recommend a “Sidewalk Café and Vending” Policy for Council’s consideration.	Short term	DS	Staff time
■ Implement the “Sidewalk Café and Vending” Policy.	Short term	DS	Staff time
■ Coordinate the implementation of the “Sidewalk Café and Vending” Policy.	Ongoing	DS	Staff time annually



Recommendation 7: Consider Investment in Existing and Future DWK Infrastructure to Enhance Aesthetic Appeal

Rationale

The key to effective integration of cultural resources or considerations in the planning of future infrastructure is to identify these opportunities early in the development of capital budgets for these projects. It is challenging to consider 'add on' elements after initial budgets have been adopted, and undermines the larger principle of embracing a cultural lens on all planning and development decisions.

As noted earlier, smaller infrastructure investments could include things such as commissioned designs from local artists for park benches or street lighting, painting images from the community on DWK vehicles, among others. Larger investments could include cultural design elements (i.e., sculptural details) for new bridges or murals on municipal buildings.

Outcomes

The cultural vitality and aesthetic appeal of West Kelowna is enhanced.

Actions

- Research best practices in a range of artist enhancement of core infrastructure investments in other communities.

Timeline	Dept.	Cost Estimate
Short term	DS	Staff time



Goal 2: Connect Culture and Economic Development

Recommendation 8: Convene Local or Regional 'Creative Minds' Events

Rationale

One mechanism used in a growing number of municipalities to support entrepreneurship and growth in a wide range of creative enterprises is a 'Creative Minds' event that combines networking and peer-to-peer learning opportunities. The concept is a simple after-work event. Participants pay a small fee to cover costs. The event begins with informal networking, followed by short presentations by 4-5 individuals on their current business enterprise or activity, as well as their future business development plans. Presentations are followed by food and further networking opportunities – plus business-to-business conversations regarding collaborative opportunities identified on the basis of the presentations. In some communities these presentations are videotaped and posted to YouTube and linked to a dedicated website for reference by those unable to attend the event. The key is attracting young entrepreneurs working in new types of creative enterprises.

Outcomes

A growth in small and medium-sized enterprises (SMEs) and business-to-business partnerships and opportunities.

Actions

- Examine best practices in Creative Minds events.
- Launch and then continue a regularly scheduled Creative Mind event.

	Timeline	Dept.	Cost Estimate
	Medium term	DS	Staff time
	Medium term	DS	\$500/event & Staff time

“Culture in its broadest sense needs to be part of an overall economic development approach.”

- Interview



Recommendation 9: Strengthen Festivals and Events

Rationale

By building on the success of programs such as Westside Daze, Music in the Park, the Farmer's Market and Art in the Park, there is an opportunity to strengthen festivals and events in the community. Good examples include the addition of a Saturday Global Music Festival, celebrating multi-cultural music, being added to the 2013 Music in the Park series and the potential for future festivals and events that support West Kelowna's agricultural history as identified in the Westbank Centre Revitalization Plan. Potential initiatives to strengthen festivals and events include the following:

- Consider upgrades to Memorial Park (as proposed in the forthcoming Memorial Park Plan) to provide a destination which could accommodate a wider range of outdoor festivals and events within the community (i.e. tiered bank, stage upgrade, lighting improvements, parking needs, etc.)
- Consider a festival, or event in the early fall, a critical time in tourism's shoulder season when there are more hotel vacancies and the weather is still generally enjoyable.
- Launch a community Storytelling Program. Stories have been called the "DNA of culture". Every community has a rich and often surprising wealth of stories that express its unique identity. A storytelling component could be added to existing festivals and events or as a standalone storytelling festival.
- Establish supportive guidelines and booking systems to increase the ease of organizing events on public lands (i.e. streets/plazas/parks). An example noted in the Westbank Centre Revitalization plan was Westbank Centre Car Free Days which closed 1 – 2 blocks to vehicles to allow businesses, shops, restaurants and cafes to set up street stands to promote and sell their products on the street.

Outcomes

Festival and events are strengthened, participation at local festivals and events will increase/bring people into the community and learn about West Kelowna's unique identity/culture, and new events may emerge.

Actions

- Review upgrades to Memorial Park to provide an event and festival destination.
- Investigate opportunities to potentially expand the season for festivals and events.
- Review existing DWK procedures to ensure the ease of hosting events on public lands, i.e. streets/plazas/parks
- Facilitate the addition of a storytelling component to an existing festival or event, such as Westside Daze.

Actions	Timeline	Dept.	Cost Estimate
■ Review upgrades to Memorial Park to provide an event and festival destination.	Short term	DS	n/a
■ Investigate opportunities to potentially expand the season for festivals and events.	Short term	RCS & DS	Staff time
■ Review existing DWK procedures to ensure the ease of hosting events on public lands, i.e. streets/plazas/parks	Short term	DS	Staff time
■ Facilitate the addition of a storytelling component to an existing festival or event, such as Westside Daze.	Medium term	RCS	Staff time



Recommendation 10: Launch a 'Discover Culture in Your Own Town' Program

Rationale

A consistent message in community consultations was the need to raise awareness of the depth and breadth of cultural resources and activities for residents as well as tourists. Some communities have launched 'Discover Culture in Your Own Town' programs designed to better profile cultural resources activities. There is also an ancillary benefit for tourism development. If local residents have experienced local cultural assets and activities, they are more likely to give positive recommendations, and bring visiting friends and relatives to enjoy them as well.

Elements of Discover Culture in Your Own Town programs or initiatives can include the development of print based brochures and marketing materials, stronger cross-promotion of programs and events among cultural and related tourism groups activities, potential improvements in wayfinding signage, among others. Some communities have offered discounted rates for cultural or tourism attractions in the shoulder season when organizations and businesses are less busy. Completion of cultural mapping and the creation of a comprehensive and accessible database of cultural resources and potential interactive cultural map would support such an initiative.

Outcomes

Residents of West Kelowna are more aware of local cultural resources and better able to promote them to friends as well as visitors.

Actions

- Investigate best practices in other communities for "Discover Culture in Your Own Town" program.
- Launch a "Discover Culture in Your Own Town" program and potentially engage partners to support this program.

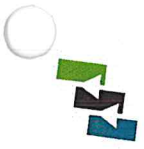
Timeline	Dept.	Cost Estimate
Medium term	RCS & DS	Staff time
Ongoing	RCS & DS	\$5,000 to launch \$2,500 annually & Staff time

["The Music in the Park program is very successful and could be expanded." - Community Survey]



Goal 3: Increase Awareness and Community Engagement

Recommendation 11: Build on Existing Initiatives to Strengthen Cultural Marketing			
Rationale			
<p>There was a strong call for enhanced cultural marketing and promotion aimed at increasing attendance at local events and activities, as well as growing tourism in the municipality. Marketing and promotion should make use of traditional print-based media as well as newer social-media tools. Potential synergies here exist with commitments set out in the 2013-2014 Economic Development Strategy and 2013 Tourism Strategy focusing on new branding and marketing initiatives. Efforts should be made whenever possible to collaborate with community partners, such as tourism organizations and WFN in marketing and promotion efforts (i.e., as in the highly successful Communities in Bloom collaboration).</p> <p>Rather than marketing strategies targeting specific attractions or activities, another strategy employed in other communities is the creation of themed itineraries that promote a range of cultural, agricultural and culinary experiences. Creating itineraries linking the unique cultural resources, natural and agricultural assets of West Kelowna with those of WFN could produce a unique cultural experience for residents and tourists distinguishing West Kelowna from neighbouring municipalities.</p> <p>A specific recommendation to support greater awareness and stronger promotion of local activity was an enhanced calendar of programs and events. Such a calendar not only helps promote events to the community but also serves to help groups avoid scheduling conflicts. Input suggested that the DWK website has the capacity to create this enhanced type of community calendar. The key to success in all community calendars is to distribute responsibility for adding information, making it possible for individuals and organizations to post their own events and information, subject to review by municipal staff prior to being published to the site. The community calendar could include both cultural and recreational programs and activities.</p>			
Outcomes			
The community has a greater awareness of cultural resources and opportunities in the community.			
Actions		Timeline	Dept.
<ul style="list-style-type: none"> Identify opportunities to realize cultural marketing objectives through enhancing/extending existing DWK marketing initiatives. Examine current models and best practices in community-driven calendars of events used in other Canadian municipalities. Develop and implement an integrated cultural marketing strategy working with appropriate cultural, community and business partners. 		Short term	RCS & DS
		Short term	RCS & CS
		Medium to Long term	RCS, CS & DS
			Staff time
			Staff time
			\$10,000 to launch \$5,000 annually & Staff time



Recommendation 12: Enhance Cultural Signage for Local and Regional Trails

Rationale

Developing a strong trails network is a priority for the DWK as it is identified in the Parks and Recreation Master Plan, Waterfront Plan and forthcoming Recreational Trails Master Plan. As part of these initiatives, the inclusion of signage has been recommended in terms of identifying and classifying trails and assisting with way-finding (i.e. trail location, type of trail, and the level of difficulty). These initiatives could be further supported in a cultural sense with the inclusion of interpretative signage to identify the natural, cultural or historic significance of a trail/park similar to the signage displayed at Gellatly Landing Park (i.e. identifying key heritage sites and noting the history and / or cultural significance of the trail/park.)

Outcomes

The natural, cultural, or heritage significance of a trail/park is identified and communicated through interpretive signage.

Actions

	Timeline	Dept.	Cost Estimate
<ul style="list-style-type: none"> Drawing on recommendations in existing plans, identify priority locations and topics for enhanced signage phased over multiple years. 	Short term	DS	Staff time
<ul style="list-style-type: none"> Develop and incorporate cultural signage to identify natural, cultural, and historic significance of the existing and proposed trails/parks. 	Medium to Long term	DS	\$5,000 every second year & Staff time
<ul style="list-style-type: none"> Collaborate with the Regional District of Central Okanagan for the inclusion of interpretive signage for regional trails and/or parks. 	Ongoing	DS	Staff time



Goal 4: Support a Strong and Sustainable Cultural Sector and Address Cultural Spaces and Facility Needs

Recommendation 13: Establish Regular Cultural Networking Sessions

Rationale

A strong message heard during consultations was the need for stronger networks and collaboration among cultural groups and activities in West Kelowna. Networking sessions are an effective means of sustaining conversations and exchanging information among a range of different cultural groups and individuals. These sessions provide an opportunity for information exchange on issues such as cross promotion of upcoming programs and events, recruitment of volunteer support or equipment, among other topics.

Similar sessions are currently organized by the Chamber of Commerce. In some communities cultural networking sessions take place over breakfast before the workday begins. Whatever the time or format, the key to success is a well-facilitated session, held regularly, that keeps the discussion moving and is not time consuming. In some communities responsibility for hosting and facilitating networking sessions is shared and rotates among cultural organizations and groups in the community. In other municipalities, staff provides basic facilitation support for meetings. In some communities sessions are convened monthly. Given the size and number of cultural groups in West Kelowna, meetings every 2 months would likely be sufficient to meet community needs.

Outcomes

The West Kelowna cultural community meets regularly and strong relationships are built between stakeholders.

Actions

- Establish and facilitate regular networking sessions for the cultural community.

Timeline	Dept.	Cost Estimate
Ongoing	RCS	Staff time annually

“There needs to be some way for connecting new artists who are moving into the community with established artists and arts organizations.”

- Interview Respondent



Recommendation 14: Launch a Local or Regional [murmur] Project

Rationale

The [murmur] project is an innovative way to document oral history by recording stories and memories told about specific geographic locations and sharing these stories with the public. The project successfully connects residents and visitors with locations and makes their experience more meaningful by sharing the history of the community. The [murmur] project was initially launched in Toronto by a community organization, but word of its success has spread and new projects are being developed in a wide range of communities (large and small) (<http://www.murmur.info/>) including Orange, USA; San Jose, USA; Galway, Ireland; Kenora, Canada; and Geelong, Australia. The Geelong project is managed by the municipality, and the website conveniently includes an online form for residents to submit new stories for consideration.

The program is a powerful way to build community spirit because it collects and records personal histories and anecdotes about specific buildings, sites or places in the community. A small [murmur] sign is placed in each location with a telephone number. Anyone with a mobile phone can call and listen to that story while experiencing that physical place. The program relies on relatively straightforward and inexpensive technology.

New technologies are continually emerging that may enable residents or tourists to discover special places and listen to stories and interpretive information in new ways. Quick response (QR) codes, for example, are a relatively new technology that can also be incorporated into signage to reduce the cost of updating content. Before embarking on a [murmur] project and deciding on the use of any particular tools or technologies, an examination of best practices in other communities should be undertaken to make sure these technologies are current. Efforts should be made to promote such a program broadly in the community with the support of a range of business and community partners.

Outcomes

The unique history and culture of West Kelowna is more widely known and appreciated by residents and visitors.

Actions

- Investigate the feasibility and cost of establishing a [murmur] project in West Kelowna.
- Launch the [murmur] program.

	Timeline	Dept.	Cost Estimate
	Medium term	RCS & DS	Staff time
	Medium term	RCS & DS	\$10,000 & Staff time

“Developing an appropriate theme or brand, and a marketing message, would also be an important task.”
- Community Survey



Recommendation 15: Undertake a Comprehensive Inventory of Cultural Spaces and Facilities in West Kelowna

Rationale

The community engagement process identified what the community viewed as inadequate cultural spaces and facilities, in particular exhibition and performance space. A first step toward addressing facility gaps is a systematic audit of existing spaces and facilities in the community. The audit can produce a more accurate and detailed picture of spaces that are currently used for cultural purposes. The audit would also include cases where upgrades could enhance facility use (i.e., improved acoustics, renovations to spaces to increase performance or exhibition space, etc.) These facilities include local churches, schools, commercial spaces, and others. The audit should also address external public spaces suitable for performances or other cultural programs or activities. The cultural spaces inventory would provide the fact base needed to consider investments to enhance existing and potentially develop new cultural spaces and facilities to meet community needs.

Based on findings from the spaces and facilities inventory, priorities can be established regarding investments in upgrading existing facilities to accommodate cultural activities. The intent of upgrades is to expand current facilities to help maximize usage, including increased use by cultural groups and for cultural initiatives. Once high impact upgrades are identified and prioritized across the community, the priorities can be incorporated into DWK capital budgets in the short, medium and long term. Some upgrades may be eligible for grants or other funding support.

Outcomes

Existing cultural spaces and facilities are more fully utilized and a rational assessment of new facility needs is defined.

Actions

- Develop a framework and criteria for identifying and assessing cultural spaces and facilities based on best practices and experience in other communities.
- Undertake a spaces and facilities audit.
- Determine priorities and costs of upgrades to existing facilities to allow more cultural activity.
- Define a multi-year facility investment plan and commit capital expenditures.

Actions	Timeline	Dept.	Cost Estimate
Develop a framework and criteria for identifying and assessing cultural spaces and facilities based on best practices and experience in other communities.	Short term	RCS & FAC	Staff time
Undertake a spaces and facilities audit.	Medium term	RCS & FAC	Staff time
Determine priorities and costs of upgrades to existing facilities to allow more cultural activity.	Medium term	RCS & FAC	Staff time
Define a multi-year facility investment plan and commit capital expenditures.	Medium Term	RCS & FAC	Staff time



Recommendation 16: Investigate Cultural Space Opportunities for Inclusion in Potential Future Municipal Buildings

Rationale

The idea for a multipurpose cultural centre emerged strongly through the community engagement process and was also noted in the Parks and Recreation Master Plan.

A clear trend in cultural facility development across Canada is the creation of multipurpose or multifunctional facilities intended to serve a range of cultural activities, including:

- Exhibition space (i.e. galleries for visual arts)
- Performance spaces (i.e. spaces for theatre, music or dance performances)
- Shared administrative space such as meeting rooms and offices.

A major infrastructure priority in the years to come is the consideration of the establishment of a municipal hall and/or other municipal infrastructure, built to accommodate a range of purposes. As infrastructure planning occurs, consideration should be given to the inclusion of cultural spaces and activities in all future municipal buildings. Best practices in other communities addressing this type of integrated facility could be explored for ideas and guidance. One best practice to examine is the Port Moody Civic Centre/Inlet Theatre, which includes a council chamber that doubles as a theatre.

Outcomes

The DWK has a clear and integrated vision for addressing a range of civic and cultural needs in an efficient and effective way through a consolidated civic centre development and/or future municipal buildings.

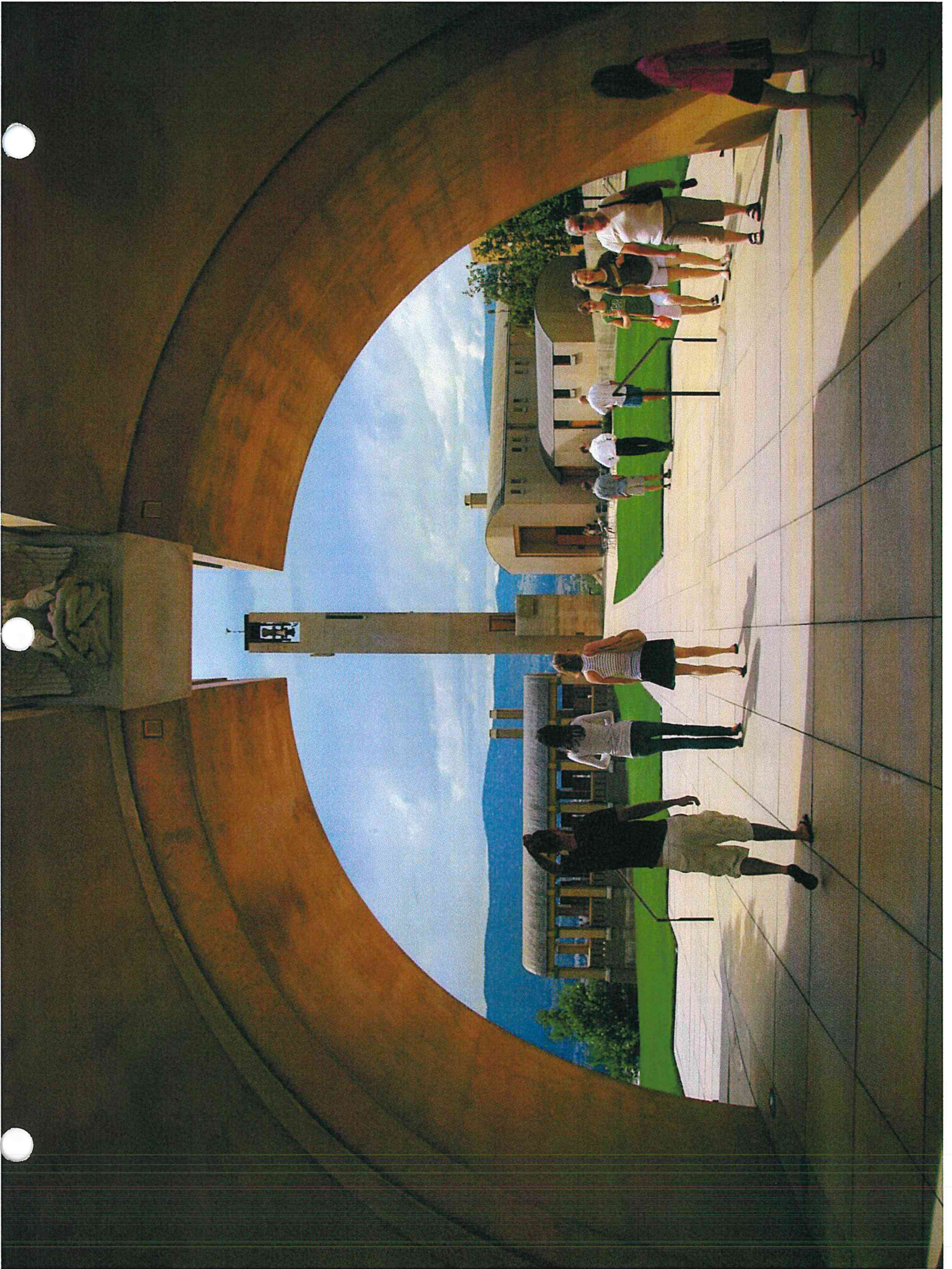
Actions

- Provide options for Council to consider for the incorporation of cultural spaces when defining a vision for any new municipal buildings.

Timeline	Dept.	Cost Estimate
Ongoing	FAC	Staff time

“There’s a need both for a central cultural facility, but also for an organization to run it. The municipal role could be to support the development of the facility and the organizational structure and partnerships necessary for such a facility to operate.”

- Focus Group Respondent

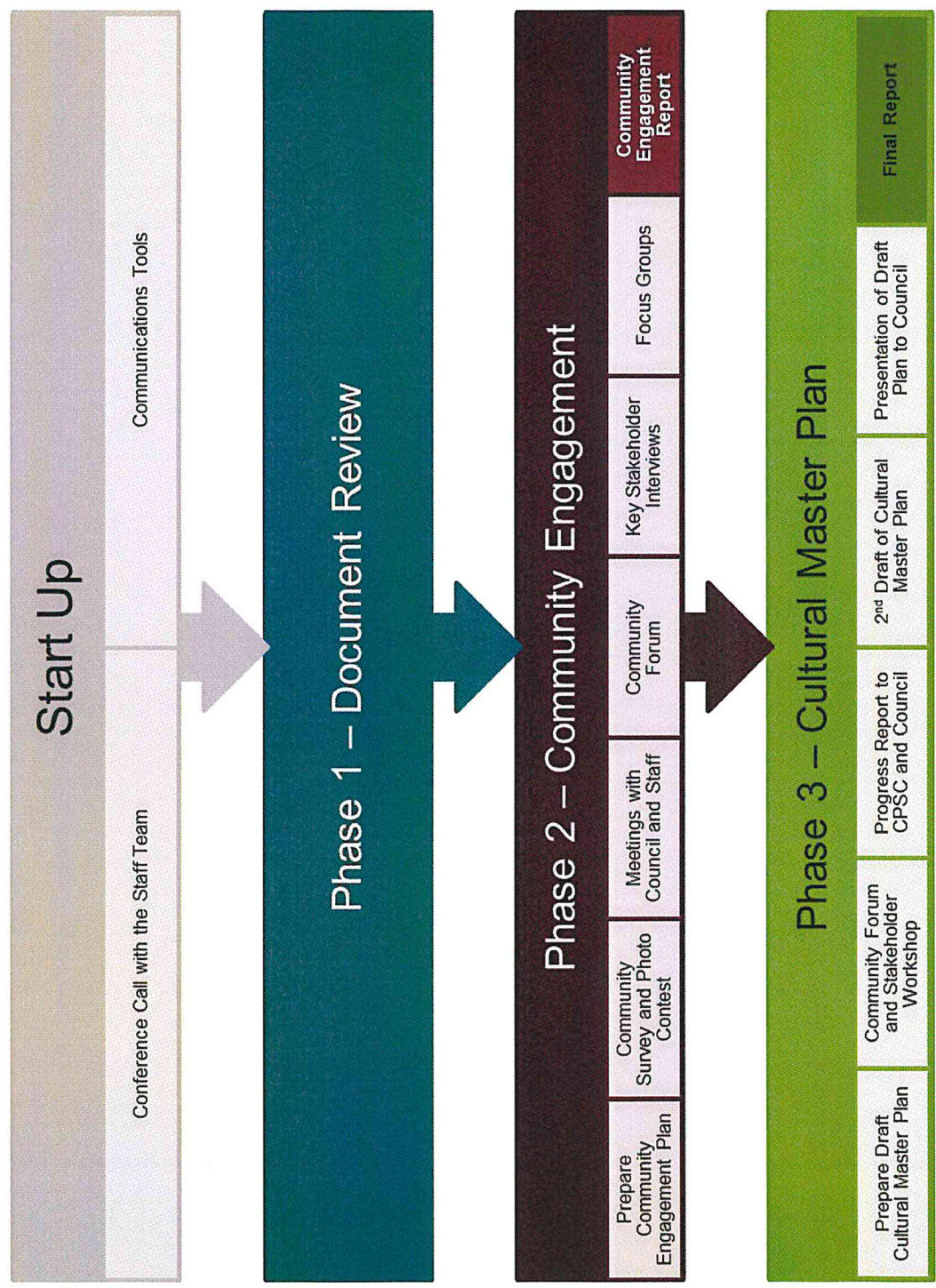




Appendices



Appendix A: The Planning Process





Appendix B: Sample Cultural Development Coordinator Job Description

POSITION: Example of Cultural Development Coordinator

DATE: TBD

DUTIES AND RESPONSIBILITIES

The following list of duties and responsibilities provides a general overview only for the Cultural Development Coordinator position:

- Coordinate the development, implementation and launch of programs and projects highlighted in the CDP;
- Foster and enhance the growth of the District of West Kelowna as a culturally vibrant and creative municipality;
- Develop and maintain working relationships with the local arts and culture organizations;
- Consult and/or work collaboratively with external groups, including the development of contacts at the municipal, provincial, and federal levels, non-governmental organizations and interest groups, other agencies and the private sector;
- Assist with marketing initiatives for arts and culture projects to create community awareness;
- Serve as the primary liaison to the Cultural Roundtable. This includes working with the Chair and the Committee to facilitate initiatives; coordinate the materials required for program development, creation of marketing materials and liaising with the Cultural Roundtable and partner organizations; and attend all meetings of the Cultural Roundtable and assist with meeting logistics including room preparation and equipment provision, agenda compilation and distribution, and minute taking;
- Coordination and facilitation of community engagement events such as the Cultural Summit, Creative Minds, etc.
- Research and make recommendations to the Supervisor on best practices being undertaken in the arts and culture sectors, regarding new cultural programs, services and community program partnerships;
- Work cooperatively with the Community Recreation Coordinators on the integration of arts and culture programs and events into DWK programs;
- Communicate and cooperate with all DWK departments to ensure a cultural lens is applied to planning, including infrastructure projects;
- Facilitate the implementation of the Public Art Policy, Sidewalk Café and Vending Policy, and all related databases;
- Perform other duties as required.



REQUIRED QUALIFICATIONS

- Diploma or degree from a recognized institution in Cultural Administration, Cultural Planning, Arts Management, Public Administration, or equivalent;
- Minimum of 3 years' experience in a related position;
- Strong understanding of the local arts and culture sectors along with the ability to relate arts and culture needs to community needs;
- Experience working in local government with boards, community groups, youth and council;
- Ability to gather information through researching, interviewing or other methodologies, present in a clear and concise written format, and articulate verbal presentations;
- Highly developed interpersonal skills and the ability to exercise diplomacy and tact;
- Good organizational skills, with the ability to plan and prioritize effectively;
- Demonstrated computer skills in Microsoft office Suite (Outlook, Word, Excel, PowerPoint, Publisher);
- Ability to work flexible work hours, including evenings and weekends;
- Valid Class 5 B.C. Driver's License



Appendix C: Potential Cultural Roundtable Initiatives

Through the community consultation process, a range of needs and opportunities were identified that are not direct DWK initiatives. Recognizing that DWK will not play a lead role in their implementation, the initiatives have been captured for Council's information and the proposed Cultural Roundtable may wish to consider as community-led initiatives.

1. Establish a Youth Apprenticeship and Mentoring Program

The needs of youth in the community were raised in two contexts. The first was the need for cultural programming of interest to youth. The second was the desire to retain youth in the community. Employment in the creative cultural sector is one possible avenue for youth retention.

Youth employment programming could be driven by a working group with local students or organizations serving a youth population. Youth representation on the CRT will be essential to knowing what youth want, and to achieving youth outcomes in cultural development.

- A program could be established that connects local youth with individual artists, young entrepreneurs and creative professionals. An apprenticeship program can expose youth to potential career options and foster skills development.
- A second action related to enhanced employment opportunities focuses on student run businesses. In other communities, students have managed and run businesses with the support of educators. There are a number of student run businesses across Canada and the United States that serve as examples. These include Hoover High School in North Canton, Ohio⁵ and Peac-Treats from Moose Jaw, Saskatchewan⁶.

2. Work to Establish a Youth Coffee House

Community engagement (and in particular a youth focus group) revealed that youth in West Kelowna are looking for a place that is 'theirs', where youth are welcome to perform music, hang out and enjoy youth culture. The idea that attracted the most positive attention in the focus group was the idea of a youth managed coffee house.

"It is particularly difficult for young people aged 12 to 18 to find a venue for any kind of youth event such as involving music."

- Community Survey

⁵ Hoover High School Seniors Look to Profit from Student Run Companies, North Canton Patch, January 2011 [Online July 2013] <http://northcanton.patch.com/groups/business-news/hoover-high-school-seniors-look-to-profit-from-student-run-companies>
⁶ Peac Treats comes out top, The Moose Jaw Times Herald, July 2011 [Online July 2013] <http://www.mjtimes.sk.ca/News/2011-07-05/article-2632290/Peac-Treats-comes-out-top/1>



With the active engagement of youth and the support of adults, realizing this idea is a real possibility. Managing a coffee house can serve as a practical example for business classes and a training ground for youth looking for practical work experience and volunteer opportunities.

A Youth Coffee House would provide a positive place for youth to socialize, which is currently lacking in the community. Active youth involvement in the development of such a place builds a sense of ownership and commitment to its success.

3. Leverage the Resources of the Formal School System

The school system already plays an important role in cultural development in West Kelowna. Local elementary and secondary schools integrate the arts across the curriculum and are focused on excellence through the arts.

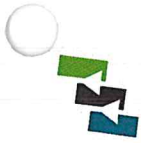
The community is fortunate to have George Pringle Elementary which was previously a secondary school; it has facilities such as a full pottery kiln and a theater which can be accessed by the community. The school recognizes it has a key role to play in the community and is keen to see this linkage enhanced. An example of this commitment is the planned development of a neighbourhood learning centre at Mar Jok Elementary School. This opportunity inspires three actions described in greater detail as follows.

- a. Strengthen cultural education - Strengthen cultural education in SD23 schools in DWK by connecting the cultural community with opportunities to work in schools
- b. Increase community access - Increase community access to the cultural facilities and assets in those schools
- c. Seek out student co-op or internship opportunities - Seek out student co-op or internship opportunities with post-secondary institutions and local businesses

4. Explore the Launch of a Community Based Grant such as “The Awesome Foundation”

Community based funding organizations are not a new trend and tend to be found in large communities, but the Awesome Foundation is an interesting model that West Kelowna residents may be able to adapt to support small cultural projects. The Awesome Foundation was founded in Boston in 2009 with a mission to “to conserve, sustain, and support the worldwide ecosystem of awesomeness” by giving no-strings-attached \$1,000 grants to worthy projects.

Awesome Foundation chapters are autonomous local charities which can support particular interests if they choose. In each chapter a small group of community members, called trustees, join together and pool monthly dues to create a micro-grant of \$1,000 that is awarded monthly based on applications. Trustees can be anonymous if they choose.



Although chapters exist in many Canadian provinces, including Alberta and Manitoba, there is not yet a chapter in British Columbia. A community-based grant organization similar to The Awesome Foundation could become a powerful tool to create a culture of supporting grassroots projects and strengthening a sense of local pride.

5. Consider the Establishment of a Local or Regional 'Taste Trail'

The success of the Westside Wine Trail has been a significant achievement in recent years in better promoting local wineries and attracting increased attendance by residents and visitors.

In some communities, the idea of a wine trail has been expanded into a year round marketing program that incorporates a wider range of agricultural, culinary and cultural assets. A best practice in this regard is the Taste Trail developed by Prince Edward County in Ontario. Such a trail would help facilitate and market experiences for residents and visitors focused on tours of wineries, local farm stands, restaurants, etc. packaged in a way that provides an integrated experience of the area.

6. Strengthen Relationships between Wineries and the Local Arts Community

The symbiotic relationships between the wine industry, wine tourism and the arts and culture community were frequently identified as a growing strength in West Kelowna and the surrounding region. Further developing these relationships and developing integrated tourism products and experiences can contribute to extending tourist's visits and promoting overnight stays, particularly into the shoulder seasons. The Cultural Roundtable could provide an ideal mechanism for strengthening and building these relationships.

7. Undertake Cultural Mapping

Cultural mapping is a systematic approach to identifying, classifying and recording a community's cultural resources. Cultural mapping is frequently undertaken as the first step in any cultural planning process. More broadly, cultural mapping is increasingly being embraced by Canadian municipalities as an essential tool to support planning and economic development. The key to success is adopting a consistent set of categories of cultural resources called a Cultural Resource Framework (CRF). The CRF illustrated in Figure 1 (on page 12) has been endorsed by the Province of Ontario as a guide for municipalities undertaking cultural mapping and cultural planning and is in increasing use in municipalities across Canada.



Cultural mapping builds a comprehensive base of information on cultural resources in communities which serves three fundamental purposes:

- Support informed planning and decision-making across municipal departments (in most municipalities cultural information is imported to GIS systems to become another "layer" of planning information).
- Increase awareness of cultural resources for residents and tourists, often through the creation of 'one-window' cultural portals and interactive maps.
- Support networking and collaboration among cultural groups.

Some municipalities choose to use the information solely for planning purposes rather than making the information publicly available to support cultural development. A number of examples of public cultural maps in Canada include:

- Pemberton Valley, BC - <http://www.pemberton.ca/pemberton-maps/pemberton-valley-cultural-map>
- Newmarket, ON - <http://maps.newmarket.ca/NewmarketCulture/index.html?config=PublicConfig.xml>
- Ottawa Valley, ON - <http://www.ottawavalleyculture.ca/mapping>

While many municipalities undertake cultural mapping internally, others have contracted consulting support to complete the work in shorter timeframes drawing on proven cultural mapping tools and methodologies. An estimated cost for contracting out cultural mapping services in West Kelowna is \$25,000 to \$30,000.

