

ALIVE WITH THE ARTS

FALL 2020

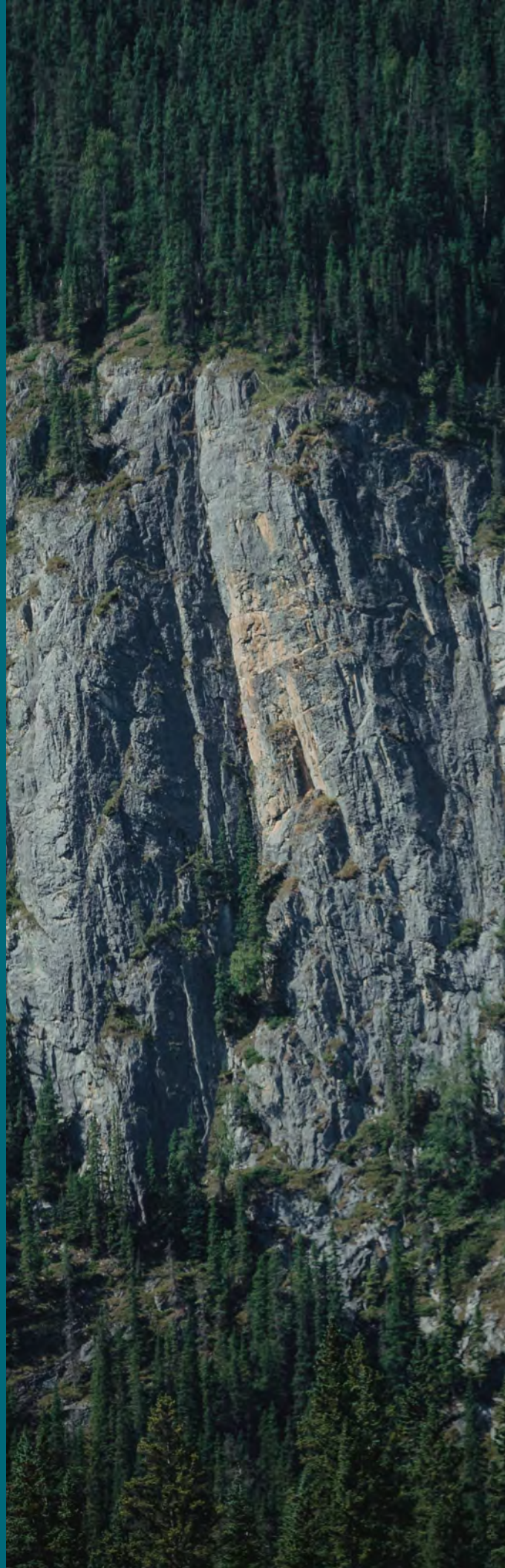


SALMON ARM

Arts and Culture Plan

INDIGENOUS ACKNOWLEDGEMENT

The City of Salmon Arm extends its gratitude to the Secwepemc People on whose traditional and unceded lands we conduct our activities. We recognize the guidance and wisdom of Neskonalith knowledge-sharers as we learn and listen in Truth and Reconciliation. In keeping with the Government of British Columbia Declaration, the City acknowledges the United Nations Declaration of Rights of Indigenous Peoples.



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KEY HIGHLIGHTS





1

Alive with the Arts is a milestone in Salmon Arm's cultural development. It is the community's first cultural plan and builds on many years of community-led cultural development activities. It serves as a guide for 'planning culturally' over the next five years. It outlines how arts and culture assets and resources can be leveraged in a strategic way to achieve community goals and integrate with tourism, economic development, social, environmental and capital and infrastructure plans.

2

The Cultural Plan keeps with a community-driven model and is purposefully low-resource intensive. It charts out areas of cultural investment that can enhance Covid economic recovery and identifies pre-requisites to larger cultural capital items, including a Cultural Facilities Roadmap.

3

Alive with the Arts is the result of a year-long process of engagement that benefited from the extensive contributions of the Cultural Plan Task Group and the wider ecosystem of community groups representing environmental, health and wellness, education, community planning, recreation, agricultural etc... perspectives which greatly helped in shaping the plan.

4

Salmon Arm's identify and local context comes alive in Our Vision:

WE SEE:

- Arts, nature and technology co-existing as cornerstones of our creative ecosystem.
- Our small city energized as an all- seasons cultural destination and creative marketplace.
- Arts and culture being valued as keys to community wellness and success.
- **THE ARTS HAPPENING HERE EVERYDAY FOR EVERYONE.**

5

Alive With the Arts aligns with many points of collaboration and shared strategic purpose. A key highlight for the plan's success sees the formation of a Tri Partite Agreement between Salmon Arm Arts Centre, Salmon Arm Economic Development, and the City of Salmon Arm to lead the implementation of the plan in collaboration with other groups.

6

The Cultural Plan identifies a number of shared Community Commitments to keep the drive and momentum going throughout the life of the plan, in keeping with its Small City-Big Ideas brand. To that end, Strategic Directions are expressed as Big Ideas in the plan, each with clear goal statements, objectives and supporting actions.

7

Alive with Arts Big Ideas are to:

- | | |
|--|---|
| #1 Let Culture Lead | #4 Connect and Collaborate |
| #2 Show Up and Celebrate | #5 Cultivate Create Entrepreneurship |
| #3 Activate Spaces through the Arts | |

8

An IMPLEMENTATION FRAMEWORK will follow which will outline the roles and responsibilities for implementation along with the resources required, annual phasing and suggested lead and partner groups along with identified key outcomes. Priority-setting should be supported through ongoing communications and engagement led through a Cultural Roundtable convened by the Shuswap District Arts Council, the City of Salmon Arm and Salmon Arm Economic Development. Timing should align with the City's annual budgeting process.

9

Like many communities in British Columbia, INVESTMENT in Salmon Arm's cultural capital and knowledge-sharing assets will help BUILD CAPACITY in existing and developing arts and culture providers. Cultural investment mechanisms may include resources, development and training opportunities, funding opportunities, volunteering, public involvement and fundraising. A strong local cultural scene is an important factor to attract residents and investors including talented individuals and leading-edge businesses but is also associated with citizens' social engagement, including connections to volunteering, donating, helping neighbours, and better health.

10

Alive with the Arts provides a path for Truth and Reconciliation and celebrates the local Sense of Place and ways to share the Shuswap's story by reflecting authentic voices, and reconnecting to Indigenous Cultural Heritage including preserving language and place names. *Kukwstsetsemc!*

1

ABOUT THIS PLAN

WHAT IS CULTURE?

Culture is more than art. Culture embraces what defines us as a community and that begins with our unique sense of place and identity. Culture includes both tangible and intangible resources and assets like libraries, museums, natural and cultural heritage sites, literary arts, performing arts, film, craft and visual arts, and creative industries.

Culture is vital to healthy communities and link to many other areas of a community's growth.



Defining Art Vs. Culture

Culture is an inclusive term, embracing what defines us as a community.

“

**ART IS TO CULTURE AS
BASEBALL IS TO SPORT.**

”

- Dr. Greg Baeker, MDB Insights

WHAT IS A CULTURAL RESOURCE?

A cultural resource is anything that contributes to the culture of a particular place or people, both tangible and intangible. These resources are the activities, Institutions and people that express our shared beliefs, customs and values.

Cultural resources in Salmon Arm include:

- facilities (theatres, galleries, libraries, museums),
- heritage,
- indigenous Peoples culture,
- attractive streets, parks and built environment,
- intangible culture, such as local traditions,
- arts and crafts,
- festivals and events,
- retailing, leisure, recreation facilities,
- creative industries (film, culinary, photography, design, etc.) and
- natural landscape.

Cultural Resources = Place + Culture + Economy



Source: Adapted from MDB Insights and Statistics Canada Cultural Resources Framework

“

CULTURE IS NOT CREATED BY GOVERNMENT. CULTURE IS CREATED BY COMMUNITY AND SUPPORTED THROUGH DELIBERATE POLICIES AND PROGRAMS.

”



Culture is a driver and enabler of economic, social and environmental success.

Successful and vibrant communities understand the importance of cultural participation and the presence of arts and cultural organizations as way to:

- Improve residents' sense of belonging and attachment;
- Build community identity and pride (part of your community's brand);
- Build interpersonal ties and promote volunteering;
- Reduce delinquency and prevent some types of crime;
- Relieve stress;
- Build social networks;
- Increase tolerance of others;
- Improve resiliency and skills-building in high-risk youth;
- Foster a creative milieu that spurs economic growth in creative industries; and to
- Increase the attractiveness of the area to tourists, businesses, new residents and investors.

PLANNING CONTEXT

WHERE ARE WE NOW?

The development of Salmon Arm's Arts and Culture Plan - *Alive with the Arts* builds upon the City's and the community's commitment to arts, culture and heritage initiatives over many years. While many individual initiatives have helped to advance arts and culture investment and delivery over the years, *Alive with the Arts* is the City of Salmon Arm's first cultural plan. The introduction of the Plan is timely considering the numerous ways the City is growing in keeping with regional trends and the nature of evolving local government priorities and service areas.

“

**THE MORE DEVELOPED
AND DEFINED IDENTITY
AMONG RESIDENTS...**

**... THE MORE LIKELY IT
WILL ATTRACT NEW
RESIDENTS, BUSINESSES
AND TOURISTS.**

”



**- Grogan & Mercer,
Australia, 1996**

WHAT'S AHEAD?



Truth and Reconciliation
Calls to Action



Lifecycle of arts organizations



New approaches to art-making
(at odds with funding models)



Rapid scale prototyping to
respond to community issues



Interpretative Assistance



Family arts



New operating models
e.g. Epoch model



Generational considerations



Digital Strategies



Festivals and Events,
Participatory Experiences



Creative Placemaking and
Co-Activating Spaces



Accessibility Arts



OUR APPROACH

Cultural Planning Phases





OUR PURPOSE

Alive with the Arts acts as a guide for the community, the City and its stakeholders to advance arts and cultural policies, programs and services needed for Salmon Arm to thrive.

THE PURPOSE OF THE PLAN IS TO:

- Understand the current state of arts and cultural development in Salmon Arm by conducting an in-depth review and analysis of needs and gaps; examining current City plan and policies and cultural delivery; designing and carrying out a comprehensive public consultation process; and comparative targeted research of similar-sized municipalities to share best practices;
- Provide a blueprint for the Implementation Group over the next five year with Commitments, Goals and Supporting Actions that encompass a right-sized approach and strategy for implementation, but more importantly to serve as a guide for decision-making; investment and prioritization on an annual basis aligning with the City's yearly budgetary process.
- Ensure the Strategy aligns with the projected growth needs of the community to offer increased livability, new resident attraction, and a greater tourism draw.



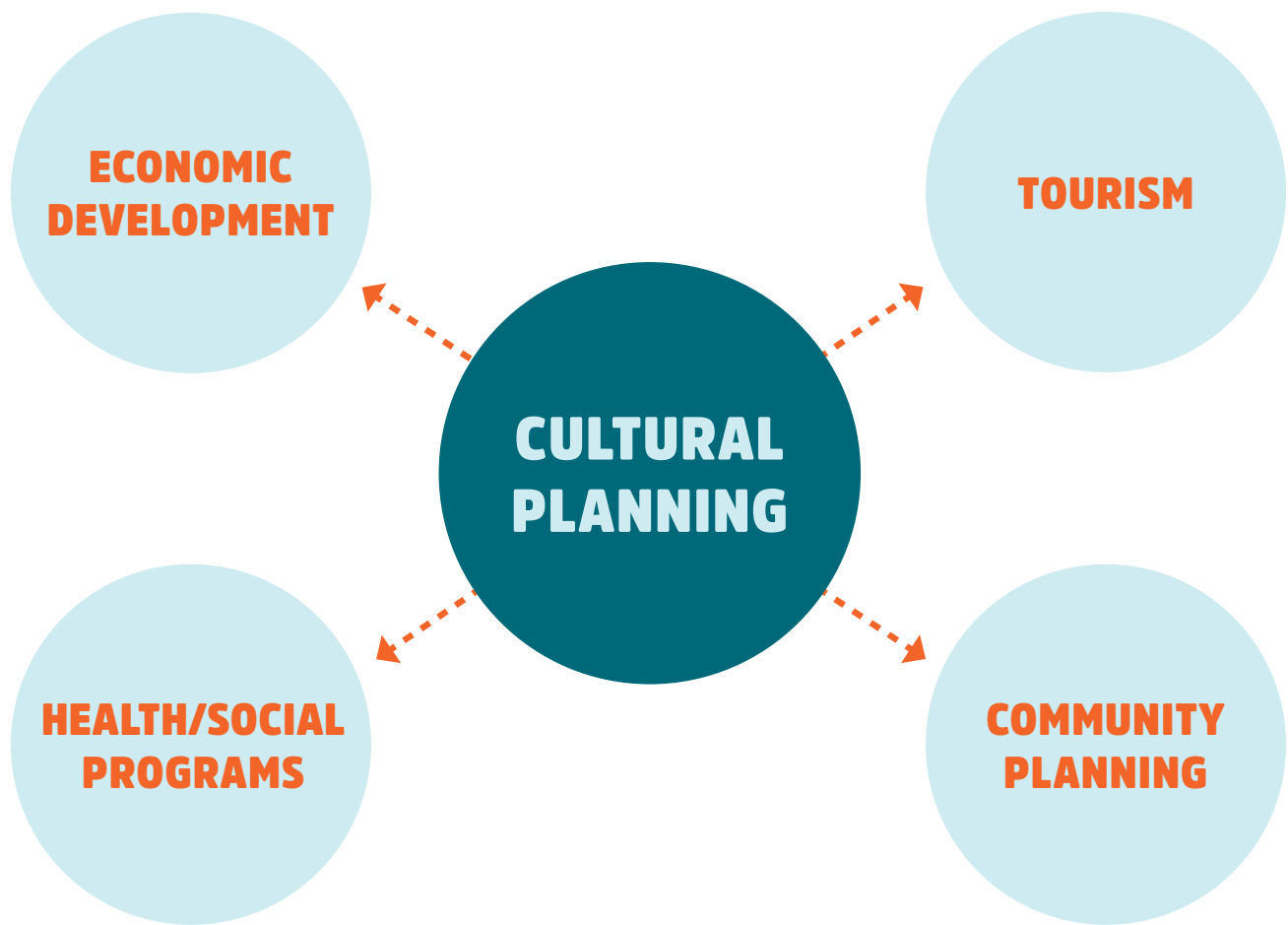
PLANNING LINKAGES

The creation of a Cultural Master Plan aligns with the vision expressed in City of Salmon Arm Official Community Plan Bylaw No. 4000, that

“Salmon Arm will be a diverse community with:

- a population representing all social, demographic, cultural and economic groups.
- a variety and mix of land uses.
- a wide range of lifestyle, employment, economic, cultural, social and recreational opportunities.”

One of the nine proposed goals of the last Official Community Plan update is to support arts and culture endeavours in the community. A challenge for the City sees the need to balance its numerous planning priorities with the internal resources required for those priorities that align with its growth and the broader shifts in local government service delivery beyond core services.



Planning culturally links to many areas of local government work. It is a tool municipalities use to achieve both economic and social goals by linking together other planning areas such as Tourism, Community Planning, Health/Social Wellness, Environment and Economic Development.

While cultural development is a more recent area of focus in British Columbia, local governments understand the economic and livability benefits that cultural planning provides particularly in growing cities like Salmon Arm.

As such, cultural amenities and delivery are an expected piece of ‘livability’ resources and no longer a ‘nice to have’.

Trends show that many municipalities are incorporating arts and cultural strategies into core business areas to solve problems and leverage economic and social development. To that end, a pan-Canadian review of the positioning of roles and responsibilities associated with strategic cultural advancement are found to be most successful when integrated into a City’s economic development and/or planning division. In some cases where there is ‘in-house’ expertise on cultural development across departments, and interdepartmental staff team can be effective.

2

WHAT WE HEARD

ENGAGEMENT SUMMARY

Thanks are extended to community members who shaped the directions of *Alive with the Arts*.

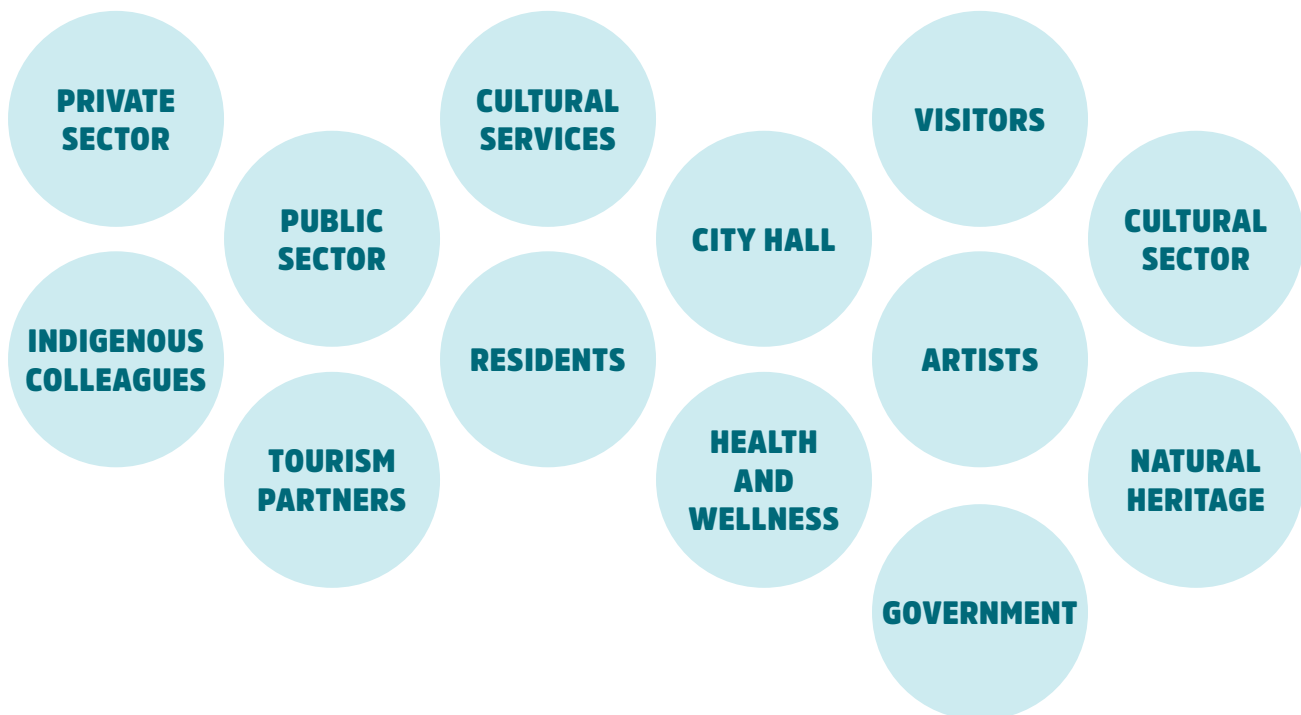
A summary of engagement is included in Appendix A of this Plan.





ECOSYSTEMS-BASED ENGAGEMENT

For *Alive with the Arts*, we used ecosystems-based engagement which ensures a wider base of community input reflecting strategic perspectives and alignment with non-sector peers.



ENGAGEMENT ACTIVITIES INCLUDED:



7 community workshops and focus groups

WITH 20+ community members and City Staff representing Salmon Arm's ecosystem that reached beyond the arts community and recognized the interconnectedness to business, environment, social wellness, infrastructure and capital plans, tourism and Indigenous interests.

115 inputs collected from the broader public from mid-September 2019 to Early October through Sounding Boards located at various gathering place around the City including:

- City Hall
- Salmon Arm Art Centre
- Okanagan College
- The Arena
- Innovation Centre
- Farmers Market

3 Validation and Prioritization Workshop Sessions

Cultural Plan Task Group and Staff Team



WE ASKED

Local Context Discussion Points

As part of our community workshops, participants helped identify local context considerations to ensure we had a Made in Salmon Arm voice to the plan that considered the need to ‘right-size’ the plan to the local context, which is reflected in the Supporting Actions of this plan.

- What are some key factors that need to be considered for Salmon Arm?
- What factors might influence our planning context?
- What should be the key themes for the Vision and Guiding Principles?
- What should be the Priorities and Big Ideas?

WE HEARD

Key Themes & Priorities

The following themes and priorities emerged early on and then throughout discussions during the planning process and are captured in the Vision, Commitments, and Big Ideas of *Alive with the Arts*.

- **SUSTAINABILITY**
- **FUNDING**
- **RESOURCES**

- **DIVERSITY**
- **INCLUSION**
- **ACCESSIBILITY**

- **PARTICIPATION**
- **IMPROVED PROGRAMMING**
- **ENGAGEMENT**
- **REFLECTION & EVALUATION**
- **AWARENESS**

- **NEW SPACES**
- **PUBLIC ART**
- **ANIMATING THE CITY**

- **PARTNERSHIPS**
- **COLLABORATION**
- **STRENGTHENING COMMUNITY**

- **INNOVATION**



Sounding Board Example:

WHAT'S YOUR VISION FOR ARTS AND CULTURE IN SALMON ARM.

SALMON ARM
Arts and Culture Plan

What do you see as key themes or directions for the plan?

Please respond in the spaces below.

Arts and culture links to and helps enhance many aspects of a community including tourism, economic development, community and social planning.

The City of Salmon Arm, together with the community is developing an arts and culture plan that will help guide ideas and resources around a vision, set of strategic directions and actions as a creative city.

Small City, Big Ideas.

salmonarm.ca

3

ALIVE WITH THE ARTS:

**SALMON ARM
CULTURAL
STRATEGY**





OUR VISION

WE SEE:

- Arts, nature and technology coexisting as cornerstones of our creative ecosystem.
- Our small city energized as an all-seasons cultural destination and creative marketplace.
- Arts and culture being valued as keys to community wellness and success.

**THE ARTS HAPPENING HERE
EVERYDAY FOR EVERYONE.**

OUR COMMITMENTS

**WHAT WILL
GUIDE OUR
GREATNESS.**



WE BELIEVE IN...

- Building sustainable cultural capital.
- Showing up and celebrating our rich arts and cultural life.
- Honouring Indigenous voices, cultural and natural heritage.
- Making it* happen - no excuses!
- Being environmentally conscious in our cultural development.
- Cultivating innovative ideas and being future-ready.
- Creating safer, inviting, diverse and accessible artistic spaces for everyone.
- Demonstrating leadership in culture.

*it = artistic awesomeness. A vibrant cultural scene, activity, programs, small city life.



OUR BIG IDEAS

WHAT ARE BIG IDEAS?

In keeping with Salmon Arm's 'Small City, Big Ideas' approach, the cultural plan reflects big ideas and bold moves as strategic directions, objectives or actions – anything that marks a significant step forward in cultural development.

Sometimes it can be looking at new ways to solve challenges and issues in a community, or perhaps advancing the conversation, or demonstrating leadership and asking others to come on-board. These Big Ideas are supported by a framework that sees action and change.

**BIG IDEA #1:
LET
CULTURE
LEAD**



GOAL STATEMENT:

Invest in culture-led economic development and social wellness.

Culture is the make it or break it factor in the success of communities large or small*.

By using a strategic cultural lens and linking to partnering initiatives, Salmon Arm will advance its economic and social prosperity.

*** Want to learn more about arts strategies?**
Visit creativecommons.ca/makingthecase to learn more.

A man is smiling and playing a drum. He is wearing a dark blue t-shirt with a white maple leaf graphic that says "WORST MOTHER" and a Native American headdress with white fur and feathers. The background is a wall covered with many Christmas cards and decorations. The text "BIG IDEA #2: SHOW UP & CELEBRATE" is overlaid in large white letters on the bottom left of the image.

**BIG IDEA #2:
SHOW UP
& CELEBRATE**

GOAL STATEMENT:

Increase awareness and participation In the arts.

A great number of cultural successes in Salmon Arm are linked with visitors valuing the arts in our city. A key goal of *Alive with the Arts* is to see arts and culture being valued, celebrated, and integrated into everyday community life by building our home base.



**BIG IDEA #3:
ACTIVATE
SPACES
THROUGH
THE ARTS**

GOAL STATEMENT:

**Salmon arm
is energized
with artistic
activity through
transformative
creative placemaking.**

Activating spaces sees inviting, accessible and inclusive participation in the arts by residents and creative workers alike. Cultural infrastructure is maintained and meets demand for cultural production.

The background of the image is a dense array of warm, glowing string lights, likely incandescent or LED, creating a bokeh effect of soft, out-of-focus light spots. Several red, rectangular lanterns are suspended from the strings, adding a traditional or festive touch to the scene. The overall atmosphere is warm and celebratory.

**BIG IDEA #4:
CONNECT &
COLLABORATE**

GOAL STATEMENT:

Community connections are strengthened through collaboration and capacity-building.

Everyone feels they can participate in the cultural life of our City where diversity is welcomed.

A person wearing a green shirt is working in a bakery or market stall. They are surrounded by various types of bread, including long, crusty loaves and smaller rolls. The bread is displayed in wicker baskets and on a counter. The background shows a blurred view of the stall and other bread items.

**BIG IDEA #5:
CULTIVATE
CREATIVE
ENTREPRENEURSHIP**

GOAL STATEMENT:

**Arts, technology
and entrepreneurship
feed our healthy
creative ecosystem.**

Affordability, lifestyle, and openness to new ideas and innovation, are catalysts to creative worker attraction.



BIG IDEA #1: LET CULTURE LEAD

Objective 1.1

There is sustainable support and investment in culture as part of Salmon Arm's economic strategy and community planning initiatives.

SUPPORTING ACTIONS

- 1.** Form a tri-partite agreement with Shuswap District Arts Council, Salmon Arm Economic Development and the City to lead in advancing cultural development in the region and the implementation of the cultural plan.
- 2.** Explore resourcing a Culture and Communications contract role within the City to work with the tri-partite partners.
- 3.** Continue to lead a creative ecosystems approach to encourage cross pollination among local sectors (e.g. culture, technology, entrepreneurship, social services etc).
- 4.** Examine the option of creating a Cultural Sustainability Fund, possibly at the local Community Foundation, through allocations from development projects and public-private partnerships, and private donors.

Objective 1.2

Enhanced capacity-building and cultural leadership is fostered in the community through the role of the City – its strategic direction, departments, bylaws, policies and programs.

SUPPORTING ACTIONS

1. The City demonstrates cultural leadership by collaborating with partners, and supporting and guiding creative initiatives.
2. Continue to fund and support grant programs and operating agreements with arts and culture organizations.
3. Identify new ways to invest in sustainable cultural capital through cultural amenity contributions in development projects.
4. Seize opportunities to work with other levels of government and the private sector in attracting investment for culture-led economic and community development.
5. Where possible, encourage using social innovation and social procurement to effect solutions for cultural development.
6. Align and update OCP policies and the Corporate Strategic Plan to integrate and include cultural planning goals identified herein. Ensure cultural planning directions are reflected in City policies and plans.
7. Continue to foster a cultural development lens across City departments. Make sure culture, including Indigenous cultural heritage, is at the table in city-planning.
8. Explore the possibility of micro-loans for temporary art intervention projects that respond to community needs.
9. Identify a staff lead for the coordination of the interdepartmental team to ensure quarterly advancement on the plan's deliverables and respond to community cultural groups' needs.

Objective 1.3

Identify opportunities to address the community needs of equity, diversity, accessibility and social inclusion.

SUPPORTING ACTIONS

1. Use culture as a tool for community wellness and for opening up dialogue and opportunities for marginalized communities through inclusivity initiatives (e.g. ticket access; free events and programs) with identified partners.
2. Foster an understanding that community identity and wellness are enhanced and strengthened by diversity and inclusive participation.
3. Facilitate continuing engagement and dialogue with the multicultural community; youth, seniors, new residents, immigrants, people with disabilities and the LGBTQ2S and gender diverse community.
4. Link to, and promote other initiatives, plans and programs both within the City and out in the community that share these objectives.
5. Promote and/or fund workshops that help with training, advocacy and education in these areas.



BIG IDEA #2: SHOW UP & CELEBRATE

Objective 2.1

Develop and implement a comprehensive arts and culture communications strategy (and campaign) to build audiences and awareness.

SUPPORTING ACTIONS

- 1.** Create a centralized portal to feature and promote arts, culture and events; programs; shared resources; etc.
- 2.** As part of the communications strategy, continue to build a 'culture for culture' within City Hall, by identifying internal communication and engagement actions.
- 3.** As part of the communications strategy to support the implementation of the plan, create an awareness campaign surrounding the value, benefits and impact of arts and culture.
- 4.** Explore the possibility of centralized communication support/ resource for Shuswap's arts, culture and heritage scene.
- 5.** Work in partnership with relevant community organizations to create an accessibility checklist to minimize barriers to audiences and explore the possibility of a community Arts Cultural Accessibility Fund.
- 6.** Encourage access and participation to arts and culture through transportation planning.

Objective 2.2

Promote social change arts practices, and arts-based strategies for addressing matters of civic importance.

SUPPORTING ACTIONS

1. Help build an increased awareness and understanding for the need of private sector and individual philanthropic support in the creative community.
2. Through community partners, identify ways to engage newcomers.
3. Foster heritage conservation of City-owned properties.
4. Encourage arts and heritage-based creative solutions for empty storefronts and animating spaces.

Objective 2.3

Celebrate a sense of place and share the Shuswap's story.

SUPPORTING ACTIONS

1. Use local transportation networks and public spaces as channels to communicate heritage facts and interesting local histories.
2. Where possible, identify opportunities for interpreting heritage and animating neighbourhoods in Shuswap through artist and community-led placemaking activities.
3. Explore ways to include ways to animate the interpretation and awareness of public art, places and intangible cultural assets through tours, workshops, storytelling and other engagement pieces.
4. Reflect and incorporate authentic community cultural identity into Shuswap branding.
5. Integrate with Indigenous cultural heritage initiatives.
6. Ensure signage bylaws relate to form and character guidelines for the enhancement of place; explore signage needs for events and festivals.



BIG IDEA #2: SHOW UP & CELEBRATE

Continued

Objective 2.4

Support efforts to reconnect and preserve language and place names.

SUPPORTING ACTIONS

1. Link traditional ecological knowledge/ Natural Heritage Keepers with community groups to foster a deeper understanding of place, the natural environment, flora and fauna.
2. Encourage connections to share knowledge of land and food (possibly tie to multicultural food/fusion festival).
3. Build ways to interact less formally and on a regular bases where possible and appropriate.
4. Identify opportunities to integrate traditional and contemporary Indigenous culture, identity and language in community programming and planning.
5. Incorporate Indigenous Cultural, Intangible and Natural Heritage into cultural tourism planning and the animation of spaces and places.
6. Acknowledge heritage and significant sites. Reflect traditional place names, symbols and references to local languages in signage in parks, trails and waterways.
7. Consider exploring a community mapping exercise or app development to record stories and share them with the broader community.
8. Collaborate with Indigenous artists on wayfinding.





Objective 2.5

Build connections between the local Indigenous communities and the broader Shuswap community through art.

SUPPORTING ACTIONS

- 1.** Support efforts to feature Indigenous artists to practice and sell their artwork; and provide arts and craft workshops (link to Creative Entrepreneurship), in partnership with relevant organizations.
- 2.** Working with Shuswap District Arts Council, identify public art opportunities to illustrate traditional and contemporary connections, where appropriate.
- 3.** Provide opportunities for the public to learn about Reconciliation and the shared history of Indigenous Peoples through inclusive dialogue, celebration and performance, as well as creative placemaking installations and permanent displays in City Hall.
- 4.** Ensure grant-receiving organizations have identified ways to integrate Indigenous arts practice or cultural heritage into programming or project-based initiatives.
- 5.** Link traditional ecological knowledge/ Natural Heritage Keepers with community groups to foster a deeper understanding of place, the natural environment, flora and fauna.
- 6.** Encourage connections to share knowledge of land and food (possibly tie to multicultural food/fusion festival).
- 7.** Build ways to interact less formally and on a regular bases where possible and appropriate.

BIG IDEA #3: ACTIVATING SPACES THROUGH THE ARTS

Objective 3.1

To transform spaces by intentionally leveraging artistic and creative activity to serve the community and build character and quality of place.

SUPPORTING ACTIONS

1. Establish a Public Art Policy and Program, including a Private Developer Public Art Program to invite cultural investment and encourage beautification and enhanced sense of place in urbanization.
2. Improve wayfinding in Shuswap and enhance 'sense of place' at neighbourhood levels through place naming and public works.
3. Identify and modify arts-ready public outdoor spaces.
4. Connect artists with wall/ mural spaces on private buildings.
5. Create and manage a civic interior art collection and provide exhibition opportunities.
6. Improve public art maintenance by creating a reserve fund or increase funding as part of the Public Art Policy.
7. Develop a memorial and commemorations policy and guidelines.
8. Animate intangible cultural assets through tours, workshops, storytelling and other engagement activities.

Objective 3.2

Facilitate social inclusion, promote diversity, community wellness and accessibility in cultural spaces.

SUPPORTING ACTIONS

1. Use art as a tool for community wellness and opening up opportunities for marginalized communities through inclusivity initiatives with identified partners.
2. Support cross-cultural interactions and more inclusive platforms and spaces for engagement with the community.

BIG IDEA #4: CONNECT & COLLABORATE

Objective 4.1

Invest in capacity-building and foster collaborations through knowledge-sharing, gatherings, and skills development opportunities for volunteers and administrators.

SUPPORTING ACTIONS

- 1.** Build cultural knowledge capital through organizational development and training in partnership with arts service organizations (ASOs), educational institutions and other potential partners.
- 2.** Share new business models including social enterprise and earned revenue streams with arts and cultural organizations.
- 3.** Hold networking events to bridge conversations between private, individual and non-profit creative practitioners and entities.
- 4.** Convene Cultural Roundtable meetings that encourage a healthy creative ecosystem and provide opportunities for collaboration, information-sharing, event coordination/scheduling, and connection points (exchange, learning and sharing).
- 5.** Through Arts and Cultural Service organizations, hold an annual Cultural Forum focused on skills development in the areas of, but not limited to:
 - Board governance and development
 - Succession planning
 - Arts and cultural administration
 - Volunteer management
 - Communications and marketing
 - City processes and roles
- 6.** Link strategic planning and community initiatives to the Cultural Plan directions.





BIG IDEA #4: CONNECT & COLLABORATE

Continued

Objective 4.2

Work with neighbourhoods to encourage a distributed model of arts, culture and heritage activity and connection points.

SUPPORTING ACTIONS

- 1.** Through collaboration and consultation, use neighbourhoods as creative nodes or cultural junctions.
- 2.** Support community arts and culture-based initiatives that promote inclusivity and build neighbourhood or community connections, including events.
- 3.** Expand 'neighbourhood champions circles' or teams and existing networks as contact points to foster social leadership.
- 4.** Create a Cultural Facilities Roadmap to identify cultural space needs across the City and where cultural spaces can be incorporated into neighbourhood planning and local area plans.

BIG IDEA #5: CULTIVATE CREATIVE ENTREPRENEURSHIP

Objective 5.1

Cultivate a creative economy by positioning Salmon Arm as a marketplace for creative entrepreneurship.

SUPPORTING ACTIONS

1. Increase prosperity within the creative community and, in turn, the whole region by further integrating creative economy strategies into economic development planning.
2. Work towards developing a Creative Worker Attraction Strategy.
3. Develop collaborations within the region's tech sector to generate tech-based solutions for arts, culture and creative community challenges.
4. Identify partner-based projects for the Canada Council Digital Strategy Fund.
5. Work with creative entrepreneurs on skills development.
6. Develop cultural and creative exports to global and domestic markets.
7. Encourage and support buy local campaigns.
8. Purchase local artwork for City ceremonies and gifts.
9. Identify partners for the development of a micro-loan or matched seed funding program for creative entrepreneurs for small-budget items including, but not limited to: transportation, materials, equipment and space rental.



4

MOVING FORWARD

COMMUNICATIONS & IMPLEMENTATION



YEAR 1 QUICK WINS

- 1.** Council adoption in principle of the of the Vision, Commitments and Big Ideas of *Alive with Arts - City of Salmon Arm Cultural Plan*
- 2.** Establishing the Tri-Partite Agreement as the lead organizations responsible for implementing the *Alive with the Arts Strategy*.
- 3.** Engaging on key Covid-19 Recovery projects in alignment with the Plan.
- 4.** Focusing on cultural development and engagement training, professional development and linking in to networks offered by provincial and national arts service organizations— Arts BC, Creative City Network of Canada, Canadian Museums Association et al. – for Tri Partite representatives and other community organizations.
- 5.** Explore the feasibility of a cultural development and communications contractor role to support the Tri Partite group and the Plan’s implementation.

IMPLEMENTATION FRAMEWORK

An Implementation Framework will accompany this strategic plan and provides a guide for:

- 1.** The prioritization of the Plan’s Big Ideas and activities into recommended phases;
- 2.** The identification of roles and responsibilities in carrying out the Plan including Lead and Supporting community partners;
- 3.** The annual resourcing of the Plan in keeping with the City’s yearly budgeting process;
- 4.** The expected outcomes as a way to monitor progress; and
- 5.** The various options for resourcing supporting actions.

COMMUNICATIONS

Continuing to promote and widely share the elements of *Alive with the Arts* is essential to achieving the goals and addressing the strategic directions of this Plan, and requires communications and engagement expertise.

Alive with the Arts denotes specific actions to further foster communication and raise awareness of Salmon Arm’s cultural life. Communication and engagement opportunities to share the plan should include but are not limited to:

- 1.** A launch event with community partners to build awareness around the plan and its directions, including a summary poster and project site with the *Alive for the Arts* Vision and Big Ideas
 - WE SEE:**
 - Arts, nature and technology co-existing as cornerstones of our creative ecosystem.
 - Our small city energized as an all-seasons cultural destination and creative marketplace.
 - Arts and culture being valued as keys to community wellness and success.
- 2.** A communications strategy outlining updates, announcements and articles to local media, the public and leveraging social media among local groups.
- 3.** Designing and carrying out supporting actions in keeping with Big Idea #2 - Show Up and Celebrate.
- 4.** Releasing updates through the Creative Ecosystem Community Representatives and Cultural Roundtables.
- 5.** Linking with community events and activities to continue to engage on the Plan’s implementation and determine annual priorities for the Tri Partite Group.
- 6.** Hosting an annual cultural roundtable or cultural forum to engage on the Plan’s implementation and provide opportunities for knowledge sharing and training, and enhance cultural leadership.

THE ARTS HAPPENING HERE EVERYDAY FOR EVERYONE.



ACKNOWLEDGEMENTS

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GLOSSARY OF TERMS

ARTS: Includes all genres within the following disciplines (list is not exhaustive and genres or disciplines may be combined):

- Visual (2 and 3 dimensional/ performance/fine or artisanal craft/site-specific or temporary installation)
- Performance (music/dance/theatre/ spoken word/improvisation)
- Literary (poetry/prose/storytelling)
- Design (fashion/graphic/industrial/ interior)
- Media/New Media (film/video/ interactive media)

ARTS POLICY: A consolidated statement of vision, purpose, goals, objectives, scope, and roles with attendant analysis, recommended actions, and implementation strategies for the description and development of arts activity, production, service, and related resources.

ARTS SERVICE(S): Includes organizations that serve artists and arts organizations that produce and/or present art and community arts councils.

COMMUNITY PUBLIC ART: Art produced by artists collaborating with communities, which responds to neighbourhood needs, aspirations, or some other community issues.

CREATIVE COMMUNITY: Communities where local government considers urban investment in culture and creativity significant to prosperity and quality of life. These are municipalities where creative and cultural activity is considered important to the community's quality of place, and to help reclaim and revitalize neighbourhoods. In creative communities, local government enables more innovative thinking and problem solving across all departments and sectors of the economy to shape a community's identity in the face of increasing competition for talent, investment, and recognition. Creative and cultural activity is supported as a powerful vehicle for community development and engagement, providing opportunities for economically disadvantaged neighbourhoods and social groups. These communities represent a new generation and an evolving model for community planning and culture.

CREATIVE ECONOMY: The creative economy is an economy driven by ideas, innovation, knowledge, diversity, collaboration, and creativity. It encompasses the creative industries in which ideas and intellectual property produce value and generate wealth. It represents an aggregation of a complex collection of industrial and creative service sectors including design, media, advertising, film, music, performing arts, publishing, and interactive software development.

CULTURE: The arts, multiculturalism, and heritage resources and activities as practiced and preserved in a community. These practices reflect the beliefs, experiences, and creative aspirations of people in a specific geographic and/or political area.

CULTURAL DEVELOPMENT: A process that supports and facilitates cultural resource development and includes skilled creators, artists, and craftspeople as transmitters of aesthetic expression, ideas, aspirations, and values in relation to the sociological, economic, environmental, and creative aspects of their communities.

CULTURAL MAPPING: Cultural mapping (or scanning) is a systematic approach to identifying and recording both tangible (physical or quantitative) and intangible (expressive or qualitative) cultural assets and is a defining characteristic of municipal cultural planning. Cultural resource mapping is built on a consistent set of categories that capture baseline data of the tangible cultural assets in a community within a specific set of categories or Cultural Resource Framework. Cultural identity mapping deals with the intangible assets that define a community's identity, memories, visions, and values.

CULTURAL ROUND TABLE: A strategic leadership group with members drawn from the six pillars of the community for the purposes of implementing municipal cultural plans and identifying ongoing cultural planning. Most Cultural Round Tables established for this purpose include members of Council, municipal staff, representatives of the creative and cultural sectors and the business community, important community agencies such as the United Way and Community Foundations, and educational institutions.

CULTURAL TOURISM: Cultural resources are integrated as part of tourism initiatives to build tourism strength and competitiveness in the market. Cultural resources are developed to meet the needs and interests of travelers whose main motivation for travel are experiences in the performing arts, visual arts and crafts, museums and cultural centres, historic sites and interpretive centres, cultural industries, and cultural events.

CULTURAL VITALITY: The evidence of what makes a community exceptional or remarkable through creating, disseminating, validating, and supporting cultural activities and expression as a dimension of everyday life in communities. Cultural vitality is dependent on the protection and advancement of cultural resources to facilitate and continue cultural engagement.

DIVERSITY AND INCLUSION: Diversity means all the ways we differ as individuals. It includes visible differences such as age, gender, ethnicity, and physical appearance, and underlying differences such as thought styles, religion, nationality, socioeconomic status, belief systems, sexual orientation,

and education. It means respecting, valuing, and harnessing the richness of ideas, backgrounds, and perspectives that are unique to each individual (i.e. a new worldwide source of creativity). Inclusion means an environment where everyone contributes his or her skills and talents for the benefit of the community. The aim is to create a community in which individuals are involved, supported, respected, and connected.

FESTIVAL: A special event designed to present and celebrate—through public access, productions, or services, an arts discipline(s). It is often multi-faceted and occurs during a brief period of time, often annually and usually in a reasonably contained area (indoors and/or outdoors).

HERITAGE: Heritage resources include artifacts and architecture, historic and prehistoric resources, and archival and interpretive material and activity. Significant objects and structures are protected by legislation distinguishing between items that are merely old and those deemed valuable according to notable public aesthetic, educational, and social significance.

INTANGIBLE CULTURAL HERITAGE:

This cultural resource includes: practices, expressions, knowledge, skills, objects, artifacts and cultural landmarks, spaces and places that a community or individual associates with as part of their culture.

INTERCULTURALISM: Support for cross-cultural dialogue.

MULTICULTURALISM: Respects all cultural and/or racial groups in a society equally, affording all the same rights and opportunities.

PRODUCTION, PERFORMANCE AND

EXHIBITION: Production refers to a particular play or dance piece. Performances refers to the number of times a piece is performed in public. Exhibition refers to a particular visual art show.

SOCIAL INCLUSION: Is the act of making all groups of people within a society feel valued and important.

SOCIAL INNOVATION: Is a tool to improve social relations and tackle social problems while meeting social needs.

SOCIAL PROCUREMENT: Often referred to as social purchasing, seeks to further leverage purchasing (for government, private sector, institutions and nonprofits) to achieve broad societal goals, increasing equality and diversity, while contributing to improved community wellbeing through the blending of cultural, social, environmental and economic considerations in the procurement process.



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