

YOU ARE HERE

CULTURAL
STRATEGIC PLAN
PROCESS

Engagement Summary

Prepared by *Patricia Huntsman Culture +
Communication* and *Thompson Rivers
University* for *City of Kamloops*

The following report summarizes **key themes** from the engagement phase of the Kamloops' Cultural Strategic Plan process. These inform the draft strategic directions for the new plan.

Engagement Activities Summarized

- Cultural Mapping
- Red Card Exercise
- Public Survey
- Internal City Staff Session
- November Community Conversations Sessions
- Plan Linkages

Process & Participation to Date

You Are Here Exhibition at Kamloops Museum & Archives

June to September 2022

- *Approximately 1,900 visitors*
- *36 sessions with a total of 209 cultural maps*
- *1,370 responses to questions in the space (avg. 228 per question)*
- *4 dot-vote maps in the space*

Pop-up Exhibition Event with Dr. Stuart Poyntz

August 2022

Let's Talk Kamloops: Public Survey

August to Oct 2022

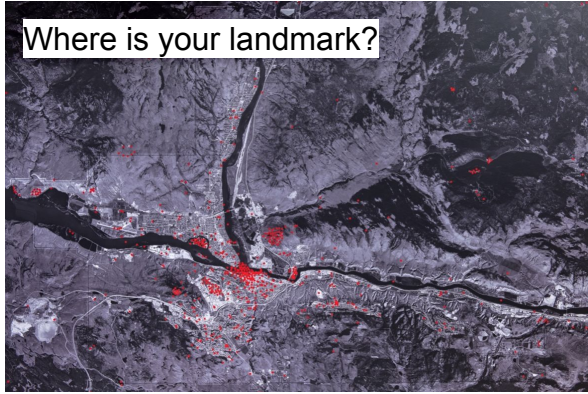
- *487 participants*
- *Over 2,000 webpage visits*



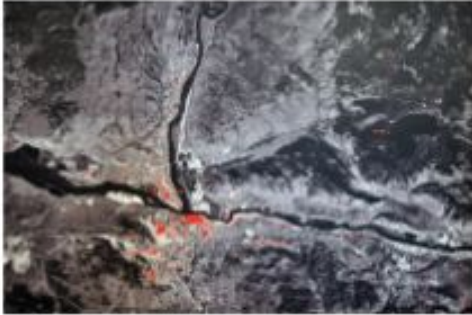
Dot Maps



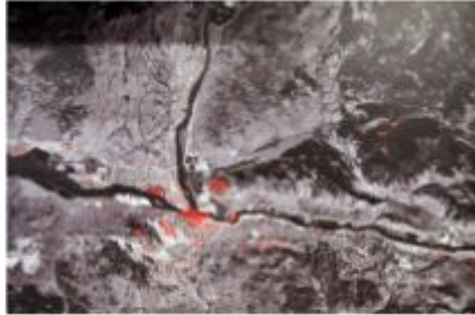
Dot Maps: **What We Heard**



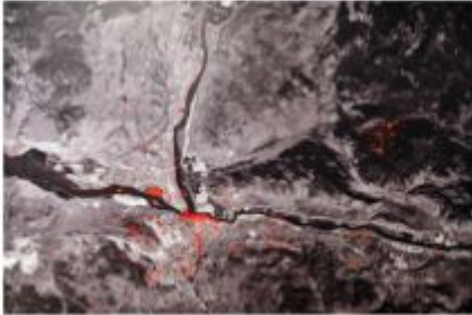
Dot Maps: **What We Heard**



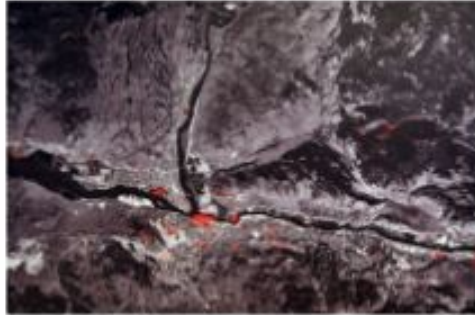
Inside



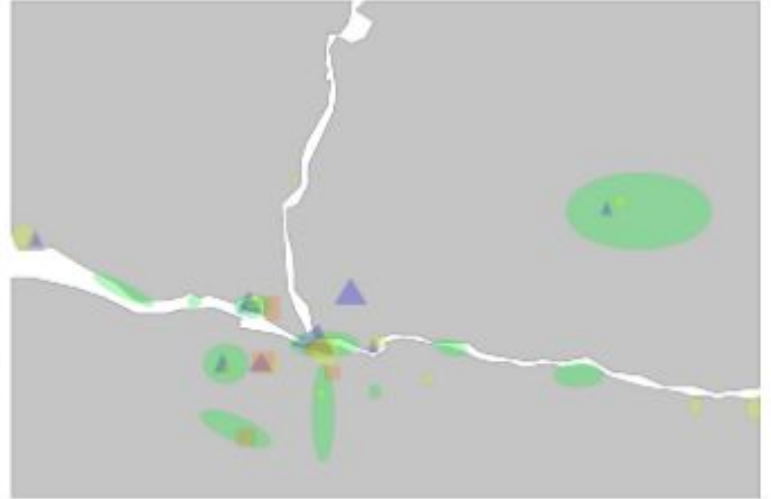
Landmark



Outside



Highlight

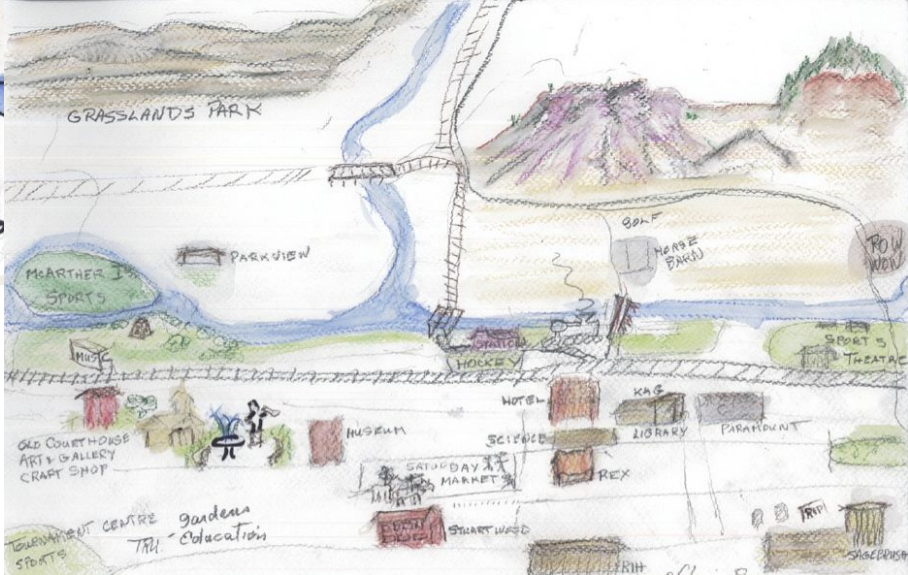
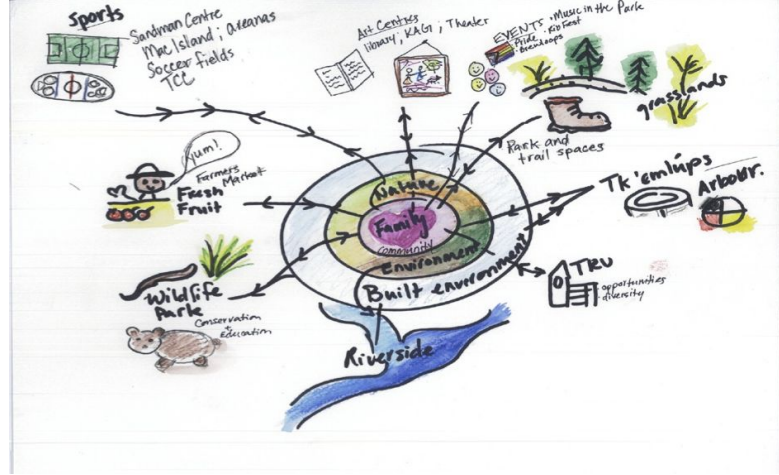


Rough composite – areas that participants associate with Kamloops Culture – clustered around the rivers and parks, near the university and the shops.

Cultural Maps



Cultural Map: **What We Heard**



Cultural Map: **Key Themes**

1. Nature

- a. a profound focus on nature as a node, a kind of district, an alternative path, and a landmark

2. Guiding, Interpreting, Wayfinding

- a. a focus on transportation, and the need to move more easily between districts and along paths
- b. the need for cultural guides, facilitators, and interpreters linked to nodes and paths
- c. the need for guides and landmarks and conversations and districts and paths to say "what's going on"
- d. the competing notions of "time" represented: e.g., individual time and collective time as a path to understanding an appreciating heritage and place

3. Indigeneity

- a. the importance of respecting Indigenization and diversity as a kind of node
- b. the linking of Indigenization as a node to knowledge, storytelling, history and heritage, and reconciliation

4. Connecting and Linking People to Spaces and Cultural Activity

- a. the importance of pathways giving access and proximity to cultural participation, cultural districts
- b. the importance of linking cultural experiences to family activities
- c. Events as important nodes tied to identifiable districts
- d. cultural venues need to be tied to districts and paths

5. Identity and Sense of Place

- a. issues of security and community safety, tied to edges and districts
- b. the importance of the downtown as a landmark, district, and node—and linked to issues of access via paths and edges
- c. the absence of paths, landmarks, nodes, and districts leads to the feeling of being lost or out of touch or left out of the cultural scene
- d. the fusion of categories in a search for community coherence, looking at cultural identity and personal identity in terms of volunteerism, friendliness, community values, interrelatedness

Red Card Activity



Red Card Engagement Activity: **What We Heard**

Culture and How People Participate

Enjoyment of the outdoors; **Unprompted data has a greater focus on the natural environment, outdoor activities and civic participation as cultural practices.** Nature parks, city parks, views, plants and animals; Importance of gathering via events, sports, and arts activities.

Special emphasis on food and music (often mentioned concurrently)

People enjoy connecting around local food, businesses, and regular events. Volunteerism is one way that many are involve.

Seems to be a preference for the development of a cultural hub – be it a District (downtown/North shore) or multi-use space. A place people can go, knowing something will be happening. Important to think about how such spaces can have both indoor and outdoor components.

Enjoyment of regular, open events that build a sense of community.

Barriers to participation

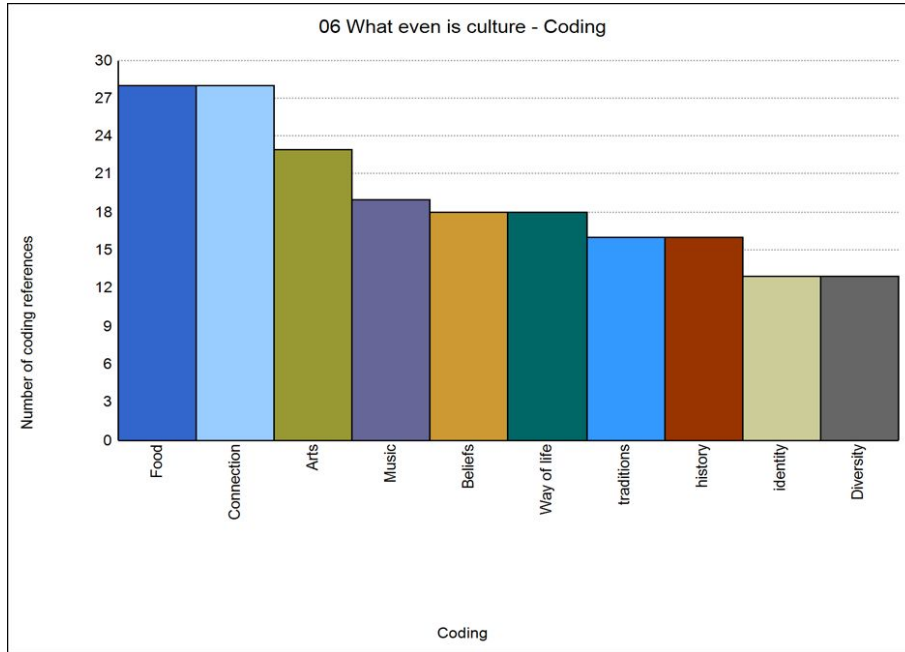
Participation is inhibited by the cost and timing of opportunities; awareness of what is going on; and transportation.

People don't know what or when things are going on. **It can be hard to know what is going on in town.**

Difficulty moving through the city. Insufficient cycling and pedestrian infrastructure. Undependable transit options. Sensitivity to the cost of participation.

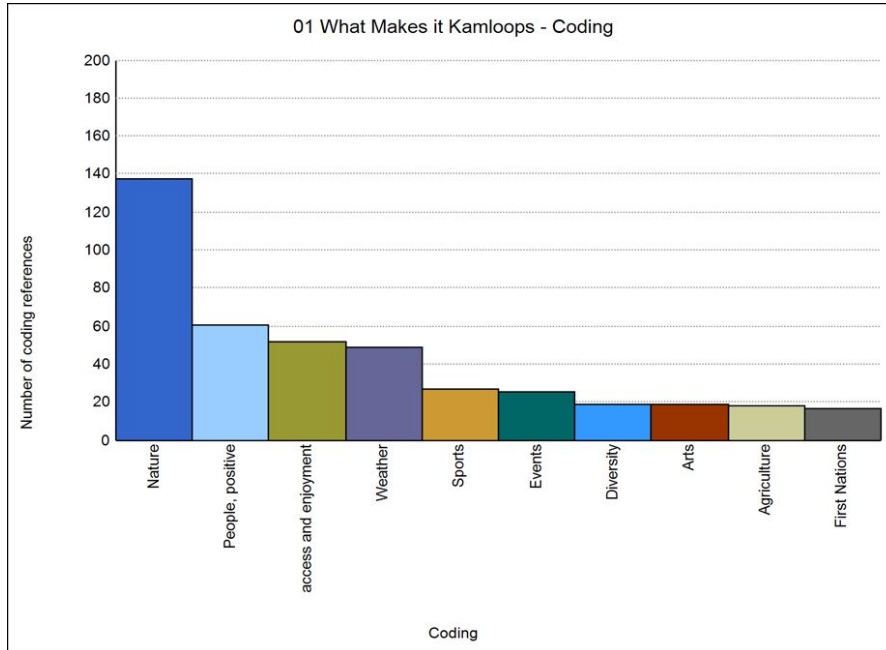
Red Card Exercise: **Key Themes**

What is culture? It is Who We Are and How We Live.



culture is created between people and so there was a stress on activities that brought people together – so that they might **connect and build shared experiences that might inform/support their norms, beliefs, and values**. Food was frequently **paired with music and celebration**. Celebrations might be a part of traditions or as a means to have fun. Many expressed the all-encompassing nature of culture that it is in some ways “**everything**” and that it is “**powerful enough to divide us or bring us together.**”

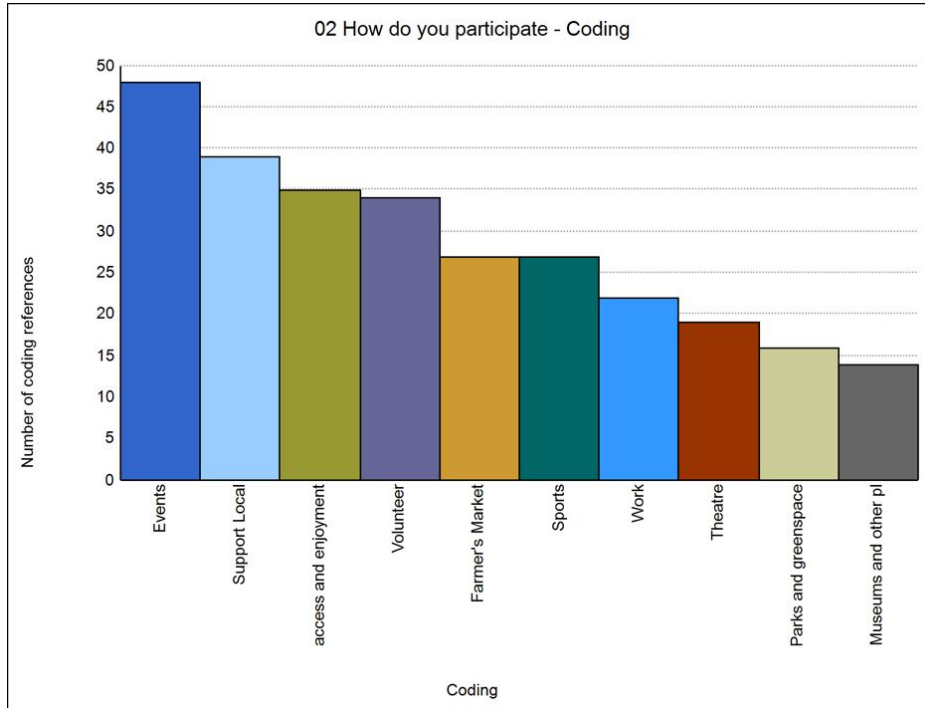
Red Card Exercise: Key Themes



According to participants, Kamloops is its natural environment. The **vibe of the place** is tied to the **landscape, its weather and the many outdoor activities** that are possible in this very particular kind of place - **a place that is hot and dry, mountainous and surrounded by rivers and lakes**. People frequently mention the **positive attitude of their neighbours and the people they encounter and the enjoyment of regular events that bring people together**, be it organized sports or events in the parks and facilities around town. **Civility is a key feature of Kamloops.**

Red Card Exercise: Key Themes

Participation



There are many ways that people can and do participate in Kamloops culture. **People are particularly keen on attending and volunteering at events, as well as supporting local businesses and community groups.** Organized **sports** appear to be about as popular as the **farmer's market as a place to participate in Kamloops culture - both are frequently cited with great enthusiasm.** Many people point to their work as a means of contributing to the culture of Kamloops – with a real range of the kinds of work that they do. **Culture appears to be rooted in daily or regular activities for many of our participants.**

Indigenous Engagement



Indigenous Engagement: **What We Heard**

“Because to Secwepemc people, Secwepemc culture is based on our language, because that's how we evolved our culture was through the language we speak. And so Secwepemc gene, our language, it comes from the land”.

*“The first barrier I can mention right away is that many people are living in impoverished states. In anything you plan to do with the city side, it **should be accessible to all**, meaning there shouldn't be high costs and high fees if you're trying to create a, an inclusive culture, you have to think that there are a lot of people who can't even afford to take the bus over there. Or like, how, how do they get over there? A lot of people don't have vehicles, a lot of our, our elders are isolated. So how do you plan on getting people to share the culture that's being enhanced for all when people can't even get there?”*

There were two engagement sessions conducted with the Tk'emlúps te Secwépemc, the Indigenous communities in Kamloops.

These sessions ensured that their cultures and rights are recognized and respected so that their cultural heritage resources can be identified and protected.

Indigenous Engagement: **What We Heard**

*“What I wanted to like, kind of show is just that this is, um, **how I'm kind of more familiar with stories being told is like, kind of like traditional storytelling and just like, around the campfire.** And that's one of my earliest, I guess, experiences like culturally is just like hearing all the stories. I like, feel a little familiar with some of them”.*

*“**Just keep up with the tours and learn and educate. That's all I really can say cuz I, I do see a start to that healing and working togetherness with the City of Kamloops and to Tkemlups people”.***

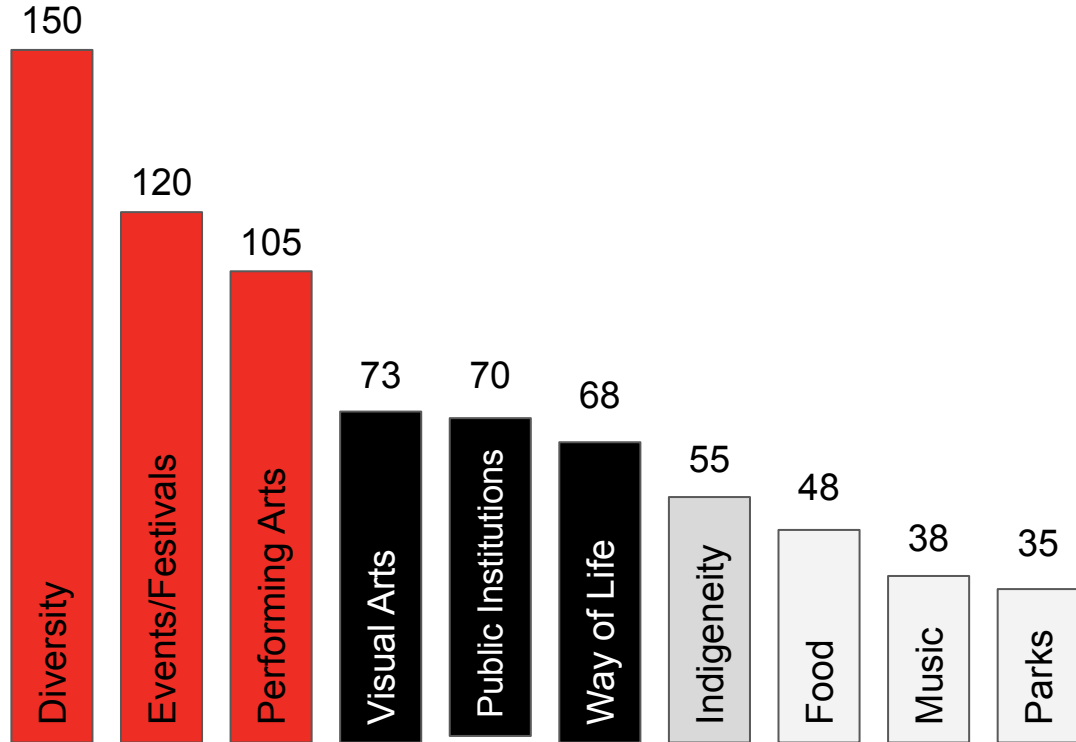
Public Survey



Public Survey Themes: **Cultural Vibrancy**

We asked survey respondents: **What makes Kamloops culturally vibrant?**

From 350 responses, they said...



Public Survey Themes: **Phrases & Words**

TOP 5
phrases &
words
associated
with culture

- 1** **Performing Arts** (416 out of 487 people indicated this)
- 2** **Festivals/Gatherings** (415)
- 3** **Visual Arts** (382)
- 4** **Heritage** (382)
- 5** **Culinary/Food** (371)

Public Survey Themes: **On Quality of Cultural Spaces**

Cultural Experience Consumers

The Majority:

38.1% say they are neither good nor bad.

37.2% say they are good or very good.

Everyone Else:

24.1% say they are bad or very bad.

Cultural Experience Creators

The Majority:

37% say they are neither good nor bad.

36.5% say they are bad or very bad.

Everyone Else:

26% say they are good or very good.

Cultural Experience Supporters

The Majority:

36.7% say they are bad or very bad.

Everyone Else:

32.4% say they are neither good nor bad.

31% say they are good or very good.

Public Survey Themes: **On Availability of Cultural Spaces**

Cultural Experience Consumers

The Majority:
45.9% say they are available.

Everyone Else:
35.7% say they neither available nor unavailable.

15.3% say they are unavailable.

Cultural Experience Creators

The Majority:
44.7% say they are unavailable.

Everyone Else:
36.3% say they are neither available nor unavailable.

16.7% say they are available.

Cultural Experience Supporters

The Majority:
44.3% say they are unavailable.

Everyone Else:
27.2% say they are available.

25.7% say they are neither available nor unavailable.


Public Survey Themes: **Changing Levels of Involvement**

— **In the past 5 years...**

A slight majority of people say that their involvement ***has not changed*** (38.2%)

Some people say that they ***are more involved*** (33.1%)

Some people say that they ***are less involved*** (28.7%)



Public Survey Themes: **Barriers to Participation**

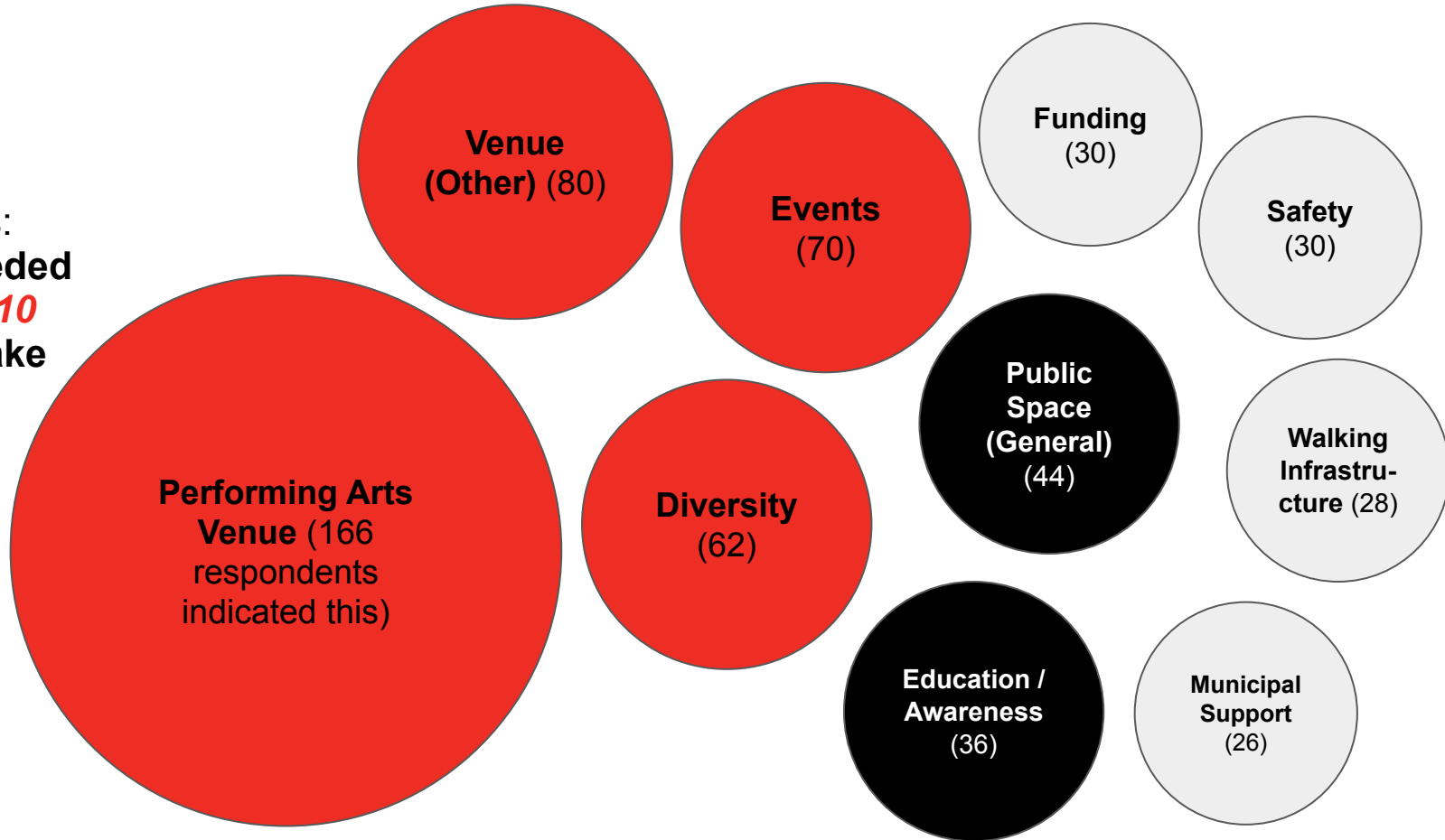
TOP 4 **barriers to** **participation** **in the culture** **of Kamloops**

- 1** Not applicable / I participate as much as I'd like (146 out of 487 people indicated this)
- 2** I don't have enough money to participate (125)
- 3** I don't have enough time to participate (120)
- 4** I don't have any interest in what is currently offered (118)

Public Survey Themes: **What Can Make Culture Stronger?**

We asked survey respondents:
What is needed in the *next 10 years* to make Kamloops *culture stronger*?

They said...



Internal Staff Session

Internal Staff Session: **Key Themes**

Who participated and How they Intersect with Culture Portfolio?

Engineering, Planning
(long-range and current; OCP, neighbourhoods, social);
Transportation/Transit; CPS,
Comms; Parks and Facilities;
Museum; By-law; Development;
Permitting; HR/EDIA; Capital
projects;

Strengths

Community Groups and Volunteers
Community Pride and Passion
Parks and Public Art
Programming
TRU and WCT and Museum and
Gallery
Council Support and Staff Team
Events and Sports
Farmers Market
Mural Program

Needs and Gaps in City's Service Delivery

Cultural Infrastructure and Capital
Leadership and Coordination
Accessibility
Better integration of Culture in City
“Culture for Culture”
Places and spaces activation
Risk-adversity of City
Get in the way

Internal Staff Session: **Key Themes**

What processes, policies, bylaws get in the way/seem outdated with the work you do related to arts, culture and heritage?

What should be the role of the City in cultural development?

- Enabler,organizer
- Innovator
- More flexibility, creative thinking
- Facilitator
- Funder

What would you like to see developed over the next five years?

Growing diversity and connecting community; collaboration internally around planning; developer contributions to fund culture; make permitting easier/reduce red tape; culture for culture; improve cultural understanding and relationship with our Indigenous community and working to Indigenize programs and culture in an authentic way; economic development link; and more integration internally

What goals should we work towards?

Funding mechanisms; annual budgeting; more coordination; creative placemaking; visual public realm; cultural infrastructure asset plan; shift mindset from survive to thrive; cross-collaboration; etc.

When you are interacting with the public what the main issues you hear related to Arts & Culture?

- Confusion over where events (wayfinding/design) are/ticketing info/calendar (communication resources)
- Affordability
- Lack of events
- Infrastructure
- Public art wayfinding/heritage plaques
- Disappointed PAC did not go forward
- No central event calendar that includes cultural, sport etc.
- Need for communication and workshops eg: transit
- Wayfinding, low cost comms
- Elder voices – integrating indigeneity on this side of the mirror in public realm

November Community Sessions

November Community Sessions: **High-Level Themes**

Multi-Purpose and Functional Physical Space / Infrastructure Focused on Arts and Cultural Programming.

Participants want to focus efforts on providing spaces specifically for arts and cultural programming. This includes a mix of permanent anchor institutions as well as pop-up, temporary activations. Align strategic efforts to OCP with a focus on:

- Temporary streetscape designs / street closures
- Temporary shipping containers or pop-up furniture

Tools to Improve the Artists, Creatives, Cultural Actors User Experience.

Create a how-to guide on navigating municipal tools and find funding to host an event, create public art, create a show, etc. Streamline processes and reduce the red tape.

Centering IDEA (Inclusion, Diversity, Equity, Accessibility).

Focus on involving Indigenous voices and celebrating arts and culture from diverse communities. Continue a community roundtable to get community insights on cultural development.

Diversifying the Cultural Participant User Experience to Participatory and Experience-based Programming.

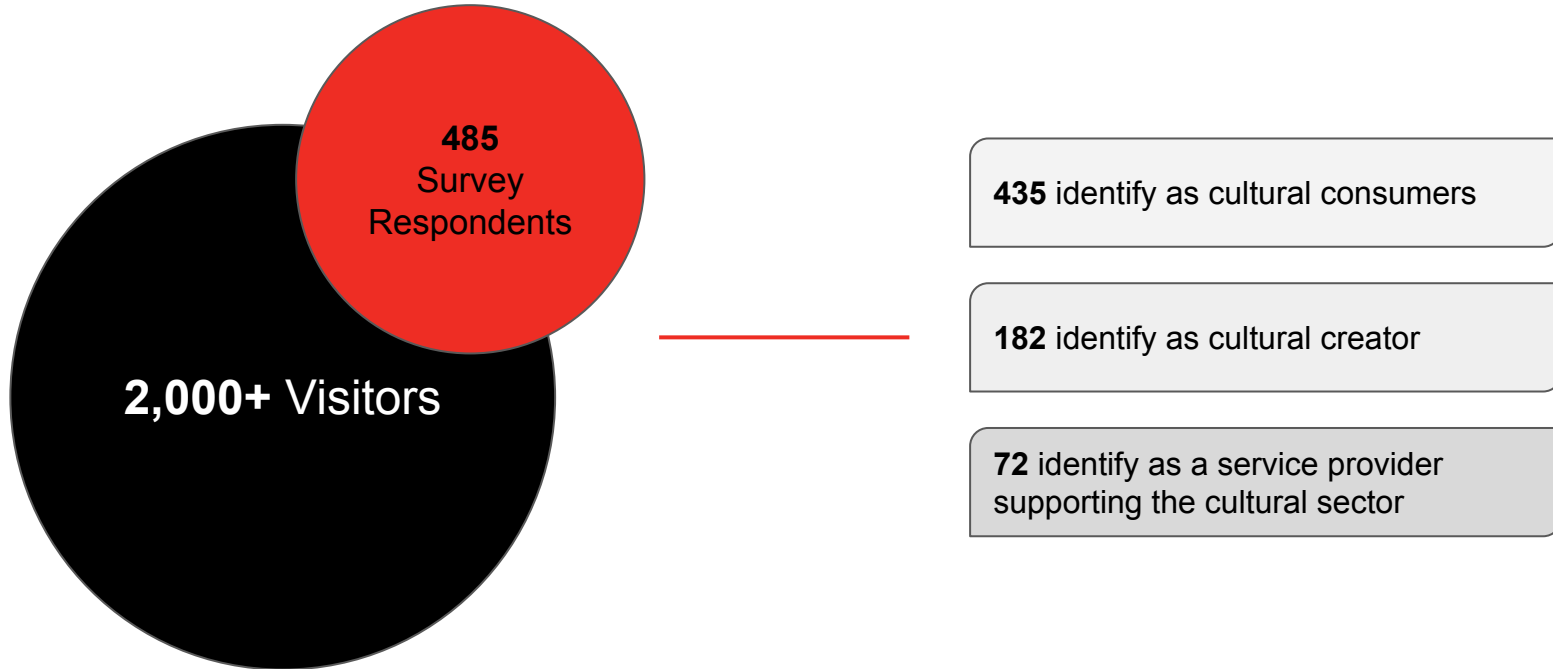
Create interactive, immersive experiences that can cater to a diverse range of income levels and times/durations. The City has a role in promoting events and activities.

Untap the Economic Opportunity in the Cultural Sector.

Align strategic cultural efforts with tourism efforts while providing opportunities for local artists to participate and showcase their talents.

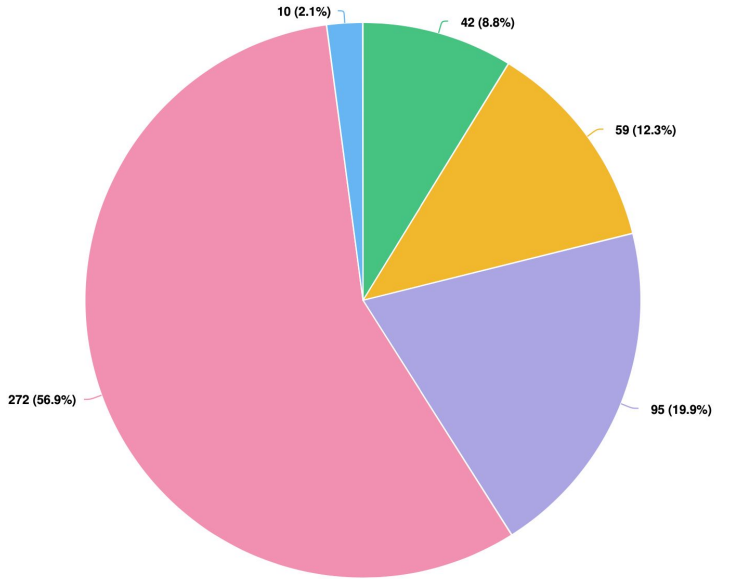
Other Materials for Consideration

Who Took the Survey? **Public Survey Demographic Data**



Who Took the Survey? Public Survey Demographic Data

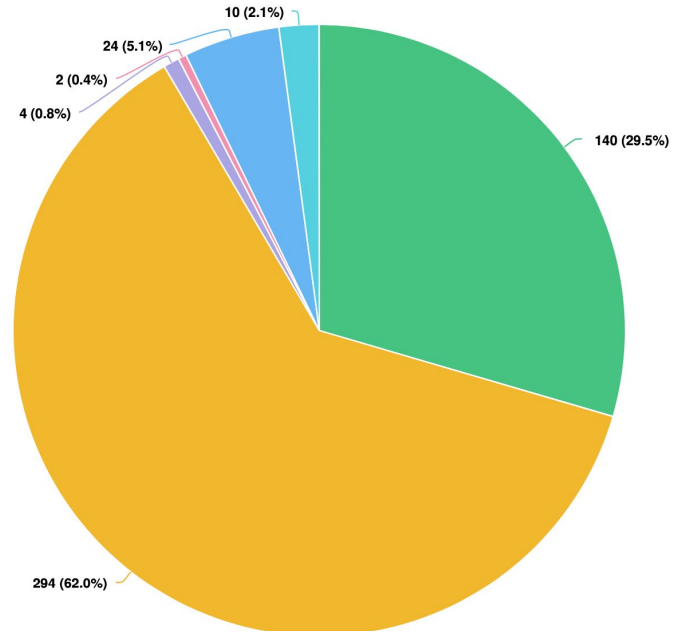
Residential Tenure: The majority (76.8%) of respondents have lived in Kamloops for 11 years or more.



Question options

- Less than 5 years
- 5-10 years
- 11-20 years
- 21 years +
- Prefer not to answer

Gender: The majority (62%) of respondents identify as female.



Question options

- Man
- Woman
- Non-binary
- Two-spirited
- Prefer not to answer
- Other (please specify)

Plan Linkages

Patricia Huntsman and Team have had a chance to review plan linkages...

	A	B	C	D	E
1	Policy, Plan, Bylaw	Linkages	Interpretation	Good, Opportunity To Improve, Limiting	Explanation
2	KAMPLAN: City of Kamloops Official Community Plan (2018)	- OCP Community Vision and Community Values (Page A-4) - Section D-7: Arts Culture and Heritage Policies (Page D-28)	"Arts, Culture, and Heritage" is a section of the land use policies under the OCP. The goals and policies located in this section pertain to cultural heritage and supporting artists, public art, and cultural programming. The section also outlines policies to preserve heritage resources and avoid unauthorized damage to protected archeological sites. The OCP's vision and values identify investing arts and culture as a community value and a component to the health and well-being of people. Arts and culture is seen as a component in Kamloops' economic development opportunity.	GOOD	Overall, the OCP sets a good foundation for the cultural strategic plan. An opportunity in the Cultural Strategic Plan is to interpret tangible initiatives and programs to interpreting ways to celebrate and strengthen cultural heritage -- including those of Tk'emlúps to Secwépemc and other area First Nations as well as Kamloops' diverse demographic population. The Culture Strategic Plan can identify strategic actions pertaining to the City's heritage assets, archaeological sites of significance, public art, and economic development in Kamloops' arts and cultural sector.
3	City of Kamloops Recreation Master Plan (2019)	Inventory of indoor/outdoor facilities (Page 6) Amenity priority ranking (Page 18) Arts and Cultural Facilities Strategy (Page 38)	Through the engagement process for the Recreation Master Plan, Arts and Culture was the second most important programming priority for surveyed residents (after nature/outdoor education). The Master Plan created an inventory of all Parks, Recreation, and Culture facilities and noted five Culture and Heritage Facilities: Firehall Museum, Kamloops Museum & Archives, Kamloops Art Gallery, Sagebrush Theatre, and Pavilion Theatre. No outdoor Culture and Heritage facilities were listed. Performing arts facilities were ranked #1 priority for infrastructure upgrades among the indoor facilities. Arts and crafts spaces tied for #4 priority. The need for a new arts venue is cited in the Arts and Cultural Facilities Strategy with the Master Plan noting that benchmarking research suggests a potential deficiency with regard to the availability of a major, multi-faceted, arts venue. The engagement summary includes a note that at the final community feedback loop on the draft Master Plan, the community mentioned a lack of detail on recommendations and scope pertaining to arts and culture.	OPPORTUNITY TO IMPROVE	The Recreation Master Plan provides a preliminary case for investing in arts and culture facilities in Kamloops. Without tangible recommendations and initiatives, investment in cultural infrastructure is muddled. The Cultural Strategic Plan should set out concrete amenity and infrastructure targets to address the infrastructure deficiency problem outlined in the Master Plan. The Cultural Strategic Plan can also identify opportunities for outdoor cultural and heritage facilities lacking in the current amenity inventory included in the Recreation Master Plan.
4	Oasis of Activity: City of Kamloops Parks Master Plan (2013)	Arts and Culture listed as a Goal with Objectives (Page 29)	The Parks Master Plan suggests incorporating interpretive information parks to share historical, First Nations, and environmental education as well as provide opportunities to include arts and culture activities in parks.	LIMITING	While there is an arts and culture goal and objectives in the Parks Master Plan, the overall vision is focussed on sports-related recreational activities and environmental stewardship. The list of recommended actions (starting on page 76) has limited interpretation in arts and culture related objectives. The Parks Master Plan indicates a lack of exploration on outdoor and parks-related cultural infrastructure and facilities to help create a vibrant arts and culture scene in Kamloops
5	Accessibility and Inclusion: Moving Together Toward a More Accessible Kamloops (2018)	N/A	N/A	GOOD	While Arts and Culture is not directly referred to in the document, the report provides a good foundation on accessibility and inclusion considerations for cultural policy, infrastructure, and programming. The Cultural Strategic Plan can include within it's process or as a short-term goal to familiarize cultural organizations with the report's accessibility and inclusion action items pertaining to (1) Accessible Services and Programs, (2) Accessible Built

Plan Linkages – Key Findings

Overall Impression

- Newer policies and plans understand the social, economic and well-being value of cultural infrastructure and the cultural sector.
- There is an opportunity to better knit Kamloops’ public spaces and publicly accessible private spaces to cultural programming.
- Cultural Planning must link to Kamloops’ community values: nature, sustainability, and climate action.
- They are a few key opportunities that should be expanded upon or interconnect with the Cultural Strategic Plan.

Key Opportunities and Challenges in Plan Linkages

Policy, Plan, Bylaw	Key Finding (Opportunity or Challenge)
KAMPLAN / OCP(2018)	Arts, Culture & Heritage is a policy chapter in the OCP with culture being embedded in the plan’s vision, principles, and well-being framework.
Downtown Plan (2019)	Culture is embedded in the Plan’s vision and principles. The Plan outlines a big move related to Kamloops’ cultural spaces/infrastructure: establishing a “Centre for the Arts” .
Trails Master Plan (2013)	The Plan has minimal to zero reference to public art or culture. There is an opportunity to integrate public art and creative placemaking initiatives on trails in the Cultural Strategic Plan.
Parks Master Plan (2019)	The Plan focuses squarely on sports-based recreational activities and environmental stewardship, missing the opportunity to expand outdoor cultural infrastructure through Kamloops’ parks system.
Climate Action Plan (2021)	The Plan highlights the role of culture in the pursuit of climate action. The Cultural Strategic Plan can focus on providing cultural infrastructure considerations within initiatives in the Climate Action Plan such as streetscape redesigns to make car light, walkable communities.
Social Plan (2009)	The Plan highlights culturally appropriate services for Kamlops Indigenous population. Culture’s role in well-being can be continued to be explored to align the Social Plan with the OCP.
Bylaws (Graffiti, Sign, & Good Neighbour)	The reviewed bylaws are generally good with sophisticated language around murals. A re-examination of “noise” and “unsightly views” in the “Good Neighbour” bylaw could be considered to ensure art in public spaces are protected and nurtured.

Overall Themes — Synthesis & Validation

Key Focus Areas = Draft Plan Strategic Directions

1. Animating Spaces & Places

- Programming
- Creative Placemaking
- Festival & Events

2. Improving Arts Infrastructure & Building Cultural Capital

- Facilities needs assessment
- Capital Plan/Strategy
- Intangible Capital

3. Removing Barriers for Creative Entrepreneurs

- Supporting Artists
- Supporting Event Organizers
- Streamlining municipal processes

4. Reducing Barriers to Participating in Cultural Experiences

- Cost
- Time
- Transportation
- Communications & Promotion

5. Telling Stories of this Place

- Indigenous cultural heritage
- Colonial cultural heritage
- Identity of place and natural heritage

6. Celebrating Tourism & Economic Impact

- Cultural activities alongside Sports and Rec (think cultural olympiad)
- Cultural nature-based experiences

BIG MOVES (ACTIONS/PROJECTS)

- Cultural infrastructure (needs assessment + capital plan)
- Communications, Events Calendar, Storytelling
- Being Future-Ready
- Sector Collaboration

“Draft” Vision for Arts and Culture for the CSPlan

Our vision for arts and culture in Kamloops, BC is a community that embraces and celebrates diversity, creativity and innovation.

We imagine a city where every resident has an opportunity to engage with and be inspired by a rich tapestry of artistic expression.

We see a Kamloops where local artists of all backgrounds and experience levels have access to the resources they need to thrive, including affordable studio spaces, funding, and mentorship opportunities.

We believe that fostering a vibrant arts scene will not only enrich the lives of our citizens but also contribute to a thriving local economy.

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Our vision for arts and culture in Kamloops is one of inclusivity and accessibility. We aim to create an environment where everyone, regardless of ethnicity, gender, age, or socio-economic status, can participate in and benefit from the arts.

This includes developing programs that reach out to underserved communities and providing greater access to cultural experiences for people with disabilities.

In short, our vision is for Kamloops to be a city that values and invests in the arts, recognizing their important role in shaping our identity, fostering social cohesion, and enriching our quality of life.

15:04

LTE 43



AI Smith (ChatGPT)



Today, 15:04

Please write a vision for arts and culture for Kamloops BC Canada

15:04

LTE 43



AI Smith (ChatGPT)



Our vision for arts and culture in Kamloops, BC is a community that embraces and celebrates diversity, creativity, and innovation. We imagine a city where every resident has an opportunity to engage with and be inspired by a rich tapestry of artistic expression.

We envision a future where Kamloops is recognized as a hub for the performing and visual arts, attracting world-class talent and audiences from across the country and beyond. Our city will be alive with cultural events year-round, from music festivals and outdoor theatre performances to art walks and film screenings.

15:05

LTE 43



AI Smith (ChatGPT)



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Ask AI Smith anything

