

White Valley Arts and Culture Master Plan

April 2011



MONASHEE
Arts Council

Cherryville
Artisans Shop

ACKNOWLEDGEMENTS

The consultants thank the Monashee Arts Council, and in particular the President, Robin LeDrew, for their sharing of information, their support and encouragement. Also, the assistance of the Regional District of North Okanagan, especially Tannis Nelson, Community Development Coordinator, Parks, Recreation & Culture is acknowledged. Input from the Steering Committee was central in setting out on a clear path to the planning process, and reflecting progress along the way.

Additionally, we recognize the numerous enthusiastic members of the communities of Lumby, Cherryville, South Mabel Lake, and Areas D&E who assisted the consultants in gathering and analyzing information around the need for moving forward with an arts and culture planning document.

INTRODUCTION

Arts and culture in the White Valley area is an integral component of this rural gem in British Columbia's interior. For as many years as there have been people living in these valleys in the shadow of the Monashee mountains, artistic expressions of craftsmanship and reflections of the dramatic environment have been created here.

A current snapshot of the area finds three key areas, all of which are integrated one with the other: Lumby, a town centre which is home to 1,650 residents, and a centre since the late 1800s; Cherryville, a smaller yet vital area about a half hour to the east (population just under 1,000); and finally, the largest population, 2,800+, the rural areas lying primarily to the north, through to the South Mabel Lake area. Population numbers are approximate. Since the last census in 2006, economic contractions in forestry, particularly, and the closure of the Lavington glass plant, have seen resident numbers fluctuate, and even decline slightly. The 2011 census due to begin in May will provide much-needed new information.

This, then, is the White Valley region. The Splatshin First Nation (Spallumcheen) are recognized as the first people who lived in this area. Gold mining, followed by farming, logging, fishing, and today, outdoor pursuits including cross country skiing, paragliding, canoeing and hiking, as well as urban pursuits, and tourism related-industries, are integral to the region's economy. All this in addition to the specific economies created around arts and culture.

Although tourists visit the region, driving both through and to, the area, the economic impact of arts and cultural growth for the next few years will be enhanced in the summertime, rather than in the winter season. In the mid-term future, ski tourists could be expected to stop if there were notable arts and culture lures which were open in the wintertime, either in studios or in an art gallery setting.

Significant barriers to communication exist in the area, primarily defined by the lack of high speed internet connections, which have become the dominant method of reaching markets, and keeping a community in touch with its members. There is an awareness of this barrier – but until service providers update connections, headway on crucial infrastructure such as a retailing and collegial website for the area's arts council, will be hard to accomplish.

Residents have in many cases chosen to live in the area after careers elsewhere, bringing with them both expectations and experience for more cultural enterprise than is currently available, or in some cases, than is possible in the community. Partnerships with larger centres, such as Vernon, and other valley cities, are seen as

one way to provide more musical and theatrical events. Local performers, blended with out-of-town artists would give greater range to local groups to produce shows which have a wider draw in some instances. Benefits would include larger audiences, exchange of learning between artists from different locales, and the always identifiable desire “to see something from somewhere else.”

Visual artists and artisans are a deeply entrenched and active group in the area. It is important for the purposes of this Plan to define “artists” and “cultural” workers as correctly as possible. Questions have been raised as to “How many artists are there in the White Valley?” Rather than interject long tables and information in this Introduction, an appendix has been provided which gives up-to-date information on the number of people working in arts and cultural enterprises.

At the same time, it is vital to remember that arts touches everyone in society, not just its producers. There are few residents who let a week pass without engaging in several “cultural pastimes”: listening to music on the radio or television or headset; who don’t watch a scripted program on television or via the internet, or in a theatre or on a DVD; who don’t sing in a choir in their church; who admire however briefly, a framed painting or photograph hanging on a wall; who take any opportunity to go to live theatre, dance or concerts when available.

So: who is culture for? It is for everyone. Not just the producers. The audiences. Youth. The community-at-large. Remembering this, and being aware of the economic impact arts and culture have on a community’s economy and the region’s tourism is an upfront fact before the findings and recommendations of this entire Plan can be digested.

An accurate cultural inventory of artists and workers in cultural industries will assist many aspects of future planning. Pottery, fibre arts, painting, sculpting, woodwork, photography, writing, theatre arts, music and dance – and combinations thereof – can be found in every corner of the community. Again, summertime sees the re-opening of outdoor and specialty markets, where artists and craftspeople sell their works. In wintertime, studio sales and special holiday markets provide more restricted sales opportunities. Although good sales are evident at Christmastime markets, it is a short, sharp spike in a long period without much artistic community or retail activity.



Importantly, what weekly or less frequent markets cannot do, is to showcase work in a more professional environment. Markets cannot, of course, provide storage, fixed meeting space, permanent addresses for grant applications and internet connections; nor are they able to mimic a lively, always-open gallery in the centre of things. The site concept plan for the White Valley Recreation Complex, that was developed by MQN Architects and adopted in April 2011 indicated that the site could accommodate an arts component. There are, however, no plans for expansion to the White Valley Community Centre at this time.

There is no lack of awareness of need in the community for a step forward – creation of a dedicated, professionally organized space – in order to allow arts and culture to thrive. There is no lack of desire to create change. And, no lack of excellence in artistic production.

Awareness, however, must equal action for lasting change, i.e., sustainability, to take hold.

The theatre in the Charles Bloom Secondary School is a good facility for performances, both for theatre and music; there is a draft joint usage survey – pre-agreement – in the works through the RDNO that may remove some of the barriers to wider community use of this venue.

Some barriers, of course, are perceived to be greater than they are. When community members have militated for some number of years for improvements and change, even modest steps forward can demonstrate a will, a great incentive to take additional positive steps.

Heritage and an appreciation of the pioneers who came first to the Cherry Creek gold strike in 1862, then to the valley to farm and log, remain important today in the area. An executed mural project celebrates many of the founders of the Village of Lumby, and provides a lens through which visitors and today's residents can appreciate their past. Heritage structures are cherished. The streetscape of Lumby celebrates its roots.

It is important that the historic and heritage assets of the entire area be conserved and maintained for future residents, and provide a well-rounded view of the history of the area to visitors. While this Plan is not focused on heritage issues, it recognizes the value of heritage, and recommends maintenance and promotion of these assets, particularly the museum and murals in Lumby. Nearly all residents who contributed to this Plan emphasized the importance to themselves, personally, of the salmon population, the salmon stream, the long history of these original residents of the Monashees. Truly, the salmon are a touchstone for visual and verbal art in the region.

Issues around communicating with audiences, buying markets, insurance, funding, staffing, volunteer burn-out, and overall management of strategies are critical to the success of implementing recommendations made in this Plan. Residents in so many cases appear to intuitively know what is needed. Their feelings of isolation from mainstream markets, mainstream communications, i.e., highspeed internet, and the long winters with fewer tourist visits can be translated into a balancing enthusiasm for growth and stability in the springtime, the summer, and the gorgeous days of late fall. With assistance from inside, and from out, White Valley residents seem poised to move to a new plateau of awareness of the central importance of arts and culture in the lives of all residents.

Thus, the community appears keen to dedicate itself even further to accomplish its goals. Support from local government bodies remains vital to success. The key word going forward is action.

In this report, references are made to:

- RDNO - Regional District of the North Okanagan
- WVPRCAC - White Valley Parks Recreation and Culture Advisory Committee
- MAC – Monashee Arts Council
- RDNO Staff
- Village of Lumby
- Chamber of Commerce

All entities are envisioned as working together to implement this Plan. Leadership and responsibilities are suggested in the implementation section.

“Shuswap Cottonwoods”, Don Elzer



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The appendices form a separate document

STEERING COMMITTEE

The Consultants appreciate the guidance provided by the Steering Committee for this Plan:

Robin LeDrew, Monashee Arts Council: Arts Representative

Ken Klassen, Financial Officer/Approving Officer, Village of Lumby: Municipal Representative

Tannis Nelson, Community Development Coordinator, Parks, Recreation & Culture, Regional District of North Okanagan: Regional Representative

Paula Harned, Trustee, School District 22; Member of Recreation Coalition and Steering Committee: Education Representative

Monique Fortin, Recreation Programmer, White Valley Community Centre: Community Representative

Doris Haas, Consultant, GDH Solutions

Christopher Miller, Consultant, Creative Outsources

Caroline Miller, Consultant, Creative Outsources

Steering Committee meetings were held November 10, 2010, and April 14, 2011.



Lumby Street Mural

EXECUTIVE SUMMARY

The study area is comprised of Electoral Areas D and E of North Okanagan Regional District, including South Mabel Lake, Cherryville and the Village of Lumby, called for the purposes of this Study, White Valley.

White Valley is rural in nature, lying in the shadow of the Monashee Mountains, and enjoys four distinct seasons, with the changes in tourist traffic which that brings. The demographic profile of White Valley has evolved over the past decade, as industrial infrastructure has changed with an economy which has declined sharply in some sectors.

Parks and Recreation facilities are primarily managed by the RDNO by way of a contract with the Village of Lumby. Mabel Lake and Cherryville facilities are not managed by Lumby. Cherryville programs are managed by Lumby. The Mabel Lake Community Association manages the Mabel Lake Hall, and the Cherryville facilities (including ice rink and hall) are operated by the Cherryville Community Club). The White Valley Parks Recreation and Culture Advisory Committee is the Advisory Committee to the Regional District of North Okanagan. Membership consists of RDNO Directors for Areas D and E, and a Councilor from the Village of Lumby. The Committee reviews matters related to the delivery of parks, recreation and culture programs in the Greater Lumby area.

Sports-related recreation is popular, with winter skiing, summer paragliding, hiking and camping paramount. Artists and artisans are well-represented throughout the area, and the creation, display and retailing of their work is a year-round enterprise which enriches summer markets, fairs, and rubber-tire tourist trips to and through the area. Retailing activity declines in winter, even though winter sports-related tourism demand is a factor: without a major central arts retailing centre, sales activity remains low. Retailing efforts are currently spread out over many small studios, homes and markets, with hours and locations that miss much potential traffic. "Saturation" of downtown businesses with "art for sale" is not a long-term solution to a dedicated work and display space for multiple forms of visual, performing and written arts in the area.

Theatre and music are practiced on more of a year-round basis; in summer months, outdoor performances take precedence. In wintertime, music and theatre move indoors but lose the tourism audience for the most part.

The area population is aging somewhat, as are most populations in rural British Columbia. The birth rates among young families have grown slightly, but families with older teenagers have displayed out-migration tendencies. The pool of experience and stability in the aging population in White Valley can make solid contributions to the cultural planning and implementation for the area, as was demonstrated in workshops held in Lumby over the winter of 2011. Younger workers might return to a more vital economy in the future.

While the Plan area is somewhat vast, geographically, much of the population is clustered near the identified centres on the map found in the appendices. The 2006 Statistics Canada census showed a combined population for Areas D and E of 3,771. This is five per cent lower than the 1996 number of 3,969. Given the contraction of forestry jobs, a somewhat steady departure of residents for other cities as they look for work, and an aging populace, this is likely a reasonably accurate population number. Population numbers should be taken as approximate in this census year. The two largest employment sectors in Area D and E are agriculture/resources and services. The resource sectors have been negatively impacted by global recessions in the past three years and changes in the structure of the forest industry. The community is interested in strategies to increase employment opportunities in the Plan area.

With regard to First Nation communities, there are no reserves within or adjacent to the Plan area. The two nearest neighbouring reserves belong to the Okanagan Indian Band and the Splatsin (Spallumcheen) Indian Band.

Key informant interviews were conducted by telephone and in person with individuals with a direct voice in arts and culture in the area. Additionally, less formal discussions were held with key stakeholders both by telephone or email, and in stakeholder workshops held in Lumby February 15, and April 14. A summary of comments is included in the appendices.

Goals set during the planning process include:

Goal 1:

Create a working taskforce with representatives from RDNO, MAC, Cherryville Artisans, Village of Lumby and the Chamber of Commerce to implement the Arts and Culture Master Plan.

Goal 2:

Create or renew existing space/s for Monashee Arts Council Gallery and a Multi-Purpose Arts Space.

Goal 3:

Build critical mass for the Monashee Arts Council by expanding membership through a multi-level program to be included in the MAC rolling three-year business plan (referenced elsewhere in this document) that includes raising awareness, retaining a permanent part-time cultural services coordinator (multi-funded), conducting an inventory of artists, and cementing new business, education, private and public partnerships through sustainability planning.

Goal 4:

Expand awareness of the positive impact of arts and culture in the community through innovative programs including combining arts and recreational pursuits, including partnerships with local naturalist clubs.

Goal 5:

Develop new partnerships to achieve economic and physical improvement for artists and artisans in White Valley; work closely on an ongoing basis with the Chamber of Commerce.

Goal 6:

Develop strategies around sustainability, both in organizational restructuring and renewal, and in creating and improving relationships with government officials.

Goal 7:

Create new working and funding relationships with education organizations, including SD 22.

Goal 8:

Promote, expand and maintain the public art collection in order to celebrate community, grow tourism and increase tourist stop-over time.

Goal 9:

Work shop and implement broader and more marketable branding for the area to increase tourism messaging, revive area interest from tourists, community, businesses, collegial arts organizations, funders.

Goal 10:

Develop a program of educational and recreational arts activities that will have broad appeal to community residents of all ages. This should be done in a manner similar to the current sports and recreation programs sponsored by the White Valley Parks Recreation and Culture Advisory Committee.

Recommendations resulting from analysis and input are:

1. Form a business, government and artists community taskforce which will look at all aspects of implementing Arts and Culture Master Plan.
2. Create draft business plan with multiple partners, which will determine need for dedicated new or suitably renovated existing single multi-purpose space for Arts Council.
3. Prepare and conduct an artists' retreat with the primary deliverable of strengthening existing, and creating new partnerships within the White Valley artist and artisan community. Ensure participation from business, government, and a motivational speaker from an arts council which has achieved some of the goals accepted by the MAC. Event to be annual. Full funding to be sought.

4. Prepare and conduct an annual budget and planning retreat for MAC with members of the business community and government attending for a half-day. Present achievements, and set goals for a rolling three-year budget and strategic plan for MAC.
5. Review branding of Monashee Arts Council, with input from Cherryville artists and artisans and local government. Include review of similar and of successful arts council models, including Whistler, Kicking Horse Culture (Golden), and Lake Country. Commit to updating branding for Monashee Arts and Culture.
6. Increase funding application activity to include wider range of grant applications, including applications focused on youth, heritage, sustainability, and new projects. Maximize local business and community forums to seek and establish matching funding formulae. Establish membership in Canada Helps.
7. Increase membership in the Monashee Arts Council based on the newly-set annual budget line item – to achieve greater awareness, critical mass, communication, income. Extend different types of membership: business, youth, neighbouring artists or councils, tourists, visitors, educators. Utilize membership and communication as a tool for growth in all areas of MAC endeavours. Ensure non-participating residents are invited “in”.
8. Interact with Regional District and Village officials, and the WVPRCAC to guarantee the White Valley Arts and Culture Master Plan is adopted, prefatory to Plan initiatives appearing as a budget line on both Village and RDNO annual budgets, tied to inflation. Ensure adoption equates to action.
9. Ensure representation on the newly created taskforce and on the MAC of youth, education, First Nations and seniors in the community. Respect each group’s needs for relevant change, programming and affordability.
10. Remove barriers to wider use by community of Charles Bloom SS once RDNO survey and draft facility use agreement are completed. Add other SD22 spaces to venue pool for community.
11. Set up a short-term taskforce to explore the opportunities to assist not-for-profits with their insurance coverage needs Look at other arts council models. Quantify discount benefits from utilizing same carriers across organizations.
12. Hire and retain a half-time Cultural Services Coordinator as a permanent position (See 2005 Village of Lumby OCP Recommendations). This position to conduct artist inventory, update MAC website, work directly with artists to grow capacity of MAC to become a greater artistic and economic force in the district. Responsibilities to include: liaison with government (advisory committee); education (SD 22); artists (MAC); artisans (Public and Farmers Market and Cherryville Artisans); communication with government funding bodies regarding grant opportunities; application for grants; liaison with tourism and business organizations having an effect on traffic to and through the area. Position to be multi-level funded in coordination with RDNO.
13. Expand and update the MAC website, including links to artists and artisans; tourism sites; bed and breakfast businesses; restaurants; sports infrastructure, such as skiing and paragliding. Include an “art walk” and “art drive” for both Lumby and Cherryville, which includes the master access list of public art, and artists’ studios and markets. Include petitioning service providers for upgrades to area high speed infrastructure.

14. Address the arts and culture-related recommendations from the Yates, Thorn White Valley Parks, Recreation and Culture Master Plan (January 2010), and set up action timelines, and leadership. Some of these recommendations are covered in part, by recommendations and findings elsewhere in this plan.

VISION AND MISSION

The two stakeholder workshops and the key informant interviews helped develop the Vision and the Mission statements. Workshop participants were reminded that a mission is what an organization does, its actions. A vision is what the organization would like to happen as a result of the action.

THE VISION:

The entire White Valley community economically and socially benefits from an emphasis on arts and culture throughout the area, including Cherryville, and in a revitalization of the White Valley Recreation Complex in Lumby.

THE MISSION:

To support the economic and social expansion of arts and culture in White Valley communities through new partnerships, creative funding formulas, and support of local government offices.

Sculpture, "Little Girl 2",
Wildcraft Forest Ecomuseum



STAKEHOLDER INPUT

The Plan Area is rich with stakeholders – community members who feel arts and culture is important to them, to their community, and to the economy of the area.

Given the modest scope of this Plan, it was possible to communicate with a limited number of stakeholders in depth. There was no shortage of good ideas, suggestions, and references to other planning documents which were helpful and covered a range of issues.

A combination of telephone interviews, and one-on-one discussions around specific issues of the Plan contributed to the findings. Two stakeholder workshops were conducted, January 18 and April 14, 2011. The first workshop was held on the same evening as a presentation from MQN Architects (Vernon) on a reconfiguration of the Community Centre and its grounds. This meeting propinquity allowed further input on the issue of arts and culture planning to be gathered from those attending that Open House. Twenty-four community members participated directly in arts and culture work groups at the first session in January. The second session was held the same evening as an open house on a new Official Community Plan for rural Lumby. Responses to the draft Executive Summary, the goals and recommendations were made by the attendees; 23 attendees made contributions to the Plan.

Eleven telephone and in-person interviews were conducted; not all those invited to participate were able to complete interviews. Interviews were completed with residents of all areas: South Mabel Lake, Cherryville and Lumby.

Organizations and companies represented included (but given multiple hats worn by residents in smaller communities) likely were not limited to:

- Cherryville Artisans Shop
- Cherryville Farmers Market
- Landslide Studios
- Lumby Air Force
- Lumby and District Museum
- Lumby Public Market
- Mabel Lake Community Club
- Monashee Arts Council
- Red Dog Glass Studio
- Regional District of North Okanagan
- School District 22
- Seniors Program
- Village of Lumby
- Wildcraft Forest Studios & Ecomuseum
- White Valley Community Centre
- Wild Salmon Music Festival



Collage from “Lumby Rocks”

KEY FINDINGS

Key findings of the study came out of the consultation process, including stakeholder input, consultant observation and analysis. They are:

- Need for improved electronic communication infrastructure (high speed internet)
- Need for improved communications to audiences (tourists, residents) to promote area
- Need for improved and speedier communications to arts and culture colleagues to increase activity levels
- Need for a permanent home for the arts council including public space to achieve professionalism and growth
- Need for funding stability to realize goals of the business plan
- Need for paid staff to oversee cultural issues at RDNO or Village level
- Need for broader awareness of the social and economic potential of arts and culture in the community
- Need for new and strengthened partnerships
 - between arts organizations and government bodies
 - between arts and education [SD22; White Valley Recreation Centre; White Valley Community Resource Centre]
 - among communities both within and outside the White Valley area
- Need for removal of barriers around venue rental, including insurance & contract issues
- Need for action and sustainability in arts and culture endeavours in the community-at-large
- Need for preservation of heritage infrastructure and marketability of heritage
- Need for new focus on marketability of arts by business organizations such as the Chamber of Commerce

ECONOMIC AND SOCIAL IMPACT OF ARTS AND CULTURE IN THE WHITE VALLEY AND ELSEWHERE

The economic impact of arts and culture is important to growing communities. The spin-off value of investing in the arts is sound, strategic economic policy. Research by the Conference Board of Canada has shown that for every \$1 of real value-added GDP produced by Canada's culture industries, \$1.84 is added to overall real GDP. The same research also shows that performing arts organizations generate \$2.70 in revenues for every dollar they receive from governments [Valuing Culture: Measuring and Understanding Canada's Creative Economy 2009].

WHY INVEST IN CULTURE?

The arts and culture sector already brings economic and social benefits to residents in the White Valley area. Meanwhile, note that nationally, the sector. . .

- Boosts economic growth and development, including contributing \$46 billion to Canada’s GDP, \$25 billion in taxes, and \$25 billion in consumer spending. Arts and culture represents over 630,000 jobs in the Canadian economy: in perspective, the arts and culture sectors are larger than Canada’s insurance industry and Canada’s forest industry *combined*.
- Builds social cohesion and intercultural understanding within increasingly diverse populations.
- Responds to an enhanced demand for creativity and innovation as essential skill sets in local, national and international labour markets.
- Advances Canadian culture as a centre of excellence on the international stage.

Canadians view the arts as cornerstones of excellence, innovation, and creative leadership in Canada. They recognize that these attributes are the contemporary building blocks of an internationally competitive society. In fact, the arts are the driving force behind the advancement of Canada’s position in a global society that values economic prosperity, social cohesion, creativity, innovation and excellence. Example: In a recent CBC survey of “The 100 Greatest Canadians Ever”, 36 were artists; 17 were athletes.

Funding is a core need. It’s a core need for programs. For growth. For infrastructure. To recover from the recession.

“Any government which says it has a plan for economic recovery and doesn’t have a plan in place for arts and culture doesn’t have a plan for economic recovery.” [Then Federal Minister James Moore, MP, Port Moody, Westwood, Port Coquitlam; Minister, Canadian Heritage, responsible for arts and culture. September, 2010, Victoria, BC.]

Ongoing support and funding is critical for arts, cultural, heritage, and aboriginal groups. Raising awareness of the importance of arts and culture as part of economic life in the White Valley is an underlying platform of an economically viable White Valley Arts and Culture Master Plan.

WHY INVEST IN CULTURE LOCALLY?

In a provincial study in 2006 [Socio-Economic Impacts of Arts and Cultural Organizations in BC: Grant Applicants to the BC Arts Council] the return on public investment in the arts in the form of tax revenues is \$1.36 for every dollar invested.

The Monashee Arts Council is eligible for thousands of dollars in annual operating and project funding from the BC Arts Council. Additionally, the Council can apply for funding directly to local, provincial and federal funding agencies. The strongest possible funding profile is one in which applicants propose “matching” funding, wherein local businesses or private foundations agree to match public funding at a formula of “dollar for dollar” or a varying funding profile. However, without committed paid staffing or charismatic volunteers with hundreds of unpaid hours at their disposal, grant applications often fall by the way, as they are complicated, time-consuming, and require skilled online competencies and high-speed internet connections.

Healthy provincial revenues mean healthy returns to municipalities, and better bottom lines for artists, businesses, municipalities and all those who live and work in a vital area which is culturally alive. The arts and cultural industry improves the quality of life in a community, creating cornerstones that allow the collective activities of artists to make a difference. In BC, the economy has been primarily healthy for the past decade. Outside urban centres, however, economic vagaries have been much more apparent.

Arts and culture can be a stabilizing factor in up-and-down resource-based economies, as the 2005 Village of Lumby Official Community Plan makes clear. In BC overall, the arts and culture industry employs 80,000 people, with \$5.2 billion a year in spending. The White Valley Plan area, to produce a balanced society among local and home-based businesses, education, tourism, and arts and culture, must ensure that governments and residents are well-positioned to support workers who contribute to this vital industry, and that local educational support for arts and culture enterprises is a cornerstone of future planning.



Orchard House Bed & Breakfast

Students involved in the arts have better grades and lower dropout rates; higher empathy and tolerance toward racial groups other than their own; higher scores in creative thinking, expression of ideas, and risk-taking in learning. Young people involved in the arts are much less likely to become involved in gangs or drugs. An overwhelming majority of parents want arts incorporated into their children's lives.

There is a bank of educational research that supports music education in the schools. Studies from the US Department of Education indicate that students who are involved in the arts perform better on 8th and 10th grade achievement tests and make up 65 to 75 percent of the top two quartiles of scores. Similar percentages are evident in students who achieve A and B grades in English. Math scores are also positively impacted when students are involved in the arts. And studies also show that dropout rates for students involved in music are lower than for those who are not involved in the fine arts. [Critical Evidence: How the Arts Benefit Student Achievement National Assembly of State Arts Agencies (NASAA) in collaboration with the Arts Education Partnership (AEP)].

Involvement in the arts is healthful. Seniors involved in the arts have significantly lower rates of doctor visits and need for medication. Active people, the kind who participate in and attend the arts, perform better at work with increased productivity, less absenteeism, and fewer on-the-job accidents. [The Washington DC Area Geriatric Education Center Consortium: Learners' Explorer Creativity and Aging. Center on Aging: Studies Without Walls]

"Some of the most powerful works of art have been produced by older Americans by hands that have engaged in years of hard work, eyes that have witnessed decades of change, and hearts that have felt a lifetime of emotions."—Hillary Rodham Clinton

Today's elders are not only the healthiest, highest-educated cohort of wrinklies ever seen, but people who fit the motivational pattern of entrepreneurs and innovators: people who've made their mark and gained economic independence, enough to be motivated now by intrinsic interest and fun. [University of Missouri-Kansas City: "What we know about creativity and older adults"]

And to further support the value of creativity and aging wellness, the ageless and elegant Sophia Loren wisely added, "There is a fountain of youth: it is your mind, your talents, the creativity you bring to your life and the lives of people you love. When you learn to tap this source, you will truly have defeated age."

The arts build community pride and social cohesion – the support by White Valley residents for local and visiting arts groups makes it clear that residents' enthusiasm is a huge reason for their living in the White Valley area, for working here, aging in place here. Arts and culture are part of the solution for any downturn in the economy, current or future. Arts and culture return good value to the communities in which they thrive.

ARTS AND CULTURE AND THE OFFICIAL COMMUNITY PLAN

The economic impact of arts and culture is important to all communities. In the 2005 Village of Lumby Official Community Plan (OCP), a range of supportive statements helps set goals for the community, and for action implementation of specific recommendations from this White Valley Arts and Culture Master Plan. In the 2011 Draft OCP for rural Lumby, Electoral areas D and E, and Cherryville, statements attesting to the importance of culture are also included.

General Statements from the 2005 Village of Lumby OCP

- Lumby has a rich settlement history and a desire to preserve this heritage. It also has a vibrant cultural community. Each contributes to the unique character of Lumby. This unique character will become a greater attraction to those seeking an alternative lifestyle, such as artists, entrepreneurs, young families and retirees. Future development will need to acknowledge heritage and cultural considerations so that Lumby embraces and shares its history.
- Economic development is a key issue.... The village is supportive of new economic initiatives such as satellite enterprises that could be attracted to Lumby's quality of life, and tourism ventures.
- Create a more diverse local economy that provides desirable jobs/goods/services.
- Strengthen local business: support initiatives to identify programs, external funding sources... partner in economic development activities with local business organizations and regional agencies.
- Through partnerships and direct investment, focus on marketing and promotion efforts. These are to include both general marketing and promotion of the community and events, as well as targeted marketing initiatives toward recruitment of businesses in... tourism... to Lumby.
- Support the needs of home based business as a means of growing the local economy.
- Promote the village centre as the heart of the community – as the focus for commercial, civic, and cultural facilities, as well as a place to reside.
- Continue to invest in the downtown through preservation and restoration of historic buildings and through improvements to the downtown streetscape.
- Encourage and support programs to remove barriers to business and development.
- Encourage and support the attraction of new economic opportunities to the area, including appropriate and clean major industry.
- Encourage and build working partnerships with other public and private sector interests to promote sustainable growth

Image Logo "Red Dog Glass Studio",
Cherryville



THREE GOALS FROM THE 2005 VILLAGE OF LUMBY OCP:

1. Preserve heritage, arts and cultural resources as they are integral to a vibrant community.
2. Recognize that cultural facilities and services contribute to a diversified economy, and contribute to community livability and desirability.
3. Encourage and support opportunities for learning, participation in and appreciation of arts, culture and heritage for all residents of Lumby.

STATEMENT FROM THE DRAFT 2011 REGIONAL DISTRICT OF THE NORTH OKANAGAN ELECTORAL AREA 'D' (RURAL LUMBY) AND ELECTORAL AREA 'E' (CHERRYVILLE) OFFICIAL COMMUNITY PLAN

9.8 ARTS AND CULTURE POLICY

9.8.1 It is recognized that the region's larger urban centres (e.g. Vernon) will be the focal point for regional cultural expression and diversity but the Regional District will work with regional institutions and associations to support cultural amenities and/or programs at the local level. Vacant classrooms, for example, may provide an opportunity for local programs, special events, celebrations support for local artists.

Note that the use of "vacant classrooms" is not suggested as a solution for a dedicated art centre in the Village of Lumby.

POLICIES FROM THE 2005 VILLAGE OF LUMBY OCP:

1. Encourage the promotion and awareness of Lumby's heritage, and the preservation of historic buildings, structures and sites where the aesthetic appeal and or community use positively contributes to the community.
2. Encourage and support volunteer organizations in the identification of heritage resources, and the establishment of a community heritage register for buildings, structures, sites or features, to be used as the basis for the management of these heritage resources.
3. Encourage and support the arts and cultural community, including the performing, visual, literary, historic, and multimedia arts.
4. Encourage the use of theatres, spaces and venues for public participation, education and enjoyment of culture through the planning and design of buildings, open spaces and public areas, including the street environment.
5. Encourage the development and promotion of cultural activities that generate real and valuable economic and social benefits.
6. Encourage the development and promotion of cultural activities and facilities which benefit tourism, and which contribute to the social, emotional and physical well being of residents of all age and income levels.
7. Encourage and support cultural activities that promote the growth and development of community spirit and identity.

With regard to community facilities, the 2005 Village of Lumby OCP has numerous recommendations around broadened facility use, particularly cross-utilization of education and arts. This recommendation stands out: “Support the development of arts and cultural organizations and activities as a means to promote cultural development in Lumby.”

Revitalization of downtown is also a key goal of this OCP: a new facility for the Monashee Arts Council would satisfy various goals repeated here from the Lumby OCP, such as revitalizing downtown, providing environmentally positive work space, attracting tourists and residents, creating employment, and encouraging and developing cultural activities, and growing tourism-related businesses. As well, a new Monashee Arts Council facility would support the OCP statement to “Support community-driven initiatives, e.g., community recreation and culture.”

The Draft White Valley Telephone Survey indicated new programs appear welcome. This information relates to Plan Goal 10.

Strong Interest in Possible New Programs

	Lumby	Elec. Dist. D	Elec. Dist E	Have children	No Children	Age: 19-34	Age: 35-59	Age: 60 +
Gym sports	40%	35%	32%	58%	22%	61%	39%	13%
Art Classes	25%	19%	30%	34%	16%	29%	25%	16%
Cooking Classes	28%	21%	16%	34%	15%	36%	22%	13%
Pottery Classes	27%	21%	15%	33#	14%	33%	24%	11%
Woodwork Classes	24%	22%	22%	29%	18%	30%	25%	12%
Theatre Programs	19%	18%	11%	25%	11%	26%	18%	9%
Metalwork Programs	19%	14%	18%	26%	10%	31%	15%	9%
Sewing Classes	19%	13%	13%	24%	8%	26%	14%	8%

Note: Columns may add to more than 100% because multiple answers would apply. *Read as: 40% of households surveyed in Lumby were described as very likely to have someone who would be interested in gym sports.



Salmon Trail, Pencil 1, Robin LeDrew

SWOT ANALYSIS

Strengths

- Arts and culture is deeply entrenched in the entire area as important to residents' daily lives
- The Monashee Arts Council is a registered not-for-profit and organized to play a key role
- The 2005 Lumby OCP strongly supports arts and culture endeavours
- Cherryville Artisans Group is well-respected and functions well in many areas
- The RDNO and the Village of Lumby have committed to planning for, and funding of, arts and culture ventures
- Residents who are involved in the business or pleasure of producing arts and culture are committed to growth
- The area exhibits natural beauty and is a tourist draw
- The area is well-served by planning procedures

Weaknesses

- The economy has weakened in the area due to contraction in the forestry industry
- Young singles are moving away for better education and employment opportunities
- Communication is difficult and is not keeping up with national standards of internet connectivity
- The Monashee Arts Council currently has limited impact in the community
- Collaboration between Lumby & Cherryville artists difficult due to geography, internet, "territorial" issues

Opportunities

- Young families like the area
- Tourism is predicted to increase
- Governments are looking for environmentally sound, culturally significant new businesses
- The Monashee Arts Council could increase membership twenty-fold through introduction of mixed levels of memberships and partnerships, and further grow from there according to its new business plan
- Heritage is of growing interest to residents and tourists
- Farmers and public markets are increasingly popular
- Energy level of artists and artisans appears strong
- Growth of awareness through improved branding and communications can grow audiences and business
- Economic growth can result from increased collaboration between Cherryville and Lumby/South Mabel Lake artists

Threats

- Contraction of government support and funding
- Volunteer burn-out if no professional assistance is provided
- Ongoing lack of communications improvements if no action taken by Telus or others
- Contraction of tourism if gasoline prices skyrocket
- Lack of awareness in general community of sustainability fragility of sector
- The Monashee Arts Council's small active membership is a barrier to growth and stability

VISION AND MISSION

Stakeholders at the first workshop, and key informant interviews, provided direction for creating Vision and Mission statements for the White Valley. Details are found in the appendices.

Background

What is a vision? What is a mission?

Good vision and mission statements provide strategic vision and direction for an organization and should not have to be revised every few years. A vision looks forward; a mission looks at today. Goals and strategies are used to get there.

Vision/Mission Statements incorporate the best thinking of stakeholders, and clearly state the purpose of programs and their ongoing evolution, reflecting the needs of residents and workers in the Plan Areas, and of art & culture service providers and educators.

Support from elected officials at Regional, Council and Mayoral level is important to ensure the Vision and Mission are carried out effectively going forward. Such support then ensures that employees of all the region's governing offices have a clear sense of the goals set by both the District's administration, and the residents, and they can carry out their tasks, knowing that they have approvals to act on the adopted vision and mission.

This Plan's vision and mission statements, incorporated into its White Valley Art & Culture Master Plan, as drafted:

- state the obvious
- reflect a range of perspectives
- reflect an openness to new ideas
- focus the energy and clarify the purpose of stakeholders
- assist in obtaining funding (multi-level)
- motivate community artists and artisans, regional and municipal staff, volunteers, stakeholders & donors

The February workshop in part, developed the Vision and the Mission statements. Participants were reminded that a mission is what an organization does, its actions. A vision is what the organization would like to happen as a result of the action.

THE VISION:

The entire White Valley community economically and socially benefits from an emphasis on arts and culture throughout the area, including Cherryville, and in a revitalization of the White Valley Recreation Complex in Lumby.

THE MISSION:

To support the economic and social expansion of arts and culture in White Valley communities through new partnerships, creative funding formulas, and support of local government offices.

GOALS AND STRATEGIES

Community stakeholders and members of the public provided input to setting goals for the White Valley Arts and Culture Master Plan. Specific strategies were developed simultaneously to ensure the success of achieving each goal over the ten-year window of the Plan. Measurement of the implementation was also integrated into the stakeholder sessions. Goals and strategies were presented to the group as a whole from smaller workgroups, and input was given and incorporated.

The workshopped material was then integrated with stakeholder interview feedback, and the consultants provided analysis and an overall framework, which follows. Following is the resulting text of the goals, strategies and recommendations, along with an implementation timeline, geared to achieve the mission and fulfill the vision.

Goal 1:

Create a working taskforce with representatives from RDNO, MAC, Cherryville Artisans, Village of Lumby and the Chamber of Commerce to implement the Arts and Culture Master Plan.

Strategies:

1. Set a short timeline for set-up and measurement and report back to stakeholders.
2. Ensure support for the taskforce for implementation by the WVPRCAC. Personnel for the taskforce to be selected/appointed so that all stakeholders are represented.

Goal 2:

Create or renew existing space/s for Monashee Arts Council Gallery and a Multi-Purpose Arts Space.

Strategies:

1. Create draft business plan with multiple partners, which will determine need for dedicated new or suitably renovated existing single space for Arts Council:
 - a. Temporary and affordable
 - b. Transitioning to more permanent, larger, multi-functional Arts Centre, including display and retail space, plus in time:
 - i. Workshop space
 - ii. Office space
 - iii. Meeting space
 - iv. Storage

Goal 3:

Build critical mass for the Monashee Arts Council by expanding membership through a multi-level program to be included in the MAC rolling three-year business plan (referenced elsewhere in this document) that includes raising awareness, retaining a permanent part-time cultural services coordinator (multi-funded), conducting an inventory of artists, and cementing new business, education, private and public partnerships through sustainability planning.

Strategies:

1. Promote expansion of internet service in communities with resident artists to assist growth of networks, expand business opportunities, reach audiences.
2. Once improved communication channels are in place, launch membership drive. Set goals to grow membership to include at least 60% of artists in District population areas.

3. Set up tiered membership platforms, with differing payment levels for types of membership, including multi-year, business, sustaining, remote (tourist-based).
4. Maximize public relations channels to maintain higher awareness of Council activities, including using social media such as Twitter, Facebook, and multiple links that feed back to MAC website and activity updates. Link through BC Tourism, local Chamber, District website. Utilize push email, sell advertising, maximize keyword usage.
5. Ensure membership growth is “organic”, i.e., an outcome of successful implementation of other Plan goals.

Goal 4:

Expand awareness of the positive impact of arts and culture in the community through innovative programs including combining arts and recreational pursuits, including partnerships with local naturalist clubs.

Strategies:

1. Develop partnerships with recreational and sports clubs in the Village and in Cherryville, in order to cross-promote ventures, and to take advantage of community support and funding.
2. Develop programs within the schools and community centres that offer the benefits of arts and cultural classes to recreational and sports supporters.

Goal 5:

Develop new partnerships to achieve economic and physical improvement for artists and artisans in White Valley; work closely on an ongoing basis with the Chamber of Commerce.

Strategies:

1. Refer to the key recommendations around community arts and culture in the 2005 Village of Lumby Official Community Plan for direction regarding physical improvement of the economics of arts and culture in the region. Some recommendations and policies are repeated within this Plan document. Ensure Chamber of Commerce acts as a ‘champion of the arts’.
2. Define, in order to recognize, “working artists”. Set parameters for income percentages earned from art. Models can be established which are acceptable to local working artists through the taskforce.

Goal 6:

Develop strategies around sustainability, both in organizational restructuring and renewal, and in creating and improving relationships with government officials.

Strategies:

1. The MAC taskforce to review funding and other assistance available from BC Arts Council and ArtsBC/Assembly of BC Arts Councils, and produce a “fundability” line on annual budgets to be measured.
2. This assistance to take the form of collegial support and funding, to improve the profile of directors, governance, communication, and other key areas of productivity. Such sustainability programs should be ongoing, but should be front-end loaded to give the MAC a boost in productivity, budgeting, planning and staffing. With membership growth recommended elsewhere, the MAC could, through ongoing sustainability exercises, greatly increase its profile in the area with residents and visitors.

Goal 7:

Create new working and funding relationships with education organizations, including SD 22.

Strategies:

1. Complete a facility use agreement between SD22 and the Village of Lumby/RDNO for the community use of the Charles Bloom SS theatre, and other appropriate spaces for arts and culture activities within area school/s.
2. Assign implementation of key relationships and new working contracts to the taskforce (noted above).
3. Implement the recommendations of the White Valley Arts and Culture Master Plan under the direction of the taskforce. To help implement the key recommendations of the Plan, include representatives from the school district and at least one teacher and one youth representative.
4. Work with the existing Youth Advisory Council (Whitevalley Community Centre) to extend viability.
5. The taskforce to include methodologies for increasing use of the Community Theatre at Charles Bloom Secondary School, through signed agreements with RDNO. Increased access to this facility will have a positive impact on a range of arts and cultural endeavours in White Valley. Plan to include innovative insurance solutions as required, through new business partnerships.
6. Grow overall use of area venues. Increased utilization, and cross-use of facilities, with cost being reduced as far as feasible for rentals and services, at least in the first three years, will improve communications and thus, attendance at and use of facilities in the area, such as the high school, the theatre, and facilities at the Community Centre.

Goal 8:

Promote, expand and maintain the public art collection in order to celebrate community, grow tourism and increase tourist stop-over time.

Strategies:

1. Assign responsibility for maintaining an up-to-date log of all public art in the full plan area, indoor and outdoor. This assignment would best be taken on by the MAC, and be part of the website redesign and maintenance project.
2. Produce a “rubber tire” guide, electronic and print, to public art in the Lumby and Cherryville areas, including the Salmon Trails, and ensure inclusion of local businesses and artists’ bios.
3. The Taskforce to address the issue of expansion of public art, with the goal of widening the collection over time. Funding, location and type of art could be addressed through a separate sub-committee; one of the retreats for artists suggested in this report could be given over to a workshop for this purpose.

Goal 9:

Work shop and implement broader and more marketable branding for the area to increase tourism messaging, revive area interest from tourists, community, businesses, collegial arts organizations, funders.

Strategy:

Examine models, such as Kicking Horse Culture (Golden, BC); Lake Country, BC.

Goal 10:

Develop a program of educational and recreational arts activities that will have broad appeal to community residents of all ages. This should be done in a manner similar to the current sports and recreation programs sponsored by the White Valley Parks Recreation and Culture Advisory Committee.

Strategy:

Engage the [potentially] large and diverse segment of the local population so that they begin participating in arts and culture programs as a primarily recreational activity. Develop programs in concert with WVPRCAC, and educational bodies. Art as recreation to be identified as a viable long-term community value. The program would be helpful in creating broad-based community support for arts and culture, and could be a way to address the desire of some arts and cultural supporters to grow their audiences, while seeking future investments both in terms of funding and community support.

IMPLEMENTATION TIMELINE

Goal	Priority	Leadership
Goal 1: Create a working taskforce with representatives from RDNO, MAC, Cherryville Artisans, Village of Lumby and the Chamber of Commerce to implement the Arts and Culture Master Plan.	High priority: within one year	RDNO; MAC; WVPRCAC; RDNO Staff
Goal 2: Create or renew existing space for Monashee Arts Council and multi-purpose arts space. Build business plan first.	High priority: Find temporary space and begin building business plan within one year. Dedicated space in three years.	Taskforce
Goal 3: Build critical mass for the Monashee Arts Council by expanding membership	High priority: plan to be put in place within one year. Membership growth plan to take place over five years.	Taskforce, then MAC
Goal 4: Expand awareness of the positive impact of arts and culture in the community through innovative programs including combining arts and recreational pursuits.	Continuing priority as arts and culture plan is implemented over life of plan.	RDNO; MAC; WVPRCAC; RDNO Staff; Community at large; Chamber of Commerce
Goal 5: Develop new partnerships to achieve economic and physical improvement for artists and artisans in White Valley; work closely with the Chamber of Commerce.	Continuing priority as arts and culture plan is implemented and Chamber of Commerce is brought into taskforce.	MAC; RDNO; WVPRCAC; RDNO Staff; Taskforce.
Goal 6: Develop strategies around sustainability, both in organizational restructuring and renewal, and in creating and improving relationships with government officials.	Continuing priority as arts and culture plan is implemented over life of plan.	Taskforce and MAC.

Goal	Priority	Leadership
Goal 7: Create new working and funding relationships with education organizations, including SD 22.	Continuing priority as arts and culture plan is implemented over life of plan.	MAC; SD22; RDNO; WVPRCAC; RDNO Staff
Goal 8: Promote, maintain and expand the public art collection in order to celebrate community, grow tourism and increase tourist stop-over time.	Medium priority – two years	MAC; Village of Lumby
Goal 9: Work shop & implement broader & more marketable branding for the area to grow tourism messaging, revive area interest from tourists, community, businesses, collegial arts organizations, funders.	Medium priority – three years	MAC; all levels of local government
Goal 10: Develop a program of educational and recreational arts activities that will have broad appeal to community residents of all ages. This should be done in a manner similar to the current sports and recreation programs sponsored by the White Valley Parks Recreation and Culture Advisory Committee.	Medium priority – three years	WVPRCAC; SD22; Village of Lumby; RDNO; MAC; Cherryville Artisans

Salmon Mural, Al Haworth



RECOMMENDATIONS

The recommendations were developed as a result of input from the community: from stakeholders, local and regional government liaison; key informants; material from previous planning documents, as well as consultant observation and analysis.

In each case, the recommendations include suggested advocates to take leadership responsibility for development, implementation and measurement of the recommendations.

1. Form a business, government and artists community taskforce which will look at all aspects of implementing Arts and Culture Master Plan.

Primary Responsibility: RDNO; WVPRCAC; RDNO Staff
Secondary Responsibility: MAC, Cherryville Artisans

2. Create draft business plan with multiple partners, which will determine need for dedicated new or suitably renovated existing single space for Arts Council:

- a. Temporary and affordable
- b. Transitioning to more permanent, larger, multi-functional Arts Centre, including display and retail space, plus in time:
 - i. Workshop space
 - ii. Office space
 - iii. Meeting space
 - iv. Storage

Primary Responsibility: Community Taskforce with endorsement of WVPRCAC

3. Prepare and conduct an artists' retreat with the primary deliverable of strengthening existing, and creating new partnerships within the White Valley artist and artisan community. Ensure participation from business, government, and a motivational speaker from an arts council which has achieved some of the goals accepted by the MAC. Event to be annual. Full funding to be sought.

Primary Responsibility: MAC

4. Prepare and conduct an annual budget and planning retreat for MAC with members of the business community and government attending for a half-day. Present achievements, and set goals for a rolling three-year budget and strategic plan for MAC.

Primary Responsibility: MAC
Secondary Responsibility: WVPRCAC

5. Review branding of Monashee Arts Council, with input from Cherryville artists and artisans and local government. Include review of similar and of successful arts council models, including Whistler, Kicking Horse Culture (Golden), and Lake Country. Commit to updating branding for Monashee Arts and Culture.

Primary Responsibility: MAC

Secondary Responsibility: Chamber of Commerce; RDNO Staff; WVPRCAC

6. Increase funding application activity to include wider range of grant applications, including applications focused on youth, heritage, sustainability, and new projects. Maximize local business and community forums to seek and establish matching funding formulae. Establish membership in Canada Helps.

Primary Responsibility: MAC

Secondary Responsibility: WVPRCAC, with RDNO Staff

7. Increase membership in the Monashee Arts Council based on the newly-set annual budget line item – to achieve greater awareness, critical mass, communication, income. Extend different types of membership: business, youth, neighbouring artists or councils, tourists, visitors, educators. Utilize membership and communication as a tool for growth in all areas of MAC endeavours. Ensure non-participating residents are invited “in”.

Primary Responsibility: MAC

8. Interact with Regional District and Village officials, and the WVPRCAC, to guarantee the White Valley Arts and Culture Master Plan is adopted, prefatory to Plan initiatives appearing as a budget line on both Village and RDNO annual budgets, tied to inflation. Ensure adoption equates to action.

Primary Responsibility: Community Taskforce

9. Ensure representation on the newly created taskforce and on the MAC of youth, education, First Nations and seniors in the community. Respect each group’s needs for relevant change, programming and affordability.

Primary Responsibility: MAC, Cherryville Artisans, and RDNO Staff

10. Remove barriers to wider use by community of Charles Bloom SS once RDNO survey and draft facility use agreement are completed. Add other SD22 spaces to venue pool for community.

Primary Responsibility: WVPRCAC and RDNO Staff

11. Set Up a short-term taskforce to explore the opportunities to assist not-for-profits with their insurance coverage needs Look at other arts council models. Quantify discount benefits from utilizing same carriers across organizations.

Primary Responsibility: Community Taskforce

12. Hire and retain a half-time Cultural Services Coordinator as a permanent position (See 2005 Village of Lumby OCP Recommendations). This position to conduct artist inventory, update MAC website, work directly with artists to grow capacity of MAC to become a greater artistic and economic force in the district. Responsibilities to include: liaison with government (advisory committee); education (SD 22); artists (MAC); artisans (Public and Farmers Market and MAC); communication with government funding bodies regarding

grant opportunities; application for grants; liaison with tourism and business organizations having an effect on traffic to and through the area. Position to be multi-level funded in coordination with RDNO.

Primary Responsibility: RDNO with WVPRCAC
Secondary Responsibility: MAC providing candidate job description

13. Expand and update the MAC website, including links to artists and artisans; tourism sites; bed and breakfast businesses; restaurants; sports infrastructure, such as skiing and paragliding. Include an “art walk” and “art drive” for both Lumby and Cherryville, which includes the master access list of public art, and artists’ studios and markets. Include petitioning service providers for upgrades to area high speed infrastructure.

Primary Responsibility: WVPRCAC to assist in removing barriers with service providers (Telus)
Secondary Responsibility: Community Taskforce to set up website
Tertiary Responsibility: MAC, Cherryville Artisans, to maintain once Cultural Coordinator is in place

14. Address the arts and culture-related recommendations from the Yates, Thorn White Valley Parks, Recreation and Culture Master Plan (January 2010), and set up action timelines, and leadership. Some of these recommendations are covered in part, by recommendations and findings elsewhere in this plan. Reference is made to particularly:

- That the White Valley Advisory Committee develop a community grants program to provide project assistance to community organizations for both operational and capital grants. Examine other municipalities’ arts and culture policies for guidance, for example, Port Moody, Whistler and Golden, B.C. and Trois Rivières, Quebec.

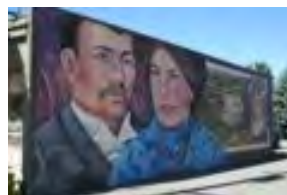
Primary Responsibility: WVPRCAC with Village of Lumby

- That capacity building exercises – to improve governance, grow membership, raise awareness and stabilize funding – for organizations be carried out.

Primary Responsibility: MAC
Secondary Responsibility: Community Taskforce

- That the Chamber of Commerce integrate more fully their opportunities into tourism marketing (recommendation referenced recreation, but should be expanded to include culture).

Primary Responsibility: Community Taskforce



Lumby Street Mural

STRUCTURING THE TASKFORCE

Input from stakeholders and from the Steering Committee suggest that for optimum effectiveness, the taskforce should be populated to have the greatest freedom to produce viable business plans, in order to move the implementation of the White Valley Arts and Culture Master Plan forward. The Committee to set its terms of reference prior to commencing its work to put the plan into action.

Careful consideration should be given to individuals who have expressed an interest in plan implementation, as simply appointing a representative from each government body involved in the region may not be the most productive model.

It is suggested that at least one working representative from each of the following bodies be approached and invited to sit on the taskforce through the implementation stages so that the Implementation Timeline can be addressed once the Plan is adopted. Terms could be for a minimum of two years, with re-appointments and new members on a one-year basis ensuring continuity.

School District 22

Student Representative
Member of arts faculty

RDNO

Staff Member

White Valley Parks Recreation Culture Advisory Committee

Member

Village of Lumby

Staff Member

Monashee Arts Council

President

Cherryville Artisans Group

President

Chamber of Commerce

President

Community-at-large

Two members