

2021 – 2026 STRATEGIC PLAN

Arts Council for the South Shuswap



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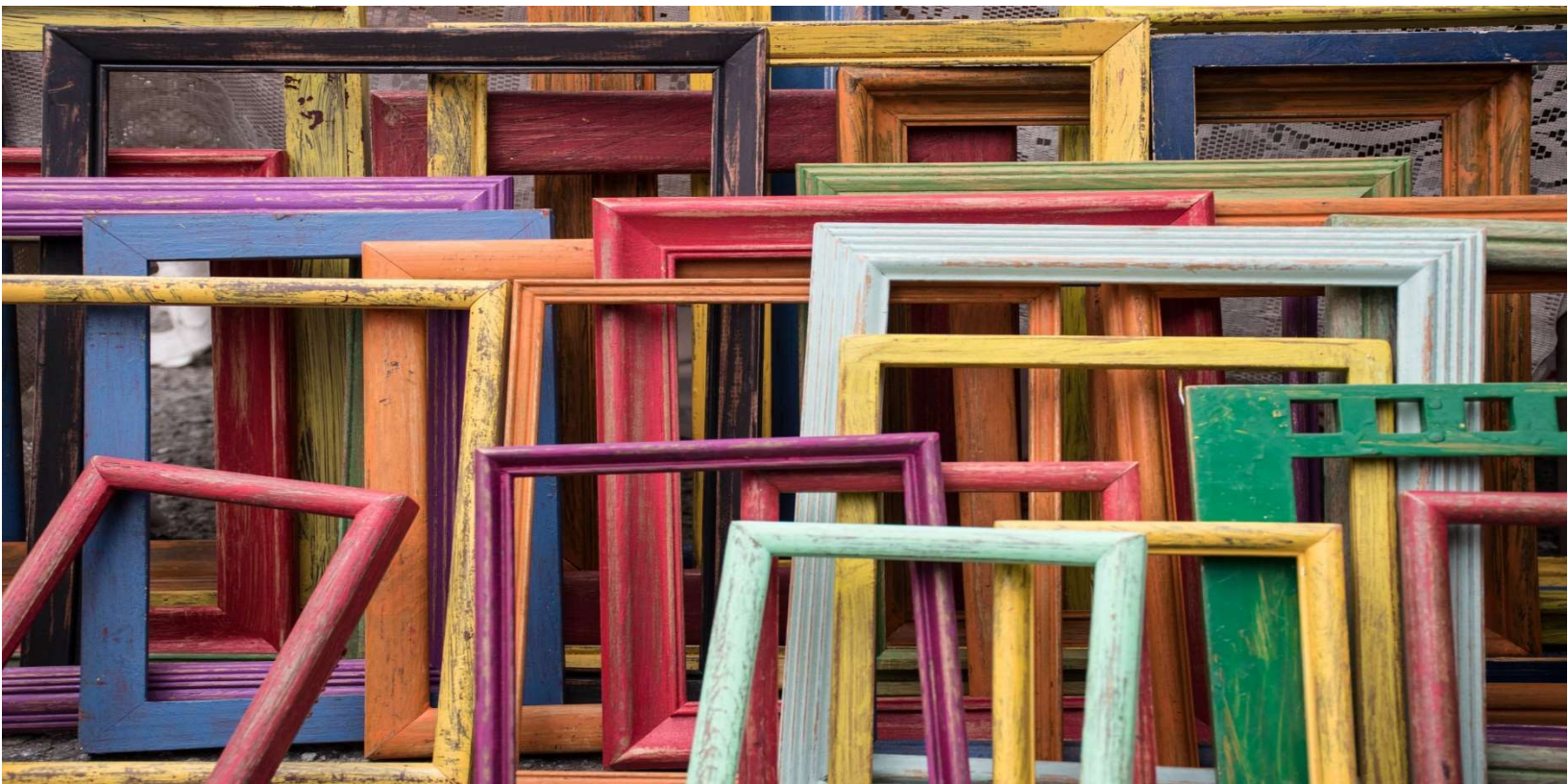


Photo Credit: Jessica Ruscello

INTRODUCTION

BACKGROUND OF THE ARTS COUNCIL FOR THE SOUTH SHUSWAP

The Arts Council for the South Shuswap (ACSS) was formed in 2013 by a group of five committed individuals dedicated to the arts. Two of the area's arts-based organizations were merged and renamed as the Arts Council for the South Shuswap. Over the years, more initiatives and arts leaders joined the Arts Council, to the point where it now has several working committees spanning music festivals, arts lessons, music tours, dance and theatre troupes, and more.

The Arts Council for the South Shuswap is unique in that we are an umbrella organization that presents many forms of arts and culture to the community. The ACSS exists as a vehicle to support and enhance arts and culture in the community and to showcase the local arts community in all its forms.

BACKGROUND OF ACSS STRATEGIC PLANNING PROCESS AND COMMUNITY ENGAGEMENT

After eight years of service to the community, the Board of the ACSS decided that it was time to take a fresh look at their role within the arts and culture community of the South Shuswap. After an open call for consultant proposals, the Board embarked on a four month journey of

exploration and examination. Their work, along with the work of staff, artists and the community at large, culminated in a five-year strategy and action plan which encompasses community building, economic development and social advancement.

The strategic planning process included a series of Board workshops, online community surveys, and stakeholder interviews led by the ACSS strategic planning consultant, Nicholas Najda, of the research and planning firm Najda Consulting.

From November 2020 to February 2021, participants were asked to share their ideas, concerns, and vision about the role of arts and culture in the South Shuswap, and how it can grow to be more meaningful over the next five years. Further, they were asked how the work of the ACSS should support a growing arts and culture sector.

Strategic Planning participants represented the diverse community of the South Shuswap. For example, we heard from community artists, creative entrepreneurs, arts consumers, arts allies and even local arts critics. The Board attempted to allow everyone's voice to be heard, so that they could be truly in touch with their community.

Several key themes within the strategic plan are a direct result of what was heard from the community. In fact, the refreshed Vision, Values and Mission of the ACSS ensure that the voice of the community is reflected in our work and decisions moving forward. The community's desire to nurture inclusivity as well as the desire to broaden arts and culture experiences in the South Shuswap will help us achieve our goal of a sustainable and vibrant arts and culture ecosystem.

In the coming years, you will see an ACSS which is focused on greater collaboration with others, improving community arts and culture resources and enhancing our arts and culture activities.



Photo Credit: Mor Shani

ARTS IN THE SOUTH SHUSWAP

VALUE AND IMPORTANCE OF ARTS AND CULTURE

Arts, culture and creativity are a reflection of the health of a community; they are its heartbeat. Since the early days of the South Shuswap, arts and cultural expression have been central to local character and history. From nimble fingers strumming and singing, to saw carvings, and even further back to the cultural manipulation of trees, the South Shuswap has been alive with creativity.

By building on the foundations of creative sharing and collaboration, the South Shuswap arts and culture sector has created economic livelihoods for many makers and entrepreneurs. The relationships that emerge from economic activity develop into social capital, new ideas and community identity.

Through these outcomes, arts and culture in the South Shuswap serves as a magnet to attract more makers, instructors, consumers, and allies, which ultimately makes our community healthier and more sustainable as we face the future. A side-effect of arts and culture is the attraction of visitors, from near and far, who also contribute to the character of our region.

A combination of arts and culture production, and, arts and culture tourism is estimated to employ approximately 140 people (4.3 % of the local workforce) and could contribute up to \$8.6M annually, based on median household earnings, to the South Shuswap economy.¹

South Shuswap arts and culture activities are a competitive advantage for the area. We are attracting more professionals, more young families and more seniors every year, due in part, to the economic and lifestyle opportunities provided by our arts and culture sector.

The ACSS Strategic Plan supports a broad cultural, economic and community building framework in the context of the region's growth over the next decade. Our plan stitches together recommendations for improving our existing programs, expanding into new program areas, and supporting external community-based arts and culture projects.

The strategic roadmap of the ACSS creates a coordinated effort with other organizations, individuals and all levels of government. The work of the ACSS is anchored in the idea that arts and culture thrive in a dynamic ecosystem where creative projects are created, consumed and enjoyed throughout the community.

By supporting and engaging creative workers of all types, arts-related businesses, local non-profits, and the thousands of individuals who attend and support arts and culture activities throughout the region, the ACSS can create formal as well as informal elements of the regional arts and culture ecosystem.

THE CREATIVE ECONOMY

A simplified explanation of the creative economy is that it is the income-earning potential of creative activities and ideas. The creative economy encompasses careers in photography, graphic design, fashion design, filmmaking, architecture, publishing, video creation and more. With a relatively low barrier-to-entry, more and more people are launching creative careers in the South Shuswap, through both conventional employment and entrepreneurial ventures.

In this plan, the ACSS refers to arts and culture with the understanding that they contribute to, and are inclusive of, the creative economy. "Arts" refers to maker-driven elements as well as arts-allies within the community. "Culture" describes a wide range of elements which can be ethno-specific, such as local Indigenous customs, and can also be used to define a "community", such as the Blind Bay Painters, or a neighbourhood, such as historic Notch Hill. "Creative economy" frames activities, policies, businesses, and programs that are used to create, and consume, arts and culture experiences and activities in the South Shuswap.

¹ Canada. (2016). Census Profile.

CANADIAN AND INTERNATIONAL GDP OF ARTS AND CULTURE

The creative economy is internationally recognized as a critical driver of Gross Domestic Product (GDP) and regional economic activity. Statistics Canada released a series of datasets in 2018², which demonstrated that the creative economy:

- was larger than that of accommodation and food services combined;
- has eight times more impact than sports;
- contributes \$1,611 per person per year, on average; and
- outpaces agriculture, forestry, fishing and hunting combined.

The BC Arts Council, in their 2019-2020 Annual Report, stated that arts and culture in BC has grown nearly 25% since 2010, a rate significantly higher than the national average. The report also states that the culture economy contributed over \$7.1 billion to provincial GDP in 2017, and that overall, arts and culture jobs comprise 4% of total jobs in the BC economy, the largest share of any province.

Other creative economy research has demonstrated that, in Canada, for each dollar invested in the arts, roughly three (\$3)³ to eight (\$8)⁴ dollars is created in the community.

In the US, each dollar (\$1) in federal/state arts funds leverages between nine (\$9)⁵ and forty (\$40)⁶ dollars in other contributed and earned revenues.

² CanadianArt.ca. (2019). Culture Industries Have \$58.9 Billion Impact in Canada.

³ Statistics Canada. (2014). Culture Satellite Account.

⁴ Canada. (2014). Grouped Arts Evaluation: Canada Arts Presentation Fund (CAPF), Canada Cultural Spaces Fund (CCSF), Canada Cultural Investment Fund (CCIF).

⁵ National Assembly of State Arts Agencies. (2017). State Policy Briefs.

⁶ National Assembly of State Arts Agencies. (2010). State Policy Briefs.



Photo Credit: Rex Pickar

INFORMING THE PLAN

The ACSS Board used several sources and reports to frame their strategic thinking. In order to plan for the future of arts and culture in the South Shuswap, it was important to understand some of the economic and wellbeing impacts that arts and culture can have on communities. It was also important to look at what is going on within the local arts and culture landscape, as well as to hear directly from the community about their arts and culture ideas.

RURAL ARTS DRIVE ECONOMIC DEVELOPMENT

Challenges for rural communities in Canada include declining and aging populations, problems with youth retention, limited economic and social opportunities for residents, depleting natural resources, limited local services, and increasing costs of living.

In response to the mounting pressures in rural communities, the Creative City Network of Canada commissioned a report which concluded that “creativity, cultural activities and the arts, with their more intensely interlinked networks of workers, micro-businesses and subcontractors,

generate more “fizz for your buck” than larger, single flagship regional development projects such as mines, building construction projects, or large plant facilities for the manufacturing sector.”⁷

ARTS’ POSITIVE IMPACT ON DETERMINANTS OF HEALTH

In a 2019 report, researchers found evidence of a beneficial relationship between arts engagement, health and wellbeing across the life course. They concluded that arts engagement can enhance the social determinants of health by influencing perinatal mental health and child cognitive development; shaping educational and employment opportunities and compensating for work-related stress; building individual resilience and enhancing communities.⁸

DEMOGRAPHICS, BUSINESS DATA AND COMMUNITY VOICES INFORM OUR PLANNING

The South Shuswap has grown and changed significantly in the last decade, and it is poised to continue growing. Our population has grown steadily and certain segments of the population will outpace others, especially seniors. Beyond demographic changes, cultural factors such as independent arts businesses, arts allies and individual makers have increased their presence and relevance in the South Shuswap. Further, throughout this Strategic Planning process, the community has told the Board that they expect the ACSS to increase programming, increase outreach and project collaborations, and increase the profile of arts and culture in the community.

⁷ Creative City Network of Canada. (2009). Developing and Revitalizing Rural Communities Through Arts and Creativity: An International Literature Review and Inventory of Resources.

⁸ Gordon-Nesbitt and Howarth. (2019). The Arts and the Social Determinants of Health: Findings from an Inquiry Conducted by the United Kingdom All-Party Parliamentary Group on Arts, Health and Wellbeing.



Photo Credit: Brandon Wilson

THE ACSS ORGANIZATION

As part of the strategic planning process, the ACSS Board reviewed the existing Vision and Mission of the organization. Based on community feedback and a broadened vision of what arts and culture contribute to community, a refreshed set of guiding statements and values were created.

VISION

Our Vision describes the ultimate long-term result of our work. It describes what we hope for our organization, our stakeholders, and our community. This is what we are trying to accomplish.

ACSS Vision

The Arts Council for the South Shuswap is committed to creating a vibrant and welcoming community where people are inspired by a rich palette of arts and cultural experiences.

MISSION

Our Mission describes what we do and how we are working towards our Vision.

ACSS Mission

To engage South Shuswap residents and visitors in creative collaborations that enrich and transform lives through arts and culture creation, celebration and participation.

VALUES

Our core values define how we act, who we work with, and what others can expect from our Board and our staff. When interacting with us, you will find that the ACSS lives our values.

ACSS Values

Accessible

Our people and our programs are accessible, affordable, geographically convenient, and we are willing to meet people where they're at.

Collaborative

Our people and our programs are collaborative, supportive, cooperative, and we are open to the ideas of others.

Community-minded

Our people and programs consider local values and priorities, and we recognize that there are various communities within the South Shuswap.

Creative

Our people and programs are creative, adaptable, innovative, and bold; we are willing to respectfully push boundaries and expand horizons.

Inclusive

Our people and programs are inclusive, welcoming, and we celebrate diversity in all its forms.

Integrity

Our people and programs are rooted in integrity, plus, we are responsible, accountable, and sustainable both environmentally and financially.

Relevant

Our people and programs are relevant, timely, impactful, and we act with purpose.

WHO WE SERVE

An organization is successful when it achieves its objectives and meets or exceeds the expectations of its stakeholders. The ACSS Board identified four categories of stakeholders and identified some key roles that the ACSS can play for each group.

CREATORS

Creators include the makers and instructors of arts and culture. The role of the ACSS when it comes to makers and instructors, includes:

Provide Places

- Provide making space for makers
- Create display space for art or performance

Provide Employment

- Ensure our artists are paid properly to scale and treated fairly
- Provide employment options, so artists can focus on their art instead of trying to run a business, if that is what they want
- Diversify programming so that more artists can be hired

Provide Professional Development

- Provide channels to introduce artists to the community
- Provide mentorship and internship opportunities
- Support emerging artist projects
- Provide networking and master level opportunities

CONSUMERS

Consumers include participants and purchasers of arts and culture. The role of the ACSS when it comes to participants and purchasers, includes:

Provide Communications

- Enhance the marketing for our programs
- Continue marketing arts and culture activities of others
- Invite the community to support the arts
- Perform outreach to various segments of the community

Provide Programming and Instruction

- Provide high quality arts and culture experiences
- Provide diverse arts and culture experiences
- Provide accessible arts and culture experiences
- Provide affordable arts and culture experiences

ENABLERS

Enablers include government funders, private businesses and individuals who directly fund or otherwise support arts and culture. The role of the ACSS when it comes to funders and direct supporters, includes:

Provide Clarity

- Provide honest and transparent information about our goals and what we are doing
- Provide a clear connection between their involvement and the success of arts and culture

Provide Advertising

- Promote funders, donors and direct supporters openly and clearly
- Provide fair return on investment to funders, donors and direct supporters

Provide Communication

- Provide well-written and well-planned proposals
- Provide timely and meaningful updates on projects
- Assume accountability for all elements of a project, when ACSS is the lead proponent

ALLIES

Allies include businesses, local government departments, community champions and anyone else who is interested in seeing a strong, vibrant arts community. The role of the ACSS when it comes to allies, includes:

Provide Exposure

- Give fair recognition for their contributions to the arts
- Drive existing and new clients to their business in return for their support
- Promote other things that allies are doing in the community

Provide Education

- Provide concrete examples of the many benefits of arts and culture
- Maintain broad community relationships, so we can act as a bridge for other relationships



Photo Credit: Scarborough Siu

OUR FOUR KEY STRATEGIES

The following four key strategies will be implemented and rolled-out within our 5-Year Action Plan. As the strategies permeate through our work and others in the community join our efforts, we will collectively be working on creating a vibrant and welcoming community where people are inspired by a rich palette of arts and cultural experiences.

STRATEGY 1: INCREASE RESOURCES FOR ARTS AND CULTURE

DIVERSIFY OFFERINGS

Improve Core Activities

- Implement continuous improvement processes

Develop New Activities

- Use community feedback and emerging trends to create programs

INCREASE PROFESSIONAL DEVELOPMENT OF ARTISTS

Employment

- Be a Living and Fair Wage employer
- Become the employer of choice for artists/instructors
- Provide open calls for proposals

Emerging Artists

- Provide mentorships and internships
- Establish artist in residence program
- Offer master classes in certain disciplines

Recruit From Near and Far

- Advertise opportunities broadly
- Encourage artists to relocate to the South Shuswap community
- Join and offer networking opportunities
- Support the connection of artists to each other

INCREASE COMMUNITY INVOLVEMENT

- Recruit and train more volunteers for special events/projects
- Expand ACSS Board and provide ongoing Board development training
- Establish advisory committees, such as: membership and bursary committees

STRATEGY 2: CHAMPION EQUITY, ACCESS AND INCLUSION WITHIN ARTS AND CULTURE

AFFORDABILITY

- Build on our current internal financial subsidy efforts
- Develop new sponsorship programs to partially and fully cover participation fees

ACCESS

- Spread the arts throughout the South Shuswap
- Bring programs to all the communities in the South Shuswap
- Diversify where art is found and experienced (eg. farms, parking lots, Air BnBs, parks, beaches, trails)
- Promote the Shuswap Culture website as a community portal
- Ensure that anyone can review monthly arts and culture events and can post events on the website to assist with community awareness and event planning

INCLUSION

- Reflect the culture of the South Shuswap in programming
- Celebrate Indigenous heritage
- Collaborate to present multicultural and lifestyle diversity (eg. LGBTQ+) events
- Reflect the communities of the South Shuswap in programming (eg. agriculture, historical, seniors)
- Provide outreach to community (eg. schools, cultural groups, social groups)

COLLABORATION

- Work with others to create their own arts and culture projects
- Support businesses, other non-profits, and individual artists as requested
- Offer grant writing and administration support for projects, whenever possible
- Offer seed funding for community arts and culture events, whenever possible

STRATEGY 3: INCREASE ARTS AND CULTURE INFRASTRUCTURE

ARTS AND CULTURE SPACE

- Work with Carlin Hall Board to improve hall interior and exterior as arts and culture space
- Seek additional spaces for arts and culture to emerge
- Plan for future performance, artist studios, gallery space, based on current and future community needs
- Look to stabilize access to venues by leasing/purchasing land which would be flexible for various uses

COMMUNITY SPACE

- Diversify where arts and culture is found and celebrated
- Work with CSRD, Shuswap Trails Alliance and businesses to have temporary and long-term art in parks, trails, parking lots, restaurants, beaches, B&Bs, public & private places

ORGANIZATIONAL CAPACITY

- Encourage philanthropy of the arts
- Increase arts endowment fund
- Increase grants, maintain affordability, increase relationships with Enablers
- Recruit high quality instructors, performers, volunteers, staff

STRATEGY 4: INCREASE THE PROFILE OF ARTS AND CULTURE

BRANDING

- Update ACSS website and Shuswap Culture websites
- Improve branding, share success stories, and artist profiles on our social media posts
- Use local media to share program offerings, successes and artist profiles
- Develop banners and flags for venues, info tables and other public events

COMMUNICATIONS

- Highlight programs and projects in our communications
- Broadly share volunteer, artist calls, and instructor positions
- Tell the success stories of people who experience arts and culture through ACSS
- Connect to local online communities (eg. Facebook groups and community portals)

EDUCATION

- Educate the public on the benefits of vibrant arts and culture to the whole community
- Share stories and research about the economic, health, and social benefits of arts and culture (eg. media posts, key influencers)

ALLIES

- Engage and support allies including other arts and culture providers, alternative venues, and arts related businesses



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OUR 5-YEAR ACTION PLAN

The ACSS 5-year plan is a long-term plan of action designed to move us towards our ultimate Vision. From year to year, it builds on the successes of previous years and it adjusts to the challenges of previous years. It also requires adaptation to the evolving political, social and economic realities of our environment.

YEARS 1-2 (SHORT-TERM PLAN)

CONTINUOUS IMPROVEMENT OF CORE PROGRAMS

FACES

- Expand art programming, review program delivery model, develop instructor consistency in dance and music

Small Hall Music Crawl

- Increase locations to include interested halls, explore adding workshops

Music in the Bay

- Increase digital presentation, primary focus on original artists and maintain cover-band/party band elements

Shuswap Artisan Market

- Diversify artists for sale

DEVELOPMENT OF NEW PROGRAMS

Public Art

- Develop pop-up art installations on CSRD/Provincial lands and other locations

Evening Out Events

- Offer culinary experiences

Community Art

- Develop a community scarecrows/pumpkins activity

Inclusivity Art

- Present 1 inclusivity/diversity/multicultural event

Rural Art Network

- Connect to similar towns to help each other develop arts and culture programming

Feature Festival

- Explore options for a new 2-day music event

CONTINUOUS IMPROVEMENT OF CURRENT VENUES

- Collaborate on the Asset Management Plan for Carlin Hall

ORGANIZATIONAL DEVELOPMENT

- Review/update policies, procedures, standards
- Develop Terms of Reference for new committees
- Revamp ACSS website
- Review Shuswap Culture entity
- Have 1 full time equivalent staff in place

YEARS 3-4 (MID-TERM PLAN)

CONTINUOUS IMPROVEMENT OF CORE PROGRAMS

Children's Theatre Company

- Relaunch the children's theatre programming

FACES

- Explore musical theatre and choir elements

Small Hall Music Crawl

- Establish continuity of the event calendar

Music in the Bay

- Secure multi-year sponsorships

Shuswap Artisan Market

- Have other locations in the community to display art for sale

DEVELOPMENT OF NEW PROGRAMS

Public Art

- Collaborate with Shuswap Trails Alliance and Blueways planning

Evening Out Events

- Offer winter events / performances

Community Art

- Develop community Easter activities and other seasonal activities

Inclusivity Art

- Present 2 inclusivity/diversity/multicultural events

Digital Art

- Offer lessons for teens, adults

Performance Art

- Develop intercept performances at 2 locations in the community

Touring

- Connect to non-local arts events programs and bring them here

Feature Festival

- Develop a mid-scale festival with performers, artists, vendors

Iconic Photo Spots

- Identify 2 selfie places and enhance them with art

DEVELOPMENT OF NEW VENUES

- Explore options for a new multi-use arts and culture facility

ORGANIZATIONAL DEVELOPMENT

- Establish 2 advisory committees
- Launch a renewed Arts endowment fund initiative
- Revamp Shuswap Culture entity
- Have 2 full time equivalent staff in place

YEARS 5+ (LONG-TERM PLAN)

CONTINUOUS IMPROVEMENT OF CORE PROGRAMS

FACES

- Establish outreach dance and music projects, present student art exhibits, develop art therapy program

Small Hall Music Crawl

- Present 4 concerts, 2 acts per night (opener and headliner), different genres

Music in the Bay

- Partner with other regional event hosting groups

Shuswap Artisan Market

- Explore need for larger space

DEVELOPMENT OF NEW PROGRAMS

Public Art

- Establish long-term, permanent installations

Community Art

- Offer full-year seasonal community art activities

Inclusivity Art

- Present 4 inclusivity/diversity/multicultural events

Digital Art

- Establish installations at 2 community locations

ORGANIZATIONAL DEVELOPMENT

- Have 3 full time equivalent staff in place

COMMUNITY DEVELOPMENT

- Collaborate with CSRD on Community Planning, Social Planning, Arts and Culture Policy
- Integrate Culture as the fourth pillar of sustainable development (social, economic, environmental, cultural)
- Strengthen role of arts and culture within CSRD Strategic Plan, Shuswap Economic Development Plan
- Include cultural hubs within South Shuswap Official Community Plans
- Explore creation of a South Shuswap Cultural Plan



Photo Credit: Derick McKinney

ACSS PLANNING PARTICIPANTS

Our sincere gratitude to the following people who gave their time and energy to participate in and support our strategic planning process.

ACSS BOARD OF DIRECTORS

Rhys Laug, President
Rose Collin, Treasurer
James Clark, Director
Robyn Cyr, Director

ACSS STAFF

Karen Brown, Executive Director

ACSS ALLIES

Larry Stephenson, President, Carlin Hall Society
Artists from the Shuswap Artisan Market
Parents and Participants from FACES programs
Participants from the Small Hall Music Crawl
Participants from Music In The Bay
Arts-related business owners who filled in surveys and provided interview responses
Community members who filled in surveys
Government representatives for their input

TITLE PAGE PHOTO CREDIT

Photo by Enzo Tommasi



Photo Credit: Alexandre Dinaut

APPENDICES

The appendices are useful reference materials which capture some of the information and data that were examined and considered during the strategic planning process.

- APPENDIX A** History of ACSS Core Programs/Activities
- APPENDIX B** ACSS Visions of the Future: 10yr Media Articles
- APPENDIX C** Types of Art
- APPENDIX D** Community Survey Results (full)
- APPENDIX E** Community Survey Results (short)
- APPENDIX F** Community Demographics
- APPENDIX G** Public Strategic Plan Mock-Up

APPENDIX A

HISTORY OF ACSS CORE PROGRAMS/ACTIVITIES

Below is a condensed backgrounder for each of the ACSS core programs/activities. The ACSS Directors each took the time to write the sections below.

ARTS COUNCIL FOR THE SOUTH SHUSWAP

The following section was written by Karen Brown, Executive Director, ACSS, in March 2021.

The Arts Council for the South Shuswap was formed in 2013 by a group of five very brave and committed individuals dedicated to the arts. Two of the areas arts-based organizations were threatening to cease operations; they then merged and renamed themselves the Arts Council for the South Shuswap. Both former organizations changed their governance from boards to working committees under the arts council, now the umbrella organization for both.

Over the years the Arts Council has grown its membership and its initiatives to now offer a variety of arts-based initiatives in the South Shuswap:

- Music in the Bay
- FACES Art, Music & Dance
- Shuswap Artisan Market
- Small Hall Music Crawl
- Shuswap Culture
- South Shuswap Children's Theatre
- South Shuswap Children's Choir

FACES

The following section was written by Karen Brown, Executive Director, ACSS, in March 2021.

In 2012, FACES (Fine Arts Community Engagement in the Shuswap) opened its doors in the Blind Bay Marketplace Mall with the vision of filling a gap in the South Shuswap when it came to fine arts classes, primarily for children.

What started as a for-profit model quickly changed to a non-profit model. It became apparent that while opportunities for fine arts engagement were few and far between, the price families of the area were willing to pay for such experiences proved challenging.

In order to make arts experiences more accessible, FACES adopted the non-profit model and reduced its overhead by relocating its studios to the lower level of Carlin Hall Community Centre in 2014. FACES is now overseen by the Board of Directors of the Arts Council for the South Shuswap, and it offers arts-based experiences for children and adults in visual art, dance and music through lessons and periodic workshops.

Today, in March 2021, FACES has grown to hire 9 instructors in dance, music and art and 1 administrator to support the program.

MUSIC IN THE BAY

The following section was written by Rhys Laug, President, ACSS, in March 2021.

Music In The Bay (MITB) was the brainchild of ACSS founding director Shera Niewenhuizen who had a vision for creating a weekly summer event that would bring the community together to enjoy live music and socialize. Shera and her family were a driving force putting many volunteer hours into preparations and the running of the weekly events for the first 3 years of MITB. The events quickly became one of the most visible ACSS initiatives alongside FACES.

Programming for MITB initially featured small scale local acts from the Shuswap and greater Thompson-Okanagan region. By the second season after proving to build a solid audience and attracting vendors and other community groups to create a "festival" atmosphere, we were able to increase the performer budget and attract mid-range acts from around the province. In the 3rd year we began contracting the services of a professional artistic director and sound crew giving MITB the leverage and connections to hire top tier mid-range provincially touring acts that are looking to in-fill their tour schedule.

Funding for MITB comes through various grants, corporate sponsorships, and donations collected from the audience. In 2019, SASCU (Salmon Arm Savings and Credit Union) signed on for a multi-year premier sponsorship including financial and volunteer support providing a much-needed baseline multi-year funding stream.

Attracting regular audiences of 400-600 people with attendance numbers breaking 800+ some nights, MITB has become the premier weekly live music event in the Shuswap, while complementing similar events in other Shuswap communities.

In 2020 MITB went into a furlough during the COVID-19 pandemic, which has also prevented the 2021 season from going forward. With hopeful expectations for the pandemic waning, ACSS and the community look forward to the chance to gather again and enjoy live music with the return of the much-delayed 6th season of MITB in 2022.

SHUSWAP ARTISAN MARKET

The following section was written by Rose Collin, Director, ACSS, in March 2021. Rose is also the Shuswap Artisan Market co-founder and co-manager.

We moved to Blind Bay in 2012. I had facilitated artisan sales in the other locations in which we lived. In 2013, Cedar Heights was looking for a new person to organize what they had in the past referred to as the Bazaar which was held in November in conjunction with the bake sale and soup luncheon. I recognized the potential to improve the Bazaar into a much more superior event. Cedar Heights gave me 'free reign'. Immediately, I increased the price of entrants from \$15 to \$25 and changed the name of the event to 'Christmas Artisan Market'. I had seen the work of many artisans in the area, so I began knocking on doors. As space is limited at Cedar Heights, I had 25 spaces to sell. By the end of September, the spaces were sold out. I continue to facilitate that event.

My husband and I had traveled to a couple of locations that offered 'studio tours'. A map was produced, and customers toured to all the art studios in the area. It was a great experience. I was starting to know a few people in our area that had on-site studios, and thought a studio tour would work very well in this area. I approached Karen at the Arts Council for some assistance. As it turned out, there were not enough artisans/artists to proceed with the tour. Many didn't have liability insurance, which was a must and some only had studio space in their private homes and did not wish to have strangers in their home.

I had met Debbie Reeves and Karen suggested that we work together on a collaborative. We did a test of maybe 3 months at Carlin Hall (basement open area). We were only open 2 days a week. We had acquired a few good artists; they took turns working in the collaborative. We barely sold anything mostly due to the location and the fact we were only open 2 days a week. However, Debbie and I worked really well together and had similar ideas and goals. So, our dream grew. We decided that we should look for a better location. So, we spent a few months doing that and finally securing a little building next to the Lighthouse Market that had been the original post office in Sorrento. It was highway location which we preferred over a location by the water. So, then, pounding on doors again. I'm sure some people wondered what I wanted this time (after my failure of the studio tour). Anyway, we managed to find 23 artists/artisans to get us started! There was a definite need to promote local artists and artisans, and Sorrento and the Blind Bay area had nothing similar to offer local residents and vacationers.

Some years ago, I had been involved with a co-operative that worked beautifully, so that was how we decided to set up the collaborative. We required each member to pay (we started with \$50/per month) which covered our rent, utilities, etc., with the members receiving all the monies from sales of their products. We really did not want to get involved in collecting taxes, so made that the responsibility of each member to report their own earnings. We searched for a couple of co-operatives in the province and they

were very happy to share information with us. Once we had the location, we spent a lot of time searching for display units, painting display units. During the winter, water lines had broken in the little building and so the entire inside of the building had to be renovated before we could move in. We had a couple of work bees to have the front flower bed cleaned up (the building had been empty for a couple of years, so the flower bed had been used more as an ashtray). We made awnings for the front window and the side door, to give it a face lift! When we set the store up, we did not know how it would be received, so the plan was to open from May to October 2017. Debbie and I spent a fair bit of our own money, which we eventually were paid back from the store. We also approached the Arts Council for money to get us started (p.o.s. station, some displays). They provided us with, if I remember correctly, \$1,300.

When we were closing the store in October, we had so many customers so disappointed that we wouldn't be open over the winter. We were not guaranteed by the owner if we would be able to rent again the following year, so we started our search for a new location. Again, we felt that we should be accessible from the highway, thus, our current location. The space had not been completed, so the landlord basically finished it to our specs. Though we could use more space, we have managed to be creative with the amount of space we have. When we moved into the new location, we raised the rent to the members from \$50 to \$60 per month, and began to offer a consignment agreement to artisans who were not comfortable or were unable to work in the store. Our consignment, too, has evolved. Originally, we charged 25% and in the past year, decided it was more fair to charge them the \$60 per month as well as 25% on anything beyond the \$60. Our consignors actually provide us a nice cushion, which has enabled us to hire someone to build us custom display units.

We have expanded our management team from 2 to 4 members, sharing jobs such as payroll, scheduling, jurying and display, publicity. This is so much better than when it was just Debbie and I. We were pretty close to both 'burning out', and actually, Debbie did. We had a pretty good working relationship, she was the techie and more of the business operations, and, I was the member seeker and workhorse and we shared in the idea department. With all the ground work we have done, it will be reasonably easy for others to move into the roles we have created. We are constantly seeking new artisans and we are hopeful we can continue our success for many years.

SMALL HALL MUSIC CRAWL

The following section was written by James Clark, Director, ACSS, in March 2021.

The ACSS caught wind of an event in PEI called the "Festival of Small Halls", a music festival showcasing small venues across the province. In the summer of 2017, the ACSS hosted the "Shuswap Lake Culture Crawl", a 4-day exhibition of arts & culture across 7 venues in the Shuswap. In 2019, Karen Brown, Executive Director of ACSS, and I worked to revisit

this concept and created The Small Hall Music Crawl. The focus became music concerts throughout the winter months, bringing activity to the South Shuswap during the slower season, and collaborating with local venues who were already running their musical winter programming, namely open-mic coffee houses. The series has taken place twice so far with the hopes of further collaboration with other venues in the future.

APPENDIX B

ACSS VISIONS OF THE FUTURE: 10 YEAR MEDIA ARTICLES

The following are excerpts from a Board visioning exercise to come up with long-range ideas of what the ACSS may look like in the future; based on their current plans and ideas for arts and culture in the South Shuswap. The two write-ups outline what a media article would say about the achievements and actions of the ACSS in approximately 10 years' time.

ARTICLE 1

GRAND OPENING OF NEW ARTS & CULTURAL CENTRE TO TAKE PLACE JULY 15, 2028

This vision was drafted by Karen Brown and Rose Collin, in March 2021.

- Marks the 10 year Anniversary of the Shuswap Artisan Market
- Expansion of the Market Space from 800 sq ft to 2000 sq ft
- Addition of Gallery, an Interpretive Cultural Centre and an Indigenous Art Centre
- Makerspace & Studios (Dance, Art, Music, Theatre)
- Mosaics, Murals on Exterior of Building
- Includes a Registration Outlet for Tickets, Events
- Small Performance Outdoor Venue
- ACSS Board, Vision & Initiatives Covered

TWO TO THREE KEY FACETS OF THIS FUTURE

- New Venue for the community bringing it all under one roof – giving the community an identifiable arts and cultural hub for the region
- Advocacy – Reconciliation, inclusiveness, economic driver for the community

STEPS TO GET THERE

- History of the establishment of the market
- Why the project was undertaken
- Established an identifiable need for the centre
- Grew the ACSS Board, the volunteer base and established community committee
- Found the money (funders, government, donors), the land and addressed zoning
- Collaborated with the 4 Bands – Splatshin, Neskonlith, Adams Lake and Little Shuswap Indian Bands – received permissions & explored cultural appropriateness on what could be shared
- Sought out artists & put out bids for installations & murals
- Built the website and expanded its capabilities for online registration
- Worked with marketing firm
- Thanked collaborators and partners – governments, BC Arts etc, Tourism, Ec Dev, Historical Society, Donors & other partners

ARTICLE 2

SOUTH SHUSWAP MAKES TOP 10 SMALL ARTS & CULTURAL DESTINATIONS IN CANADA/WORLD FOR 2030

This vision was drafted by Rhys Laug and James Clark, in March 2021.

How did this small rural community in the BC Interior become one of the top 10 cultural hot spots?

- Inclusivity
 - Advocacy
 - Celebrations
 - Community engagement
 - Artist development
 - Collaboration
1. Outdoor Arts and Education through Activity (hiking walking, snowshoe: Through engaging with the community. Explore the outdoors and discovering art installations through collaboration with levels of gov, local businesses, land owners etc.
 2. Positive advocate for reconciliation and inclusive community (RACE, GENDER) artworks with crosswalks in public spaces, days or recognition and celebration through inviting/providing space to teach, educate and celebrate.
 3. Thriving multi-generational/cultural community - providing safe cultural spaces, events for people to celebrate, learn, explore and share.
 - a. Multi-generational
 - b. Multi-cultural
 - c. Safe spaces for recreational exploration and developmental pathway to grow and support those pursuing professional development in arts & culture
 4. Endowment fund hits \$500k, allowing us to do long term initiatives & scholarships.
 5. Promoting wellness through the arts by providing in-house artistic explorations and outreach and community engagement programs.
 6. Revitalization and sustainability for non-profit community halls across the South Shuswap by providing partnerships and collaboration.
 7. Been a catalyst in the growth of the Shuswap from being a summer destination to a vibrant 4 season cultural destination community.

RANDOM CHAT NOTES DURING DEVELOPMENT OF ABOVE

South Shuswap likened to being the New Orleans of Canada

1. Best place to move for arts career
2. Advocacy/inclusivity - pride parade
3. Celebrate cultural heritage
4. top 10 arts destinations of Canada/world

APPENDIX C

TYPES OF ART

The following is an alphabetical list of the various types of art that do exist, and, could exist throughout the South Shuswap. Note that some art styles can cross over into other types, this is not a rigid categorization, nor is it an exhaustive list.

APPLIED ART

Architecture, graphic design, industrial design (of items), interior design, fashion, landscape

COMBINED ART

Museums, libraries, festivals, collections, carnivals, arts/performing centres, presenting venues, rural touring networks

CULINARY ART

Food, wine, beer, spirits, juices, traditional and contemporary methods

CULTURAL ART

Indigenous art, pioneer art, cultural dress, dance, food, music, stories, folklore

ELECTRONIC ART

Digital music, computer graphics, digital cinematography, desktop publishing, animation

FINE ART

Paintings, drawings, printmaking (engraving, etching, embossing), sculptures, casting

FUNCTIONAL ART

Stationery, candles, furniture, kitchen tools (cutting board, knife), baskets; making useful ordinary things beautiful

LITERARY ART

Poetry, prose, essays, fiction, non-fiction, science fiction, screenplay, comics, writing for children, literary translation

PERFORMANCE ART

Dance, theatre, street busking, comedy, poetry, music, singing, sound art

TEXTILE ART

Crochet, knitting, macrame, knotting, weaving, felting

VISUAL ART

Ceramics, crafts, photography, film, modelling, carving, graffiti, calligraphy, mosaics, stained glass, glass blowing

APPENDIX D

COMMUNITY SURVEY RESULTS (FULL)

See master hardcopy or Appendix D file

APPENDIX E

COMMUNITY SURVEY RESULTS (SHORT)

See master hardcopy or Appendix E file

APPENDIX F

COMMUNITY DEMOGRAPHICS

See master hardcopy or Appendix F file

APPENDIX G

PUBLIC STRATEGIC PLAN MOCK-UP

See master hardcopy or Appendix G file

The following is a mock-up of what the public version of this strategic plan could look like. It is provided for reference only, and would be subject to final approval by the Board of Directors.

