

Kimberley Cultural Scan

**Final Report
April 2008**

Project Consultant and Author:

Gerri Brightwell

(250) 342-0309

gbrightwell@telus.net

Report Commissioned by:



**City of Kimberley
340 Spokane Street
Kimberley, BC V1A 2E8
www.city.kimberley.bc.ca**

TABLE OF CONTENTS

Executive Summary	i
Introduction.....	1
Methods.....	2
Kimberley’s Cultural Scene.....	2
Valuing Arts, Culture and Heritage in Kimberley	6
Community Consultation: Common Themes.....	7
Identified Opportunities.....	18
Recommendations.....	19
Next Steps: Developing a Cultural Plan.....	22

Appendix 1: Community Survey Results

Appendix 2: City of Kimberley Official Community Plan (Arts & Heritage)

The “*Kimberley Cultural Scan and Community Consultation*” project was commissioned by the City of Kimberley as an initial data gathering tool to support the development of a cultural plan for the City.

The research was guided by a community steering committee made up of representatives from the City; the Kimberley Arts Council, the Kimberley Underground Mining Railway, the local business community and the Kimberley Summer Theatre.

The steering committee developed objectives for the project. These objectives are:

- To develop a more complete understanding of Kimberley’s arts, culture and heritage assets and resources.
- To identify:
 - opportunities, ideas and needs for arts/cultural/heritage programming for all age groups and interests within the Kimberley community.
 - gaps, barriers and threats to arts, culture and heritage in the community.
- To define local awareness and perceptions of arts, culture and heritage in the community.
- To identify potential collaborations among the various community organizations and individuals linked to arts, culture and heritage in Kimberley.
- To evaluate potential cultural tourism products and identify opportunities to link arts, culture and heritage into existing tourism marketing and initiatives.
- To assess gaps and needs for supporting infrastructure for arts, culture and heritage; specifically the need for accessible facilities and the potential expansion of Centre 64.
- To clarify how information on arts, culture and heritage is communicated within the community and seek feedback on better communication methods.
- To provide direction to the City of Kimberley and the Kimberley Arts Council on their role and future planning with regards to arts, culture and heritage in the community.
- To outline the next steps for the development of a complete Cultural Plan for the community, including
 - a set of strategies and recommendations which can be further developed in the plan; and
 - measurable baseline data from which to evaluate progress.

Key findings and recommendations are based on the results of an extensive community consultation that used a community survey, interviews, and focus groups as means to collect input from the public.

Economic analysis conducted reveals annual average spending in Kimberley in the arts, culture and heritage sector is \$1.17 million. This spending multiplied for indirect impacts¹ specific to the arts, culture and entertainment sector represents a **total impact of \$2.45 million annually** to the local economy. Other economic impacts are through job creation (50 local full-time equivalent jobs estimated); tourism dollars and re-investment of funds in the form of grants/donations by local community groups within the sector.

Key findings summarized as **common themes** from the community consultation are as follows:

- 1. Kimberley's main performance/cultural venues do not adequately support the range of either existing or potential cultural activities in the community.*
- 2. Kimberley's arts and cultural scene is extensive, vibrant and active at the amateur level, which is linked to and draws support from a diverse base of professional visual and performing artists.*
- 3. There is a lack of arts, culture and heritage programming, connections and outreach directed at Kimberley's youth.*
- 4. Kimberley has some excellent heritage resources that are underutilized in terms of cultural tourism as well as their overall connection to community identity.*
- 5. Kimberley's arts, culture and heritage attractions and specifically its festivals have the potential to differentiate Kimberley from other alpine communities from a cultural tourism perspective.*
- 6. Arts and culture are undervalued in Kimberley in terms of willingness to pay by the public as well as the value that artists put on themselves.*
- 7. Kimberley has a large number of professional and emerging visual artists, however the market for visual arts is underdeveloped and lacks opportunities to exhibit and sell.*
- 8. The City of Kimberley and the Kimberley Arts Council each have distinct leadership roles to play in further development of arts, culture and heritage for the community.*
- 9. Inconsistent communication and information flow between organizations and individuals involved in arts culture and heritage, as well as to the general public, is a barrier to growth and development of the arts, culture and heritage sector.*
- 10. Kimberley has a dynamic and transitioning population base that brings fresh energy and ideas to the community. Blending these new entrants into existing arts, culture and heritage networks requires leadership and inclusive attitudes.*

¹ BC Statistics Provincial Economic Multipliers. March 2007.

Detailed recommendations based on the common themes of the community consultation are based around the following **strategic directions**:

- 1. Improve communications and collaboration, both within and external to the community.**
- 2. Raise the bar: Elevate the current cultural scene to a new level of professionalism.**
- 3. Invest in and improve venues and resources for arts, culture and heritage in Kimberley.**
- 4. Build capacity and leadership of key community organizations.**
- 5. Link community identity to culture and heritage.**

Next steps to the cultural scan and community consultation process are the creation of a **cultural plan** for the community. A framework and recommended resources for creation of this plan is provided.

Cultural planning is a process of inclusive community consultation and decision-making that helps local government and other community leaders identify cultural resources and think strategically about how these resources can help a community to achieve its goals. Cultural planning integrates the community's cultural resources into broader community planning.

The first step in community cultural planning is to conduct a cultural scan: a comprehensive identification and analysis of a community's cultural resources and needs gathered through a broadly based consultative/collaborative process². This study, "**Kimberley Cultural Scan**" was commissioned by the City of Kimberley and the Kimberley Arts Council as an information gathering tool to be used in the development of a Cultural Plan for the community. This project was funded by 2010 Legacies Now: Arts Now, a program of the Government of BC designed to create sustainable legacies that will benefit British Columbians as a result of hosting the 2010 Olympic Games; and by the City of Kimberley.

The research was guided by a community steering committee made up of representatives from the City; the Kimberley Arts Council, the Kimberley Underground Mining Railway, the local business community and the Kimberley Summer Theatre.

The steering committee developed objectives for the project. These objectives are:

- To develop a more complete understanding of Kimberley's arts, culture and heritage assets and resources.
- To identify:
 - opportunities, ideas and needs for arts/cultural/heritage programming for all age groups and interests within the Kimberley community.
 - gaps, barriers and threats to arts, culture and heritage in the community.
- To define local awareness and perceptions of arts, culture and heritage in the community.
- To identify potential collaborations among the various community organizations and individuals linked to arts, culture and heritage in Kimberley.
- To evaluate potential cultural tourism products and identify opportunities to link arts, culture and heritage into existing tourism marketing and initiatives.
- To assess gaps and needs for supporting infrastructure for arts, culture and heritage; specifically the need for accessible facilities and the potential expansion of Centre 64.
- To clarify how information on arts, culture and heritage is communicated within the community and seek feedback on better communication methods.
- To provide direction to the City of Kimberley and the Kimberley Arts Council on their role and future planning with regards to arts, culture and heritage in the community.
- To outline the next steps for the development of a complete Cultural Plan for the community, including

² Cultural Planning Toolkit. 2010 Legacies Now and Creative City Network of Canada.

- a set of strategies and recommendations which can be further developed in the plan; and
- measurable baseline data from which to evaluate progress.

METHODS

In order to provide clear direction on and assessment of Kimberley's cultural identity, it was important to obtain input from a broad cross-section of representatives of the community, including youth, media, educational institutions, artists, business community, non-profit groups and the general public. Towards this end, an extensive community consultation program was implemented which included:

a) Community Survey – a survey for any interested community member was created and rolled-out in early February 2008. This survey was available to complete on the Internet, with the link posted on the Kimberley Arts Council web site, as well as advertised in the local paper, and emailed to interested participants. For those who preferred to fill out the survey using pen and paper, hard copies were made available for pick up at various locations around the City. In total, 396 surveys were completed for this project.

b) One-on-One Interviews – a list of key players in the community's arts and cultural development were identified and contacted for one-on-one telephone or in-person interviews. Identification of appropriate interviewees was done through consultation with the Kimberley Cultural Scan steering committee; and by recommendation by many of the interviewees themselves. A standard questionnaire was used to conduct the interviews. In total 28 individuals were interviewed for this project.

c) Focus Groups – 5 focus groups were conducted with the following groups: media, local artists, youth, tourism/local business and festivals/community groups. In total 46 individuals took part in community focus groups.

d) Community Forum – the project was concluded with a community forum in April 2008 to provide the general public the opportunity to give feedback on the initial results and recommendations presented in this study. Approximately 35 community members attended this forum.

KIMBERLEY'S CULTURAL SCENE

The City of Kimberley has a widely varied arts, culture and heritage scene. Kimberley's location and "small town" character creates a supportive and inspirational environment for both amateur and professional artists, musicians/performers, and community organizations. Kimberley's residents have a reputation for volunteerism, and this community spirit has led to the creation of numerous festivals and events that truly set Kimberley apart from other mountain communities in the region. Locals to Kimberley also have a strong connection to the history and heritage of the community, linking with overall community identity through local heritage sites and resources.

Many people who participated in the community survey commented on the value of the arts, culture and heritage in Kimberley not only in terms of its ability to enrich the local lifestyle, but also in its potential to provide tourist attractions beyond the mountain recreation attractions that are predominantly promoted in the region. In general, the Kimberley public seems satisfied with current cultural events and activities available in Kimberley, with 72% of respondents ranking their satisfaction on a scale of 1 to 5 to be 4 or 5 in the community survey. Also, the community survey showed that people are widely participating in arts, culture or heritage activities, with 57% of respondents attending 6 or more events per year.

Supporting Kimberley’s cultural scene are several key umbrella or resource organizations:

The City of Kimberley: The City of Kimberley participates in and supports arts, culture and heritage financially, in-kind through staff and City resources, and with community planning that incorporates elements of the arts, culture and heritage sector. In 2007, the City provided over \$70,000 in cash funding to organizations such as the Kimberley Heritage Museum, the Arts on the Edge Festival, and the Kimberley Arts Council. They are also available to support festivals and events with staff and equipment.

The City’s Official Community Plan (see the full Arts, Culture and Heritage sections of the OCP in Appendix 2 of this report) has detailed strategies and objectives for development of arts, culture and heritage. These include strategies such as create a Public Art Committee; consider development of an Arts District; consider expansion of Centre 64; and inventory historically significant heritage buildings and sites. Some of these strategies are works in progress, while others have not yet been addressed. For example, the City has not yet set up a Public Art Committee; however has allocated a \$29,515 in their budget for public art. The City has also provided \$17,000 (\$6,000 in 2008 and will provide \$11,000 in 2008) towards the purchase of a lot for the expansion of Centre 64.

The Kimberley Arts Council/Centre 64: The Kimberley Arts Council provides programming and coordination related to arts and culture and also manages the City’s arts centre, Centre 64. They are a non-profit organization led by a volunteer board of directors and a formal membership. Current and near-future examples of programming provided by the Arts Council include a continuous exhibition of local art in the Centre 64 Art Gallery, the Creative Kids summer workshop, a planned summer Art Walk (grant applied for), artist demonstrations and workshops, and the Arts on the Edge Festival.

Many community groups use and host events at Centre 64. Examples of on-going or frequent user groups are the Kimberley Fibre Arts Guild, the Steppin’ Out Dancers, the Kimberley Community Theatre, the Kimberley Summer Theatre, the Kimberley Community Choir, and the Homegrown Music Society.

<p style="text-align: center;"><u>VISION</u></p> <p>Kimberley is widely recognized as a thriving, vibrant, inclusive arts community in which residents and visitors alike actively participate.</p> <p style="text-align: center;"><u>MISSION</u></p> <p>The Kimberley Arts Council fosters active participation by people of all ages and capabilities and in all arts forms by providing exhibitions, performances and programs, in a wide array of arts activities in safe and inviting facilities.</p>
--

The Arts Council has recently revised their vision and mission statements (see inset box) and completed the first part of a strategic planning process that included a revamp of their committee structure. Most committees are now to be composed of members at large to encourage wider public participation in Arts

Council activities. Further strategic planning planned for the fall will tackle a revision of existing programming and will put new programs in place.

Tourism Kimberley: Tourism Kimberley is a newly formed Destination Marketing Organization that will represent the tourism industry within Kimberley. Its composition includes a Board of Directors that include the City of Kimberley, the Kimberley Alpine Resort, and the Kimberley Chamber of Commerce plus two representatives from accommodators, one representative from golf, and two directors-at-large that represent specific sectors. One of the specific sectors chosen to have representation by a director-at-large is the Arts, Culture and Heritage sector. In addition, there are various advisory committees that report to the Board, including a Festivals committee and an Arts & Culture committee.

A Tourism Plan outlines the strategic directions and tactics for Tourism Kimberley. Directions specific to the arts, culture and heritage sector are as follows:

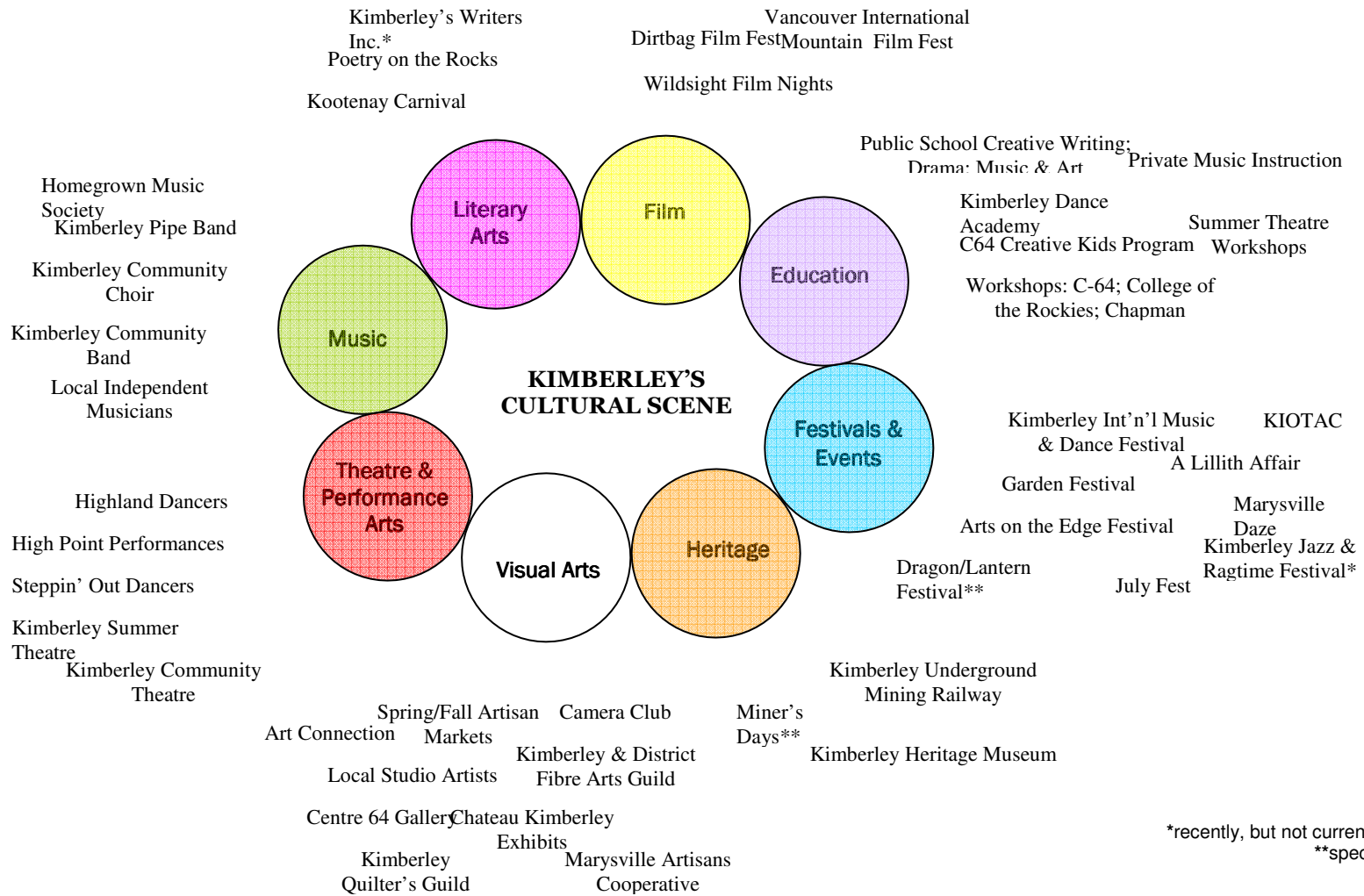
- Work with the heritage, arts and cultural sector to strengthen Kimberley's related product offerings.
- Consolidate Kimberley's existing festivals and events and identify opportunities to strengthen this sub-sector as a tourism "driver".

It is the hope of the arts, culture and heritage sector that by being included in this new organization future marketing and partnership opportunities will arise for marketing cultural tourism as a more featured element of Kimberley's tourist attractions. The organization is in its very early stages; and the Festival committee and the Arts and Culture committee have both had initial meetings.

Chamber of Commerce: The Kimberley Chamber of Commerce has several members that are part of the arts, culture and heritage sector, including the Kimberley Arts Council and the Kimberley Underground Mining Railway. The Chamber is also the City's visitor information centre and as such acts as a collector and communicator of events and attractions information for Kimberley. The Chamber coordinates festivals such as JulyFest and the previously held WinterFest. The Chamber manager is also a member of the Kimberley Arts Council board of directors.

Kootenay Carnival: Kootenay Carnival magazine features visual artists, performers and writers from across the Kootenay region. Although the magazine's focus is throughout the Kootenay region, its physical office location in the Platzl in downtown Kimberley is a benefit to the Kimberley arts and cultural community. Staff of the magazine are a wealth of knowledge and connections within the regional arts and culture sector, and are active members of the wider Kimberley community through their participation in area festivals and events, the Kimberley Chamber of Commerce or Rotary Club. The office itself also acts as a gallery, with fresh exhibitions and opening events developed a few times each year. One resource currently under production at Kootenay Carnival is a catalogue and directory for visual artists in the Kootenays.

The following graphic, “**Kimberley’s Cultural Scene Map**”, presents the groups and events that make up Kimberley’s cultural scene:



*recently, but not currently active
 **special event

VALUING ARTS, CULTURE AND HERITAGE IN KIMBERLEY

The arts, culture and heritage sector in Kimberley is an important contributor to the local economy by providing jobs, tourism dollars, related goods and services and the economic spin-offs that result from a vibrant and successful sector. A compilation of the annual budgets of the private and non-profit organizations involved in the sector shows direct annual spending of \$1.17 million within the sector. This spending multiplied for indirect impacts³ specific to the arts, culture and entertainment sector represents a total impact of **\$2.45 million annually** to the local economy.

Within the organizations and individuals involved in the sector, an estimated 50 full-time equivalent jobs are also created in Kimberley through arts, culture and heritage. This represents \$1.6 million⁴ of annual employment income within the community.

Tourism values related to the sector are difficult to accurately represent due to lack of tracked attendance information by all organizations, however some sample attendance numbers (see table below) show that the sector is a unique tourism attraction that generates new spending in the community. For the six cultural attractions listed in the table below, over 30,000 visitors are estimated to have taken part in the sector in the last year, representing \$3.06 million⁵ of average tourism spending in the community. Obviously there are many other attractions and festivals in Kimberley besides the six provided below. The value calculated for these six illustrate that cultural tourism is already a significant economic generator for Kimberley.

Cultural Event or Attraction	2007 Attendance	Percent Visitors	Estimated Visitor Attendance
KIOTAC	15,000	90%	13,500
Arts on the Edge	2,500	30%	750
JulyFest	3,000	30%	900
Kimberley Underground Mining Railway	14,000	75%	10,500
Kimberley Heritage Museum	6,200	75%	4,650
Kimberley Summer Theatre	3,050	50%	1,525

In addition to the overall economic value created by the arts, culture and heritage sector, many of the organizations involved in the sector re-invest in the community through grants and donations. For example, the Kimberley International Old-time Accordion Championships donate between \$12,000 and \$15,000 annually to other community groups. The Kimberley Arts Council provides grants to its member groups using the revenue from facility rentals at Centre 64. Other events such as the Cominco Gardens Tour or the Marysville Daze also generate money for scholarships and donations in the community.

³ BC Statistics Provincial Economic Multipliers. March 2007.

⁴ Based on annual average income of \$31,850 from East Kootenay 2001 Census Profile, BC Stats

⁵ Based on overnight average tourism spending in BC; Statistics Canada Canadian Travel Survey, 2004.

COMMUNITY CONSULTATION: COMMON THEMES

The community input gathered via the methods described above was analyzed for key themes and common threads. The following section provides an overview of the themes that repeatedly surfaced during the community consultation. Some specific comments or points made by select interviewees may not be included, as the volume of information collected makes it necessary to focus on common themes.

1. Kimberley's main performance/cultural venues do not adequately support the range of either existing or potential cultural activities in the community.

Throughout the community consultation, whether through surveys, interviews or focus groups, the topic of venues was a dominant theme. Especially with respect to McKim Theatre and Centre 64, most people feel that venues in the community are rife with limitations and issues that present real barriers to attending and participating in cultural activities in Kimberley. "Lack of suitable venues" rated as the number two concern (volunteer burnout being number one) in the community survey, with 48% of people listing it as a weakness in the community. Many comments in the community survey reflected back to the original theatre that pre-dated the current McKim theatre, with the perception that the range and number of cultural events have decreased in the community since the loss of the original theatre.

Community members made it clear that they do not see Centre 64 and McKim as competing space, and instead view the two venues as complimentary assets that each serve specific roles for the community and that each deserve investment to increase their functionality for the community. The community would like to see McKim as an excellent venue for larger concerts and productions, and Centre 64 as a comprehensive community arts centre that serves as a hub for arts and culture in the community.

Issues that surfaced about McKim Theatre are twofold: facility and management. Facility issues

"Utilize McKim more, there must be a way to find a "green room" - it is such a shame as this a wonderful venue."

"Venues designated as "classrooms" (i.e. McKim theatre) will NEVER be suitable for anything other than school performances due to policies regarding and restricting use."

include poor sound systems, a small screen, a small stage with no flexibility, and no green room or backstage area. Management issues are around the limitations of using McKim within the confines of the school board's policies and procedures. Most community groups find the bureaucracy of using McKim Theatre make it functionally useless for many

groups that need more open access to the space for set up or rehearsal. Technical support for the sound system and large events is also lacking. This year, a fee increase has also made use of the theatre prohibitive by many community groups. There are several examples of lost opportunities for key community events that take place in Cranbrook instead of Kimberley due to McKim's shortcomings, including touring performers, the Best of Banff Film Festival, the Kimberley Dance Academy annual show, and the Danceworks Festival. One interviewee described the potential of McKim using an analogy of a railway station: "create a nice stop and touring artists will come". General consensus was that McKim would be an exceptional space if some of these issues are addressed.

While investment in McKim Theatre to address these issues would be a positive addition for the community, it inherently lacks the networking and community connections that can take place in a full community arts centre. Centre 64 is viewed as the venue that has the potential to be this

vital hub for arts and culture in Kimberley, but is currently falling short of playing this role due to both facility and management shortcomings.

There are many examples in Kimberley of arts and cultural activities that could be taking place in Centre 64 that are instead scattered around the community in various general venues such as church basements or community halls. Examples include the Highland Dancers, the Camera Club, Art Connection, or various workshops at other venues. This scattering effect is contributing to a lack of coordination or collaboration between community groups involved in culture in Kimberley. One example of a past connection that came together due to a common venue in Centre

“There is an abundance of talent in our little town and I often think how fortunate we are to have the events and activities that we do have to enjoy. I think that an 'Arts Centre' that incorporates and coordinates all the groups would be ideal - provided that there is the ongoing investment within the community to support such a venture.”

64 was with the Kimberley Dance Academy. When the Academy was located in Centre 64, local artists painted sets for the annual show, the dance students were included in a theatre production and the community choir participated in the dance show. Now that the Dance Academy is located in Chapman School, sets are created in Cranbrook, the annual show takes place in Cranbrook and opportunities to interact with groups at Centre 64 are lost.

Issues with current management of Centre 64 that were commonly mentioned in the community consultation included the perception that the Arts Council is too protective of the space and is not welcoming to new individuals or user groups. Limiting and restrictive rental rules are also a concern by some groups and individuals. These perceptions have resulted in groups seeking other venues elsewhere in the community for arts and cultural activities. As one interviewee put it “Is the Centre a place to come and observe or a place to come and do!?!”

Facility issues at Centre 64 also represent important barriers that need to be addressed to create a fully functional arts centre. Accessibility of the Centre 64 Theatre is a large barrier that prevents many people in Kimberley from attending or participating in community events (52% of community survey respondents listed accessibility as a barrier). Also the small size of the theatre is preventing growth of the very successful Summer Theatre. Filling a few basic resource gaps would also increase the activities available at the theatre, such as a digital projector and DVD player for presentations and films. Finally, open studio space is something that many artists and public cite as an asset that should be included in a Centre 64 renovation or expansion.

“We need a new performing arts centre - one that will fill the needs of our local theatre groups, choirs and somewhere to hold events from non-local performing groups.”

“Ease of access to all our public buildings is of primary importance. The theatre at Centre64 has particularly poor accessibility.”

Most people surveyed and interviewed for the study supported the expansion of Centre 64 (66% of community survey respondents listed the expansion of Centre 64 as “very important”), especially with regards to accessibility of the theatre. However many also linked the expansion to a prerequisite of a change in the general mindset and management of the Centre, and demonstration of a sustainable operating budget. The perception that the current Centre is not a vital place full of activity, and instead is empty or closed too often is prevalent and needs to be addressed in conjunction with any expansion plans. More ideas and suggested criteria around Centre 64 expansion are shown in the recommendations section of this report.

Finally, many people also mentioned the new convention centre that was recently announced for Kimberley. Most people are keen for connections between the new convention centre and the

arts, culture and heritage sector – both in the design and use of the building and through consultation around its functionality.

2. Kimberley’s arts and cultural scene is extensive, vibrant and active at the amateur level, which is linked to and draws support from a diverse base of professional visual and performing artists.

Kimberley’s amateur arts community is very large, talented and diverse – examples include groups such as the Steppin’ Out dancers; Kimberley Community Band; Kimberley Community Theatre; the Homegrown Music Society, and several amateur level visual artists using a variety

“Arts, Culture and Heritage are what makes Kimberley more than the “sum of its parts”. It offers an opportunity to anyone with any interest the chance: to view; participate; learn; and expand our own ideas of full self-expression.”

of media including photography, fibre arts, clay and paint. A distinctive element about Kimberley is that these artists and performers enjoy an enthusiastic local audience that is supportive of their skill sets and gives them opportunity to showcase their talents. One example of this is the Homegrown Music Coffeehouse,

a tradition in Kimberley that is nearly 25 years old that gives new musicians and other performing artists the opportunity to display their talents to an often full house at the Centre 64 theatre. In the community survey, the top five “favourite” arts, cultural or heritage activities were Kimberley Summer Theatre, live music performances, Kimberley Community Theatre, Arts on the Edge Festival, and visual art exhibitions.

In addition to the widespread amateur talent in Kimberley, there is also a base of extraordinary professional and emerging professional artists and musicians. Some professionals are somewhat hidden in the community, a result of creating a network and a market for their work outside of Kimberley or even outside of the region. Many of these professionals feel they are “priced out” of the Kimberley market and thus choose to keep a low profile around the community. There are also examples of professional artists that support the amateur community through instruction, mentorship or exposure. Showcasing this local professional talent seems to cultivate enthusiasm and participation in amateur activities. An example of this effect is the Kimberley Community Theatre – the presence of the Summer Theatre, a professional production, has grown enthusiasm for amateur community theatre throughout the year. Another example is the Art Connections group of artists – artists at various levels of experience that offer critique and support of each others work, including organizing group exhibits. One observation made by a professional artist speaking about the amateur arts community was that Kimberley “has the raw material” to develop into a cultural hub within the region. While this may be the case, many artists suggested that opportunities for professional development at either the professional or amateur level are somewhat limited, whether through instruction or exposure to touring artists.

3. There is a lack of arts, culture and heritage programming, connections and outreach directed at Kimberley’s youth.

Youth in Kimberley are engaged in culture in their own way, and not necessarily linked to organized cultural activities or organizations within the community. Many youth get their first exposure to arts and culture through the school system, where participation in art, music, drama or creative writing is possible. However, the public school focus on arts and culture is limited. Beyond the core curriculum, more specialized programs or networks are not readily available through the school system or through any organized groups in the community.

Current cultural activities that youth in the community are taking part in include some instruction, such as dance or music lessons. Mountain sports and culture are an emphasis in Kimberley, and this is reflected in a large interest by youth in creating short mountain films about skiing, snowboarding or mountain biking. Many youth mentioned the lack of evening activities or entertainment, and were enthusiastic about the Friday night live music offered at the Bean Tree as well as the occasional music event organized through the Lee Haskell Youth Centre. Youth art is featured in the Arts on the Edge Festival.

“Kimberley Arts Council/Centre 64 needs to offer more workshops in the visual arts for youth, but an innovative, enthusiastic young instructor is essential.”

Youth do not feel connected to the wider arts and cultural scene that is happening in Kimberley. Perceptions are that the older demographic in Kimberley are not interested in youth art or culture, have no appreciation for more “challenging” contemporary arts, and that there are no opportunities to showcase it within the community. One young artist felt that he would never have the opportunity to showcase his art in a venue such as Centre 64’s gallery, and that since he was not painting “watercolour ducks” that it would not be of interest. Although youth acknowledge that Kimberley is a community in transition with changing demographics, they feel that these changes happen around them but do not include them.

One gap in connecting with youth is in the use of communication media. Young people use the internet and social networking and sharing sites such as facebook, myspace or youtube as part of their everyday standard communications. One youth explained how some of her peers who have taken an interest in photography have started showcasing their photos by posting on their facebook pages. Another youth mentioned posting their mountain adventure films on youtube to share with a wider audience. Another example was a music event organized by youth via the Lee Haskell Youth Centre that was advertised using myspace. This is in sharp contrast to most community organizations and many professional artists in the community who don’t have a web page or internet presence at all.

4. Kimberley has some excellent heritage resources that are underutilized in terms of cultural tourism as well as their overall connection to community identity.

Kimberley’s community identity is closely linked to their history as a mining and resource community. This identity is not well reflected in the projected image that Kimberley puts out in external marketing and through connections with community assets and events, even though heritage themes are of interest to both locals and tourists. This interest is reflected in the popularity of the Kimberley Underground Mining Railway (KUMR), with close to 14,000 visitors last summer. It was also a popular attraction with respondents of the community survey, 35% of whom visited the railway in the past year, and rated it as “good” (46%) or “excellent” (27%) quality. The other main heritage resource in the community is the Kimberley Heritage Museum, located on the Platzl and well known for its excellent archives and displays. The museum had over 6,000 visitors last year.

Comments by many people taking part in the community consultation were around linking community identity and some of the heritage elements in Kimberley. Some existing community assets, such as the Cominco Gardens or many of the historic buildings downtown have an interesting historic story that is not being told. The community perception is that mining history is not visibly represented in the city and even though opportunities to link to heritage elements are abundant. Ideas for these connections include heritage displays or activities at festivals, historically themed theatre or public art, historic mining demonstrations in the Platzl and recognition of heritage buildings and sites around town. There is also strong potential to expand heritage attractions by using the resources that are already in place, such as improving interpretive displays at the old schoolhouse or the powerhouse at the KUMR.

“Kimberley has the potential to be a unique and exciting destination for arts and heritage - and this needs to be incorporated/integrated in an organic way into Kimberley residents' overall sense of identity and place.”

Opinion from the festivals and community organizations focus group was that awareness of heritage attractions by visitors and locals would benefit from more collaborative local marketing. Visitors in town during large festivals such as JulyFest or the Kimberley International Old-time

“It is a shame that the Interpretive Centre/Railway and the Museum don't use the full potential of each others attraction, i.e. some sort of joint marketing. ‘Visit the Museum and take the train to experience all of Kimberley's history’.”

Accordion Championships do seek out other attractions, and opportunities to cross-promote heritage attractions exist during these key events. Other popular attractions, such as the Kimberley Summer Theatre, may have natural tie-ins with promoting community heritage by adapting their vaudeville shows to have a theme that ties with local history. In addition, the Heritage Museum and the KUMR have an informal means (i.e. word of mouth) of promoting each other

to visitors but at this time no formal partnership around promotion. One popular idea was to establish a community greeter. Many people felt that having a person present in the Platzl to greet and provide information to visitors would be a good ambassador for heritage and other attractions in the community.

5. Kimberley's arts, culture and heritage attractions and specifically its festivals have the potential to differentiate Kimberley from other alpine communities from a cultural tourism perspective.

Many people enjoy the arts, culture and heritage attractions and festivals organized by various individuals and community groups in Kimberley and view them as a wonderful attraction from a tourism perspective. “Festivals/fairs/events” were the leading activity that the community survey respondents (40%) felt were “most in need of further development”. Kimberley's own tourism plan recognizes its festivals as a potential “tourism driver”. Kimberley offers a diverse number of festivals for a community of its size, many that have a long track record of success, such as the Kimberley International Old-time Accordion Festival, as well as some recent additions such as the Arts on the Edge Festival. Overall consensus in the community is that the variety of attractions and festivals should be better represented as a leading tourism product in the tourism marketing that represents Kimberley. One interviewee noted that there is “a lot of catching up to do” in terms of better representing the cultural element of Kimberley, and many people noted that there is much more to Kimberley than simply “golf or ski” elements that dominate tourism marketing. There is a sense that an enriched cultural experience gives visitors something special to take away from Kimberley that truly differentiates it from other alpine resort towns.

Feedback from tourism operators is that overall planning and timing needs to be better coordinated among attractions and festivals in order to develop better communications and marketing directed at tourists. Operators need more lead time in order to promote specific events in advance, and feel that there is currently no existing network that consistently communicates events information to tourism operators about cultural events. There is also a desire for events timed for the shoulder season to expand Kimberley's tourism market, perhaps through niche offerings such as specific conferences or workshops. Other feedback from tourism operators is that family-oriented events in the area are lacking, as well as winter events such as

"Kimberley is fortunate to have the summer attractions such as KIOTAC, July Fest, Mining Railway and also to have a Heritage Museum which operates year round. These attractions (plus others) are important to the success of tourism in the city. If these different programs are to continue to be successful I believe there must be more cooperation between the groups."

the now defunct WinterFest or Kris Kringle market. Tourism operators also felt that creating an overall vibe around the community that promotes the cultural element of Kimberley is connected to better promotion and use of the Platzl (i.e. artists, performers, vendors) as well as development of more "night life" or evening entertainment.

There were several communications and marketing opportunities identified during both the tourism operator and the festival/community organization focus groups. These included cross-promotion of events and attractions between groups and providing cultural marketing information at each community event; using established message boards in the Platzl and at the train station; having an events broadcast on the shuttle bus; establishing an e-newsletter to the accommodator network from the Arts Council; and creating a single calendar of events that is a key marketing piece throughout the community.

Many of the community groups that organize community festivals, events or attractions have some issues related to organizational capacity. Attracting and retaining new volunteers, particularly for participation at the organizational level, is a concern by many organizations. Volunteer burnout was listed as the number one challenge for arts, culture and heritage in Kimberley, with 53% of respondents selecting it as a factor. Some groups that participated in the Festivals and Community Organization focus group have started to try to attract volunteers through event partnerships. For example, at KIOTAC, the Figure Skating Club operates the beverage service in exchange for a donation. Competition for common funding is also an issue identified by community groups. One idea that was brought forward to address some of these capacity issues is to hire a resource person that is shared by many of the groups who could coordinate schedules; identify opportunities to partner or share resources; and develop cooperative fundraising plans.

Many participants in the scan see opportunity to enhance communications between the tourism and arts, culture and heritage sectors through the newly established Destination Marketing Organization, Tourism Kimberley. People are hopeful that the new organization will lead to joint marketing activities, improved coordination and communication among community groups, and better overall representation of Kimberley's arts, culture and heritage sector as a key tourism attraction.

"I feel that Tourism in Kimberley could really take off once there is a co-ordinated effort by all agencies, businesses, & individuals to embrace a universal approach to promote, enthuse, and inform visitors about the terrific programs & activities available in the Kimberley area."

6. Arts and culture are undervalued in Kimberley in terms of willingness to pay by the public as well as the value that artists put on themselves.

Many of the professional visual artists and musicians in the community feel that their work is undervalued by the Kimberley public as well as the community groups that use their talents. While most acknowledge that Kimberley historically has not been a market for higher-end visual art or productions, they feel that the education of the public about the amount of training and expertise that goes into production of art and the value of that art is lacking. In addition, community groups that put on public events or festivals do not always acknowledge the value of local artists - they are often called to donate their services or work for community events, or offered a small fee that does not reflect the true value of their product. One interviewee suggested that in addition to awareness of value, the idea of valuing external talent more than home-grown local talent also contributes to this issue: many groups are willing to pay for a touring artist but not for a local one.

The flipside of this issue is inconsistencies in how many artists value their own work. Local musicians especially do not seem to get good value for their live shows from local venues. One local musician felt that better communication amongst independent musicians in the community might result in increased solidarity around their fees instead of underselling each other through inconsistent pricing. Inconsistent pricing by visual artists is also linked to a lack of business expertise and exposure to the wider arts market - a gap that many artists acknowledge exists for themselves and others in the sector. In addition, many visual artists are undervaluing their work in order to sell to the Kimberley market.

7. Kimberley has a large number of professional and emerging visual artists, however the market for visual arts is underdeveloped and lacks opportunities to exhibit and sell.

There seems to be a divide among professional artists in Kimberley – there are those that are accessing markets outside the region and who prefer to remain unconnected to the local arts community, and there are those that are keen to work together locally, develop local markets and may already be doing so through groups such as Arts Connect or the Marysville Artisan Cooperative. Those keen for collaboration are seeking more opportunities within the community to connect, work and sell. Feedback from professional visual artists is that there is a lack of opportunities to exhibit and sell in Kimberley. The new continuous exhibition gallery format at Centre 64 is not popular among artists, and many support more of a blended approach to the gallery that would combine continuous exhibition with rotating local artist exhibits and touring shows.

“This is an exciting time for Kimberley and the arts. The sky’s the limit. Let’s all get out of the closet and collaborate.”

Market development for visual arts is immature in Kimberley, and the idea of developing more of a market through creation of a patron community has not really been tested. More “buzz”, celebration and prestige around local art; combined with a better link to cultural tourism could increase art sales and awareness by visitors and locals alike. One example of artists that have collaborated to create this type of atmosphere around an exhibit is the “Creative Expressions” show and sale at Chateau Kimberley. By hosting an artist reception and wine tasting event for the opening, the artists created a professional and celebratory atmosphere around their exhibit that attracted over 250 attendees on the opening night. Another example are the “Magic of Autumn” and “Country Friends” artisan markets that take place in the spring and fall and are independently organized by local artists.

The Chateau Kimberley show also represents an example of a local business collaborating with professional artists. This is another type of support that artists are seeking in the community. Showcasing local artists within local businesses provides new marketing opportunities for the artist as well as the business. Another example of this type of link is demonstrated at the Kootenay Carnival office, where they have established a gallery to showcase local artists in an excellent location right on the Platzl.

8. The City of Kimberley and the Kimberley Arts Council each have distinct leadership roles to play in further development of arts, culture and heritage for the community.

The City of Kimberley was widely acknowledged by many people participating in this study for their positive contribution to the arts, cultural and heritage scene around Kimberley; both financially and through dedication of staff and resources during key festivals and events. Most people felt that City has both a leadership and supporting role to play in the arts, culture and heritage sector and should be a leader in the development of a Cultural Plan for the community. There were also reoccurring comments on a few key issues that many community members feel the City could improve:

- *Overall recognition of the value and contribution of arts, culture and heritage to Kimberley:* Many people communicated the idea that the City could better demonstrate their recognition of the value of arts, culture and heritage. Suggestions were around creating more of an “arts friendly” city, where local arts, culture and heritage are celebrated and showcased in more ways, such as through public art, on City properties/venues (e.g. new conference centre), and incorporated into the overall public identity of Kimberley. Some suggested this idea could be formalized through the creation of a cultural district within Kimberley. Many people also felt that by formally recognizing the economic impact shown in this report by the arts, culture and heritage sector that the City would feel more justified in the return on investment in the sector.
- *Encouraging use of the Platzl:* Many artists and community groups commented on barriers related to outdated bylaws and permitting around the use of the Platzl for street vendors, artists and performers. The City’s own Official Community Plan refers to a strategy to “promote the use of Platzl lawn areas and secondary stage for local artists to demonstrate their craft and display their works”. Feedback from the community is that the City prevents these types of activities more than supports them, and that better use of the Platzl would improve Kimberley’s image as a vibrant cultural community. Use of the Platzl is also impacted by Platzl businesses that have issues with perceived competition from street vendors. Future encouragement of expanded use of the Platzl would have to include support from the Chamber of Commerce to address negative perceptions by local business.
- *Continued investment in venues:* Detailed comments around McKim Theatre and Centre 64 are outlined in theme #1 above. Other venue comments included feedback that outdoor venues needed improvement for better support of festivals and events, especially around outdoor amphitheatre/stage infrastructure and access to electricity. Also the gazebo stage in the Platzl was often cited as an outdoor venue that was difficult due to its size. Performers

“It is key that our community work with the local municipality to allow events to take place in public places, and eliminate the 'perceived' competition to existing businesses. Moving into a tourism-based economy, Kimberley is lagging behind other communities such as Invermere and Fernie that have 'farmer's markets', open vendors selling on the streets during summer, etc. Our municipality needs to revisit existing bylaws to address the new 'culture' of tourists and citizens in Kimberley.”

and artists hope that the City will consult with the public before building the new convention centre to ensure that the facility is well-equipped for professional events.

The Kimberley Arts Council has a long history in the community as a key organization in promoting, supporting and providing programming around arts and culture. Community feedback is that in the past few years the Arts Council has been less engaged and proactive and more internally-focused and process-oriented than previously. The Arts Council itself has recognized a need for some renewal and reorganization: it is currently instating a committee structure that gets more community members involved as “members at large” and is trying to take a fresh look at its programming and communication.

A very dominant theme from the community consultation was that people are seeking a leader, advocate and facilitator in the arts, culture and heritage sector, and view the Arts Council as the natural fit for this role. Current issues around the restrictive use of Centre 64 (discussed in theme #1 above); perceptions that the Arts Council is threatened and/or competitive about non-arts council events; perceptions around a bias towards performing arts; and negative feedback towards the new gallery format are seen as issues that need to be addressed before the Arts Council could assume a leadership role. Participants in the study called for the Arts Council to fill the following roles in the community:

- Resource provider: supporting artists with resources to improve business and marketing skills, providing resources to amateurs interested in learning new skills.
- Advocate/promoter: promoting ALL arts within the community, even those that are taking place outside Centre 64 and the Arts Council’s programming. Advocating the value of arts and representing the arts at the table for key community planning and initiatives.
- Facilitator: Making connections among groups and individuals, creating opportunities for cross-promotion and building partnerships among groups.
- Catalyst: Assembling resources around new ideas and making them happen.
- Inclusive: Providing opportunities for new artists or youth to showcase their work. Outreach to new talent in the community. Programming and resources across various disciplines. Broader acceptance of art outside of the “mainstream”.

Generally, the idea discussed above of Centre 64 as a vital, public hub for arts and culture is a vision that many in the community link to the Arts Council improving its presence and prioritizing its role as a leader for the community. The numerous and fragmented groups involved in arts, culture and heritage in Kimberley need a central organization that links their activities and provides common resources. The Arts Council will need to build and win trust amongst some of these groups that have intentionally taken their activities away from Centre 64 due to negative perceptions.

“Kimberley has been fortunate to have a core group of people willing to volunteer their time and talents to promote the arts. As these volunteers burn out it is important to find others willing to take up the torch. A paid arts and cultural promoter/coordinator would be a worthwhile position to implement, plan and organize a year-round schedule of cultural and arts events.”

Many people suggested the arts council needs more than just administrative staff and should look at hiring a resource person to fulfill some of the roles outlined above. Ideas around this topic included cost-sharing the wages for this position with other community groups such as festivals so that the arts, culture and heritage sector had a central position that can identify more opportunities for cooperation among groups.

9. Inconsistent communication and information flow between organizations and individuals involved in arts culture and heritage, as well as to the general public, is a barrier to growth and development of the arts, culture and heritage sector.

Lack of information or awareness about events was listed by 68% of respondents to the community survey as the leading barrier to participation in arts, culture and heritage in Kimberley. Communication was a key theme in many focus groups as well, with tourism operators, community groups and festivals all voicing a desire to communicate better with each other and with the public about events and activities related to arts, culture and heritage.

Some groups are already designated as local clearinghouses of information, such as the Chamber of Commerce, the Arts Council or the local media. Even though all these groups distribute event listings and information, it seems that many individuals or organizations do not take advantage of the service or provide updated information about their event or attraction. Improved use of these resources, as well as expanded distribution/advertisement of their newsletters or web sites would improve accessibility to information in the community. The Arts Council is an example of an organization that is trying to improve information flow, as they are currently in the process of expanding both its newsletter and events listings: the newsletter as a quarterly piece that is distributed to both members and the public; the events listings as a twice-monthly e-mailing of any and all arts, culture and heritage events in the community (not just C64 events).

Use of the local media as a resource to community organizations and individual artists is an asset that is underutilized in the community. The media focus group said that those groups/individuals with media savvy have demonstrated returns from use of local media, while others don't seem to have the understanding or skill set to use media well. Local media also acknowledge that it is their responsibility to build trust and demonstrate results back to the arts, culture and heritage sector to cultivate a greater relationship and use of local media as a communication tool. Newspapers and magazines were the number one source of arts, culture and heritage information for respondents to the community survey (87%), with word of mouth/community bulletin boards being second most popular (30%).

One popular idea that came up in more than one focus group and interview is the concept of a published Community Cultural Calendar. The criteria for making this idea work would be for all groups to come together and evaluate the best possible annual schedule of events for each year well in advance of the year and to commit to the schedule. Individual artists and local businesses would also be offered the opportunity to contribute events for the calendar. A vehicle for making this idea work might be the arts, culture and heritage subcommittee of Tourism Kimberley.

Other ideas for improving information flow around the community about arts, culture and heritage included the concept of better use of message boards such as in the Platzl, at the train station and the ski hill; or providing an annual orientation to "front desk staff" from businesses around the community about the arts, culture and heritage attractions in Kimberley.

10. Kimberley has a dynamic and transitioning population base that brings fresh energy and ideas to the community. Blending these new entrants into existing arts, culture and heritage networks requires leadership and inclusive attitudes.

Many participants in the community consultation were positive and excited about the recent influx of new additions to the Kimberley population. The community has been in transition since the closure of the mine and the focus on a more tourism-based economy. New populations include young families and young people attracted by the mountain lifestyle and lower cost of living (compared to Banff/Canmore), as well as part-time seasonal residents and full-time recently retired residents. The perception communicated by participants in the community consultation is that this transition has contributed to a blossoming arts and cultural scene in Kimberley. People are particularly enthusiastic about new additions to the scene such as the Arts on the Edge festival or Kootenay Carnival magazine.

"I appreciate all the time and energy that the current volunteers expend and I wish we could engage the 'part-timers' and the new young families more fully and meaningfully."

This dynamic element in Kimberley needs to be linked to the arts, culture and heritage sector. Recognizing that the population is constantly changing and keeping a finger on the pulse of that change and connecting with new residents is a leadership role that community organizations need to play. Being inclusive and open to new ideas and capturing the fresh energy that a younger demographic brings to a community involves moving an organization towards the interests of that demographic.

Even though there is evidence of a transitioning community, many community groups have issues recruiting new members and volunteers. One community group that has had enthusiastic

"Instead of sticking to the traditional expressions of art, why not invite more controversial art forms into our town? It has been super to see young people show up and enlighten us with their stilt walking performances, dragons and fires. That's the way to go..."

response from a younger demographic to their film events (One Planet film series and Dirtbag Film Fest) and that has translated to new membership/volunteerism is the local chapter of Wildsight. The topics of global environmental issues and mountain adventure film/photography are contemporary topics of interest to younger and new

community members. Other community groups may have success by trying new ideas and capturing the interest of the new community demographic. For example, several people commented on their desire to see the community theatre tackle more challenging or contemporary topics. Another example is the change in focus of the International Music and Dance Festival to include more live world music instead of only folk dance to attempt to attract the interest of a younger demographic.

IDENTIFIED OPPORTUNITIES

In addition to the discussions around issues, resource needs and current capacity of arts and culture in the community, participants in the study identified several opportunities and ideas for further development. The following list captures the ideas voiced during the cultural scan process.

- Farmer’s market – a seasonal open-air market located in the Platzl that features local produce and artisans.
- Taste of Kimberley – a local food/restaurant celebration, linked to a global village theme around the International Music and Dance Festival.
- Winterfest/Kris Kringle Market – reinstate a winter-themed festival to fill the gap of family-oriented cultural events that occur in the winter.
- Asset inventory - among community groups to promote sharing.
- Music festival – at the ski hill in the summer.
- Cultural district – a formal designation of an area in the City known for its arts and culture. Idea to include open studio space where public can view artists at work and purchase art directly from the source.
- Arts competition – idea to have juried visual art competition to promote variety and quality in visual arts.
- Arts on the Edge Festival:
 - Incorporate more hand-on participation by the community in festival events
 - Issue a painting challenge to local and visiting artists – designate time and locations to paint “en plein air”
 - Create a day pass or weekend pass that allows access to all events
- Corporate sponsorship – opportunity to increase funding base through corporate sponsors, and to target large corporations represented in Kimberley but with head offices based outside of the community.
- Partnership with Cranbrook Arts Council – many Kimberley artists and public already belong to the Cranbrook Arts Council and take part in their programs. Are there ways of working together?
- Creating and promoting a Chapter of the Federation of Canadian Artists; benefits include a mentorship program and access to juried art shows.
- Resource library – idea to have an arts resource library that includes books, equipment and tools for locals to borrow.
- Create a “guild” system – build on Kimberley’s European theme to promote artists and artisans within guilds.
- Community greeter – reinstate the role of a community greeter that roams the Platzl and provides information to visitors.
- “Rock Camp” – idea to have a summer program based on the “School of Rock” concept that shows kids not only how to play an instrument but how to put an entire show together, including the technical and business aspects.
- Directory of local musicians – a reference tool for the local music scene to provide contact information, genres and “who’s who” of local music scene.

RECOMMENDATIONS

The following recommendations are intended to address the issues and opportunities identified by the community as outlined in the “Common Themes” section of the report. Implementation, accountabilities and follow-through on these recommendations can also be built into a community cultural plan, discussed in the next section of this report.

Strategic Direction 1. Improve communications and collaboration, both within and external to the community.

Recommendations:

- **Enhance the presence of arts, culture and heritage in tourism marketing.** The creation of the festivals, arts and culture subcommittees under Tourism Kimberley and the extensive references to cultural tourism in Kimberley’s Tourism Plan are a positive indication that future tourism marketing is looking to embrace the cultural sector. In addition, enhanced local events listings available to the public such as the new Kimberley Arts Council newsletter and bi-monthly email of events are important aspects of tourism marketing. Development of a published annual cultural calendar as a joint marketing tool across different groups was a recommendation mentioned during the community consultation on more than one occasion.
- **Increase cross-communication and collaboration between community groups and individuals involved in the arts, culture and heritage sector.** There are an increasing number of opportunities for groups to communicate such as the Tourism Kimberley Festivals and Arts/Culture sub-committees, and by participating in the events listings initiatives described above. Another method of increasing collaboration between groups is to consider pooling resources and hiring a common resource person to coordinate partnership opportunities and fundraising.
- **Focus the role of the Kimberley Arts Council on leadership and advocacy and promote Centre 64 as a hub for arts and culture in the community.** The Kimberley Arts Council needs to prioritize tasks that relate to making connections and creating partnerships among the wider cultural community; advocating for arts and artists in Kimberley; and addressing the fragmentation that currently exists within the cultural scene. Promotion of the Arts Council’s new committee structure and mission may assist in creating community buy-in to its role as a leader and facilitator in the community. Outreach by the Council staff and directors to stay abreast of what’s happening in the community is another priority that will assist in keeping the Council fresh and current.

Strategic Direction 2. Raise the bar: Elevate the current cultural scene to a new level of professionalism.

Recommendations:

- **Invest resources in developing the market for arts, culture and heritage in Kimberley.** A marketing and promotional plan should be developed that includes media that creates more buzz and vibrancy around the cultural scene; targets tourism markets and seasonal residents; and provides collaborative opportunities for local visual artists to promote and show their work together.
- **Reach out to new residents, youth and visitors through fresh and contemporary programming.** Arts and cultural programming in the community should investigate some contemporary themes in an attempt to revitalize existing organizations. Youth programs in particular need to be developed, within the school system and through the Arts Council. The Arts Council has recently established a new youth committee, and it is recommended that this committee be used as a resource to allow youth to develop and communicate their own programming. More opportunities for local artists to connect directly with youth should be created.
- **Provide professional development opportunities for artists and performers.** Professional development targeted at both amateur and professional artists is lacking in the community. Themes that focus on marketing and business development for artists, as well as exposure to touring artists and mentorship between experienced and emerging artists are all concepts that should be explored.

Strategic Direction 3. Invest in and improve venues and resources for arts, culture and heritage in Kimberley.

Recommendations:

- **Develop a long-term expansion plan for Centre 64 that includes a strategy to renew the Centre as a vibrant and sustainable cultural hub.** Expansion plans for Centre 64 should be linked to a sustainable five-year strategic and operating plan that focuses on creating a public, interactive space. The summer theatre, as a key tenant for the Centre 64, should be given consideration in the expansion plans to facilitate a larger audience and more shows. Consider the strategy of attracting another “anchor tenant” in addition to the summer theatre to contribute to operational sustainability.
- **Position the Platzl as a year-round venue for artists, performers, street vendors, events and festivals.** The City of Kimberley needs to review their bylaws and policies related to the Platzl and eliminate barriers to using the Platzl. The local business community via the Chamber of Commerce, Tourism Kimberley and the City should work together to promote the idea that the Platzl is “open to business” for individuals and community groups.

- **Improve the functionality of McKim Theatre, in terms of both management and facility shortcomings.** In the short-term, the joint use agreement between the school board and the City of Kimberley needs to be revised for McKim Theatre that reduces the barriers created by restrictive rental policies and high fees. In the long-term, a portion of the City's capital budget should be allocated for renovating McKim to address some of the facility issues identified in this report.

Strategic Direction 4. Build capacity and leadership of key community organizations.

Recommendations:

- **Create a shared volunteer recruitment campaign and associated database.** Approach the issue of volunteer burnout and shortages as a shared issue between community groups by conducting a joint volunteer recruitment campaign and developing a volunteer database that can be accessed by volunteers and community organizations to help them connect based on skills, interests and availability.
- **Develop a shared staff position to coordinate activities and fundraising for community cultural organizations and festivals.** Address common issues such as fundraising, promotion, volunteerism, and scheduling by hiring a coordinator that is jointly funded by and acts as a resource to the arts, culture and heritage organizations in the community.

Strategic Direction 5. Link community identity to culture and heritage.

Recommendations:

- **Tell the stories linked to Kimberley's heritage sites and buildings.** Create an inventory of Kimberley's heritage sites, and establish a way of interpreting and preserving those sites for community education and enjoyment.
- **Use culture and heritage as a means of defining Kimberley's local identity.** Link local history with elements of Kimberley that convey its sense of place, such as through public art, heritage buildings, or tourism marketing.
- **Invest in existing heritage attractions to improve visibility and scope.** Identify the various heritage assets that exist in the community, and create an investment plan to improve the use of those assets for heritage interpretation and cultural tourism.

NEXT STEPS: DEVELOPING A CULTURAL PLAN

A community cultural plan is the next step following the information-gathering exercise conducted by this study. Developing a plan would create concrete action items and timelines on the recommendations and opportunities identified in this report, as well as strategies developed by community leaders beyond the scope of this report. The development of a community cultural plan would also produce action items that could be incorporated in to an official community plan, or the strategic plans of local arts and cultural organizations.

The following steps are adapted from “Community Cultural Planning Handbook: A Guide for Community Leaders” by Craig Dresszen (1997, Arts Extension Service, University of Massachusetts).

Step 1. Pre-planning

The pre-planning stage focuses on crafting the objectives of the planning process, identifying the lead agency that will manage the planning, and designating funding and a budget for the planning process. Key tasks during this stage are:

- ✓ Create a planning steering committee by identifying and recruiting key community players.
- ✓ Develop a budget and identify funding sources.
- ✓ Assign accountability for planning process to appropriate community agency.
- ✓ Develop a terms of reference for the planning project; recruit appropriate expertise to conduct planning.
- ✓ Develop a detailed work plan and timeline.

Step 2. Assessment and Information Gathering

While much of the required community input and assessment has been completed through the efforts of this study, gaps in information may be identified that need to be addressed in order to proceed with informed planning. Examples of items that may be useful specifically for Kimberley include a cultural tourism market analysis or comparable community case studies.

Once all information is gathered and disseminated, key issues to be addressed by the plan should be identified.

Step 3. Goal setting and plan writing

The goal setting stage involves using public input and guidance by the steering committee to set actionable goals intended to address the key issues identified by the assessment. Key tasks during this stage are:

- ✓ Generate and evaluate alternative solutions for each key issue with recommendations by steering committee and consultant expertise.
- ✓ Create draft goals and objectives.
- ✓ Convene public open houses and forums to review the draft goals and objectives.
- ✓ Steering committee refines final goals based on input from public and community leaders.
- ✓ Identify key accountabilities, timelines and required resources for each goal and objective.

Step 4. Implementation

Initial implementation involves communicating the plan to the public through press releases and public distribution of the plan. Also, a variety of agencies, government and other institutions may be identified as key players with accountabilities in the plan. Each of these stakeholders should formally adopt the plan as part of their internal operational planning.

For Kimberley, the cultural plan may also be used as a tool to inform the future revisions of the official community plan.

Step 5. Monitoring and evaluation

Responsibility for monitoring and reporting results back to stakeholders should be assigned to the appropriate local agency. The original steering committee may be reconvened annually to evaluate progress and make necessary amendments to timelines or objectives. In this way, the plan can stay dynamic and be managed adaptively to changing situations and needs in the community.

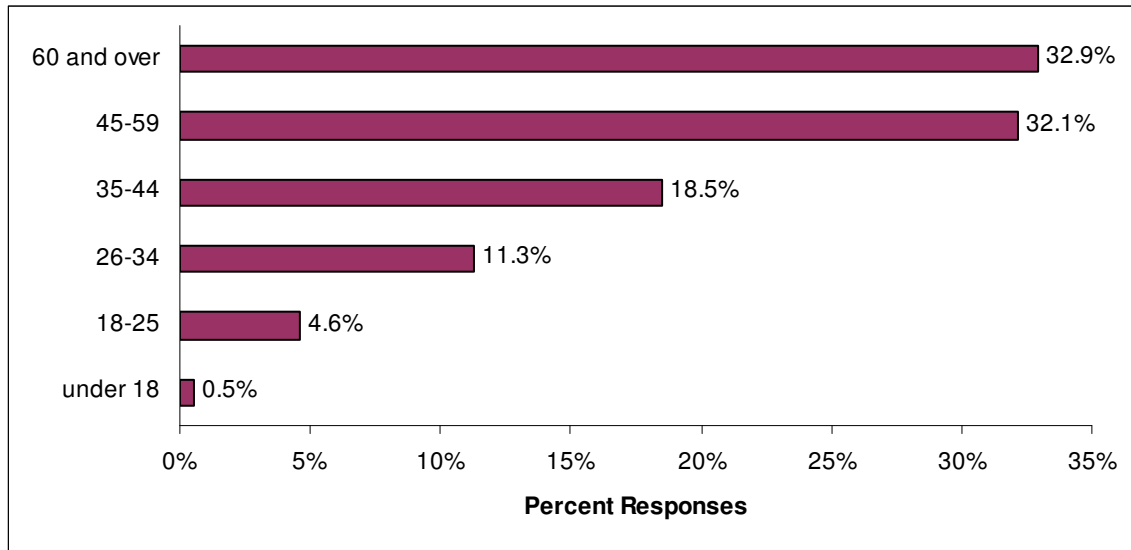
Cultural Planning Toolkit

Another resource for developing a Cultural Plan is the “Cultural Planning Toolkit” developed by the Creative City Network of Canada and 2010 Legacies Now. This resource can be downloaded from the 2010 Legacies Now web site at:

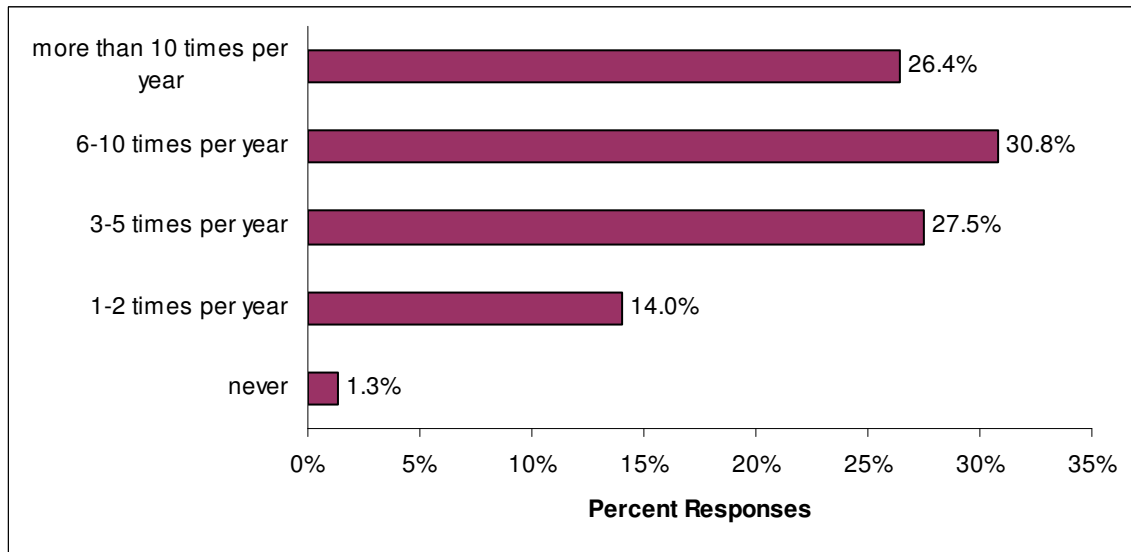
http://www.2010legaciesnow.com/creative_communities/

APPENDIX 1. Community Survey Results

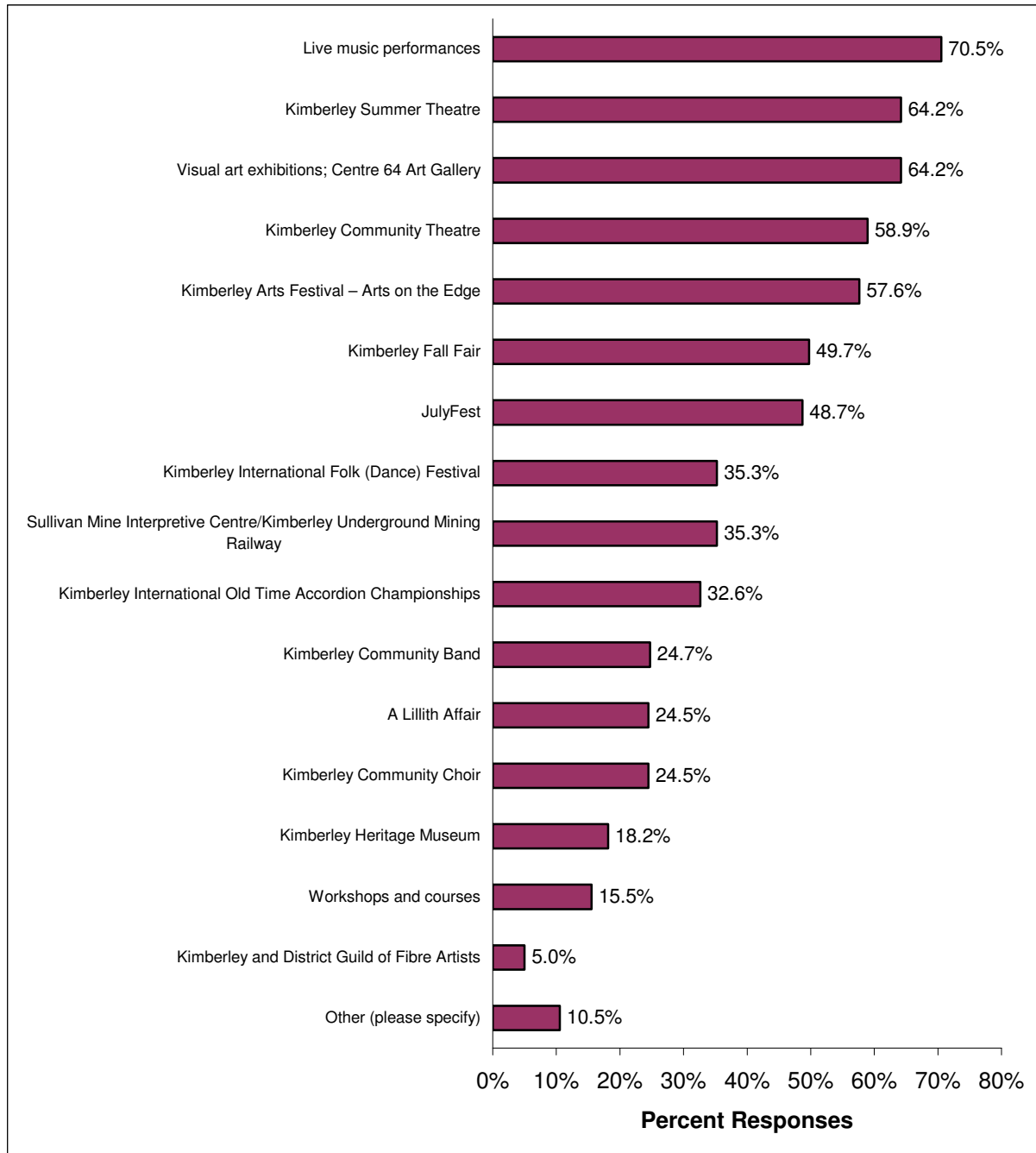
1. Please tell us your age group



2. How often do you participate in or attend a cultural event (such as a play, a concert, a festival, a workshop, an exhibit) or visit a heritage venue within Kimberley?

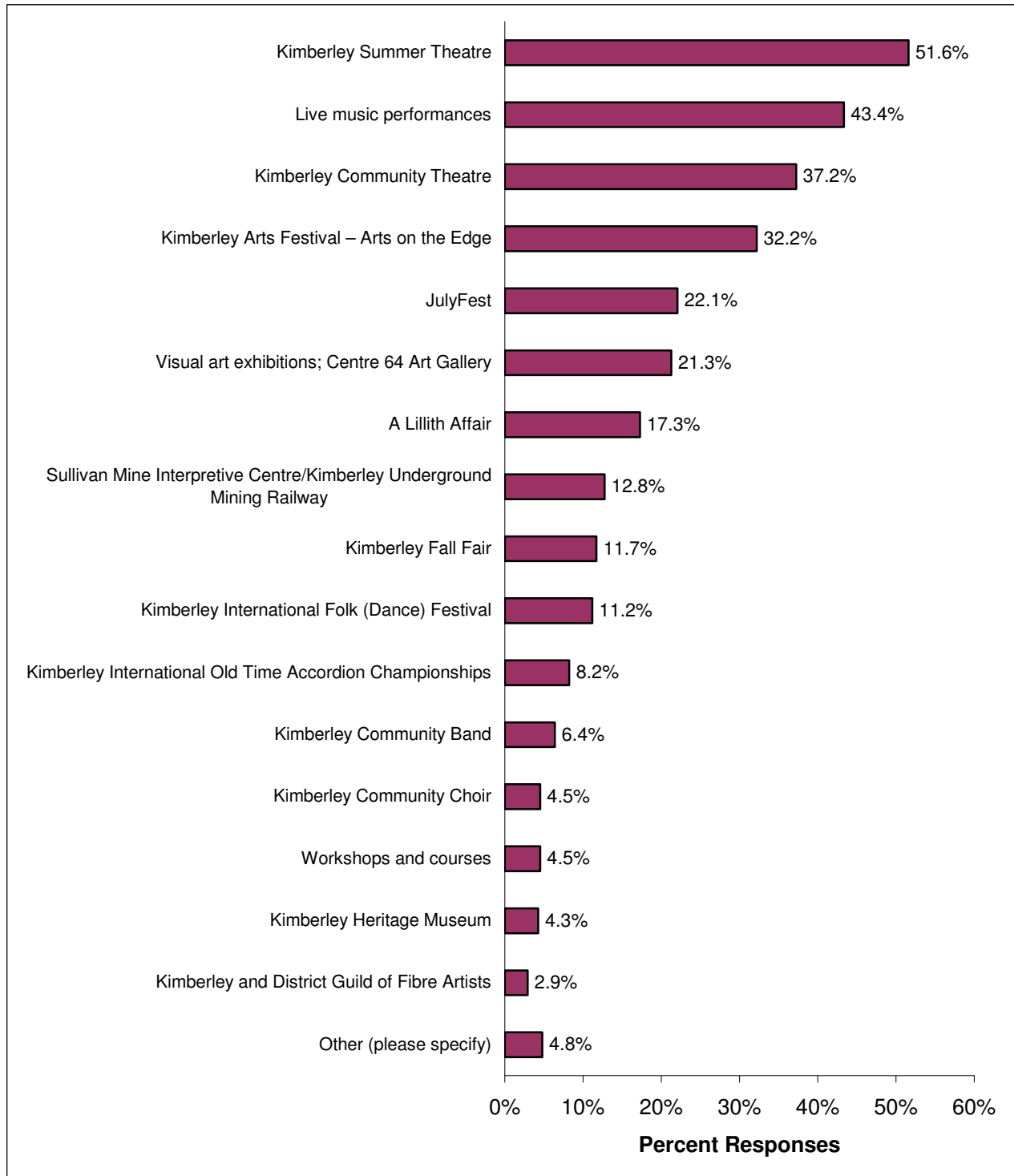


3. What arts, culture and heritage activities have you participated in or attended within the last year?



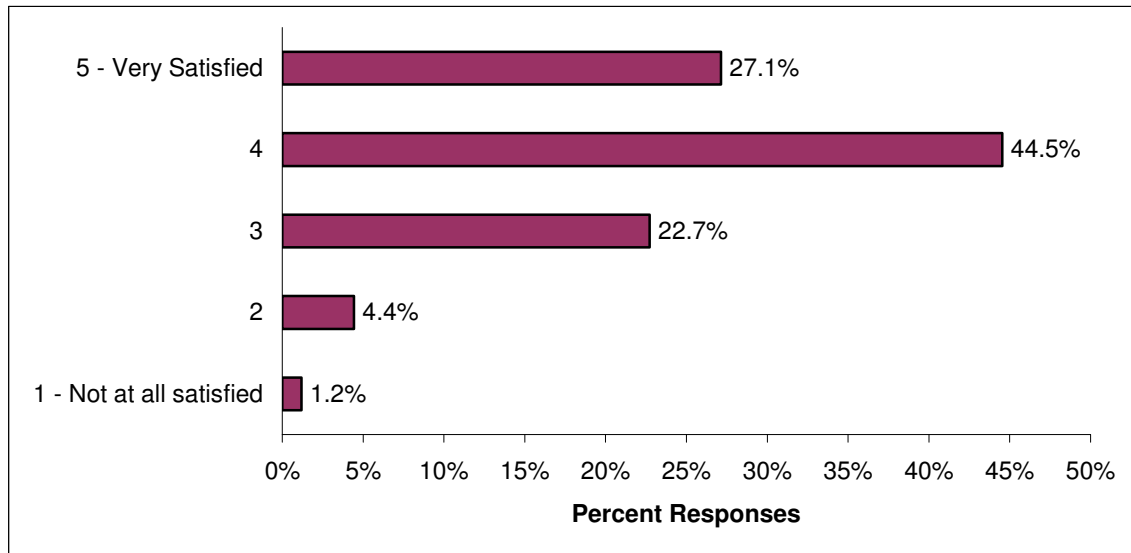
Popular other responses: Coffee house performances, pub performances, Key City Theatre in Cranbrook, Wildsight – One Planet and church activities.

4. What are your three favourite arts, culture and heritage activities or events that you enjoy in Kimberley? Check three (3) only.

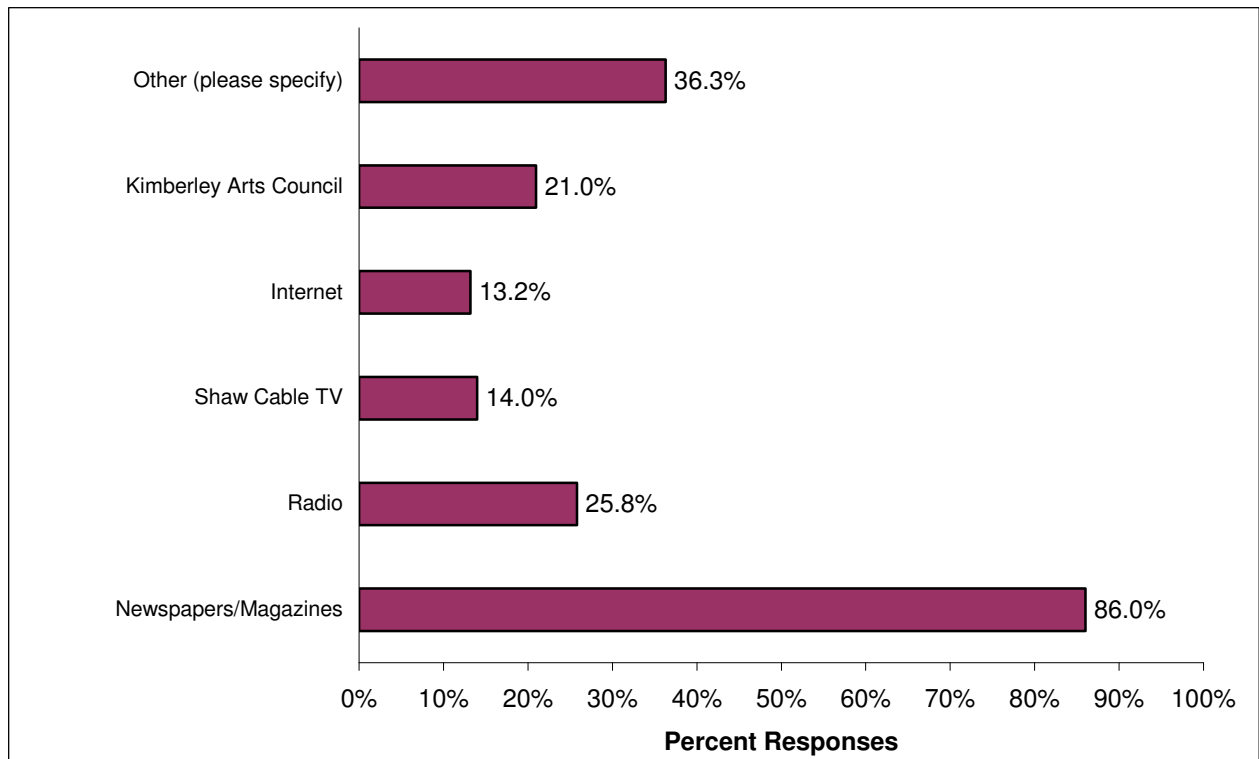


5. On a scale of 1 to 5, how satisfied are you with the cultural events and activities that you take part in within Kimberley?

Average Response: 3.92

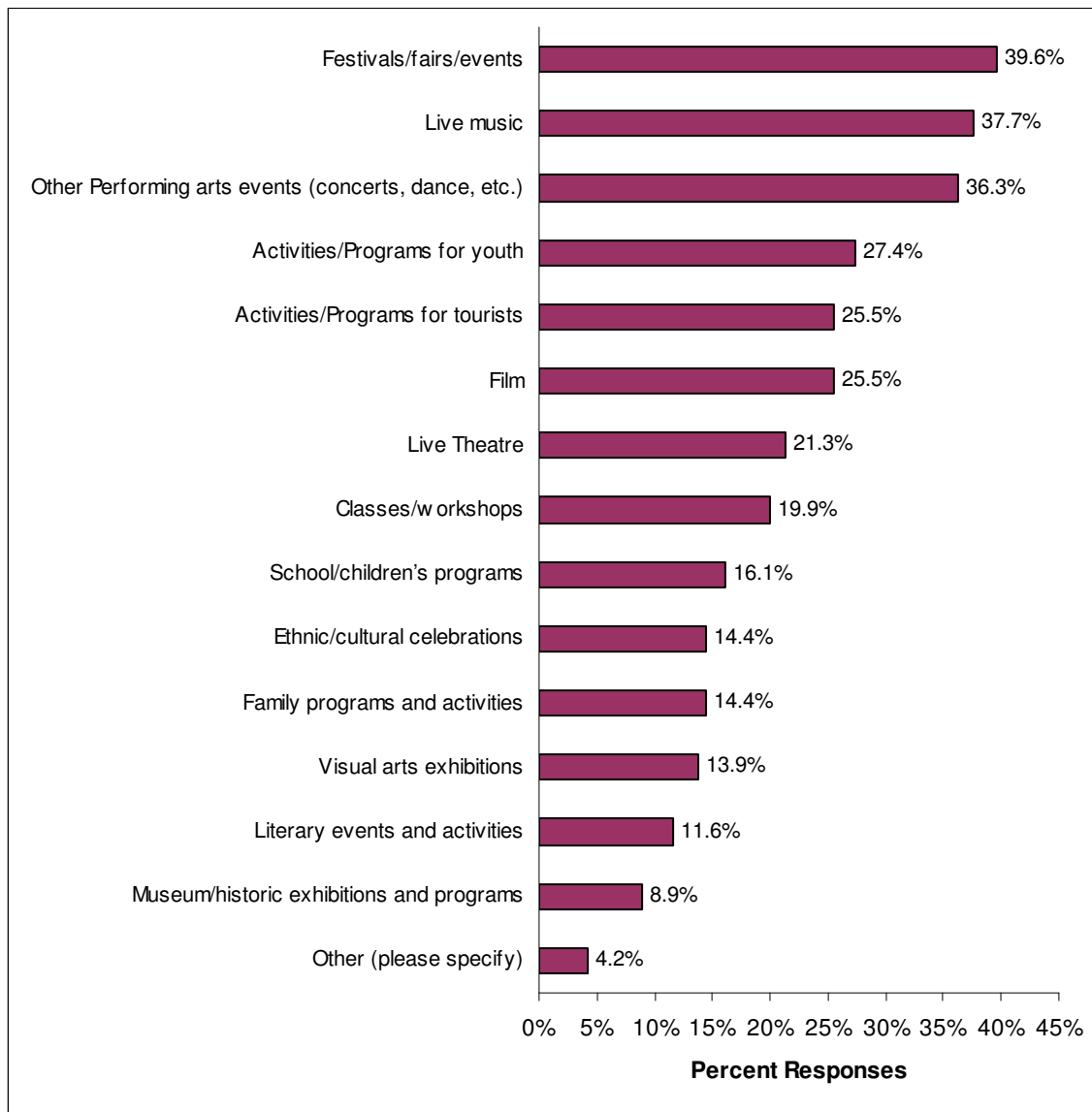


6. Where do you obtain information about arts, culture and heritage events and activities in Kimberley? Check all that apply.

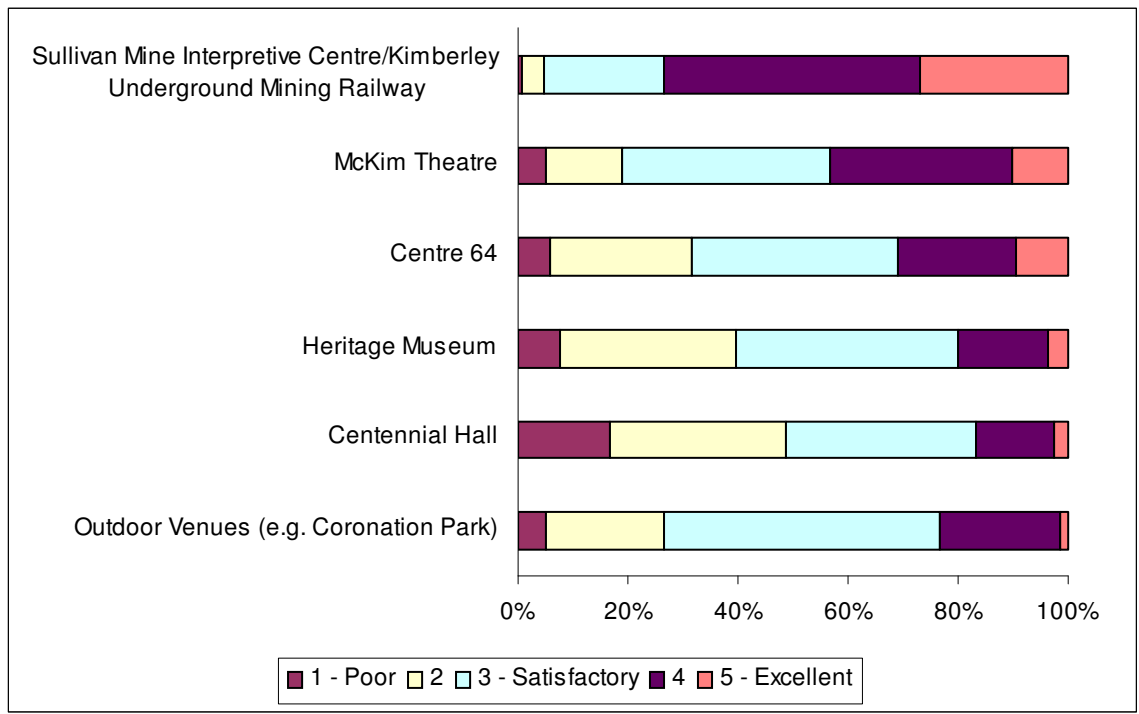
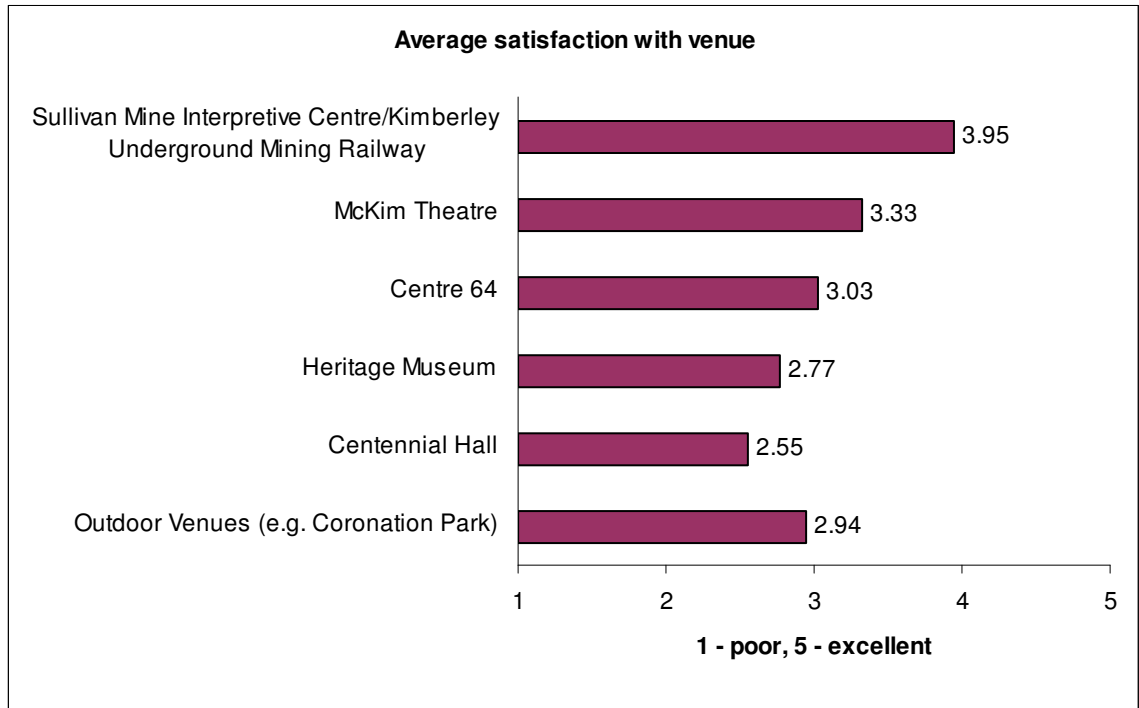


One quarter of respondents mentioned 'word of mouth' or 'friends' as a way to obtain information about events. 9.9% mentioned posters.

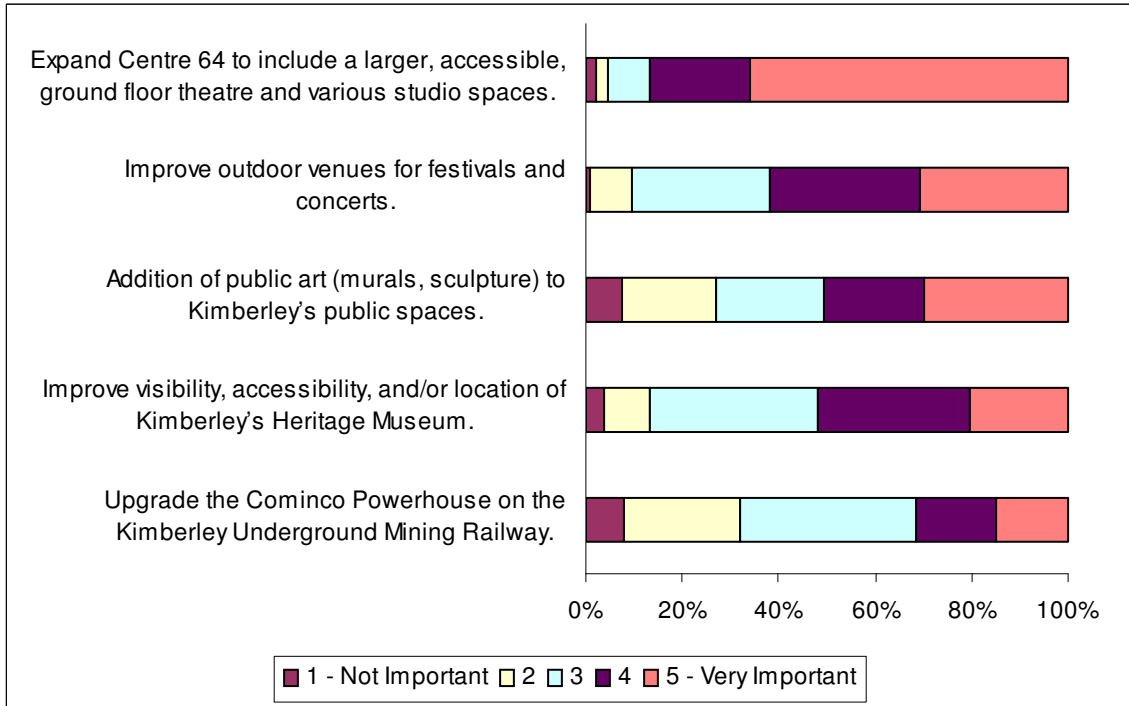
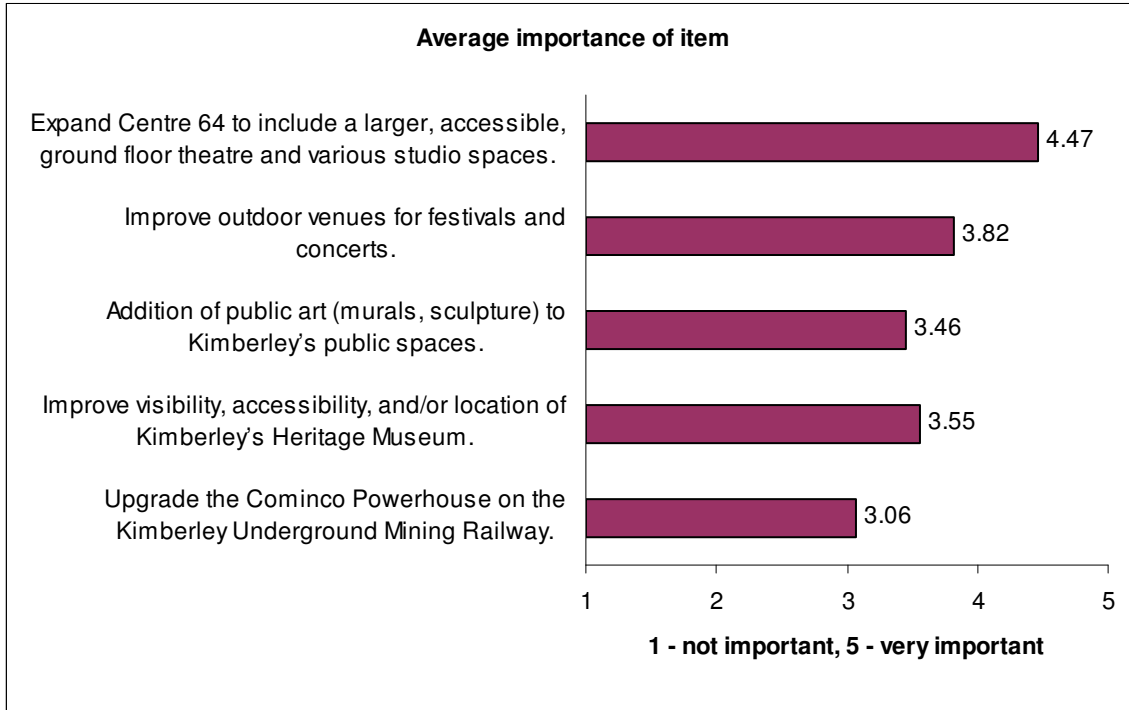
7. What kinds of arts, culture and heritage activities are most in need of further development in Kimberley? Check your top three (3) choices.



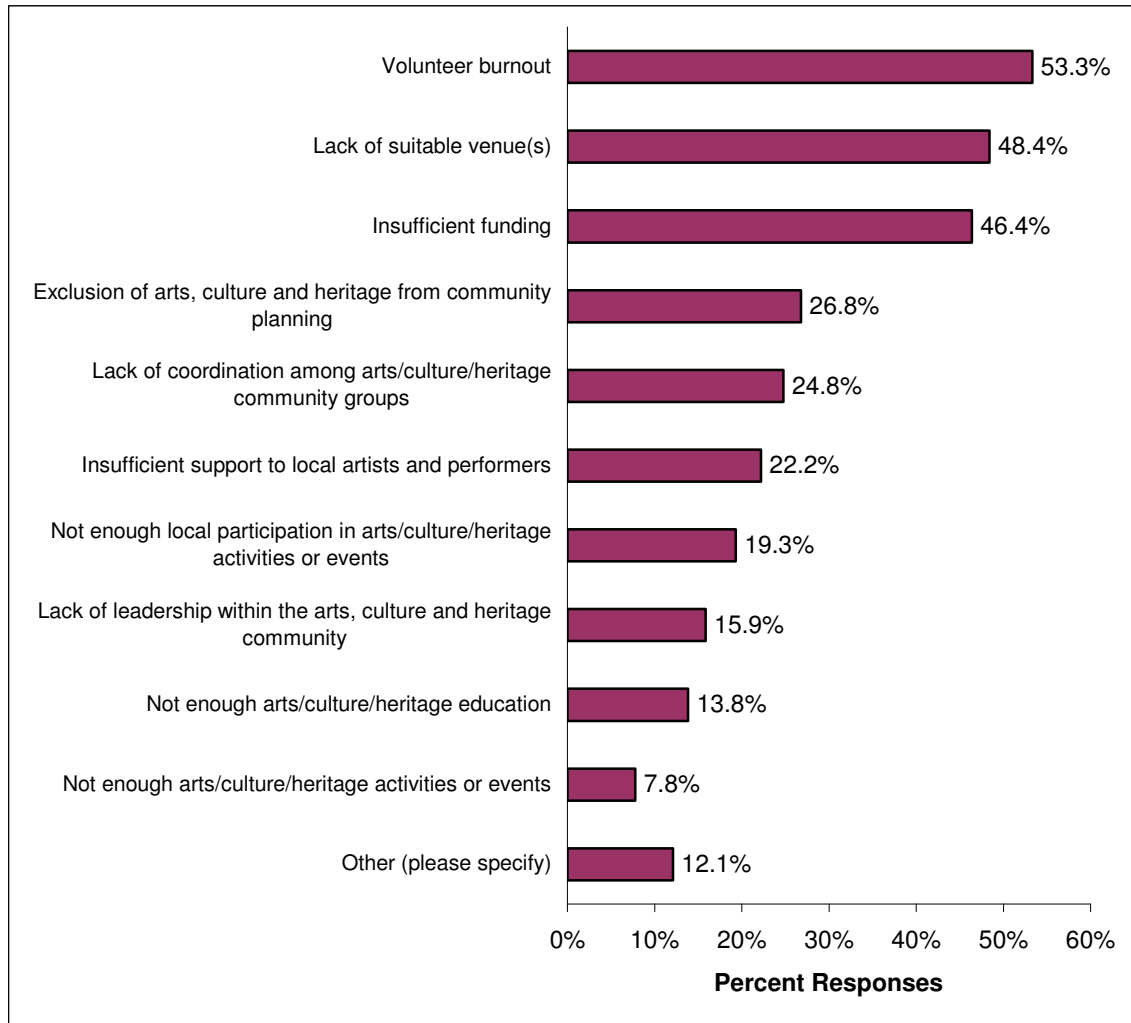
8. What is your impression of the quality of venues available for arts, culture and heritage activities in Kimberley? Rate each venue on a scale from 1 to 5.



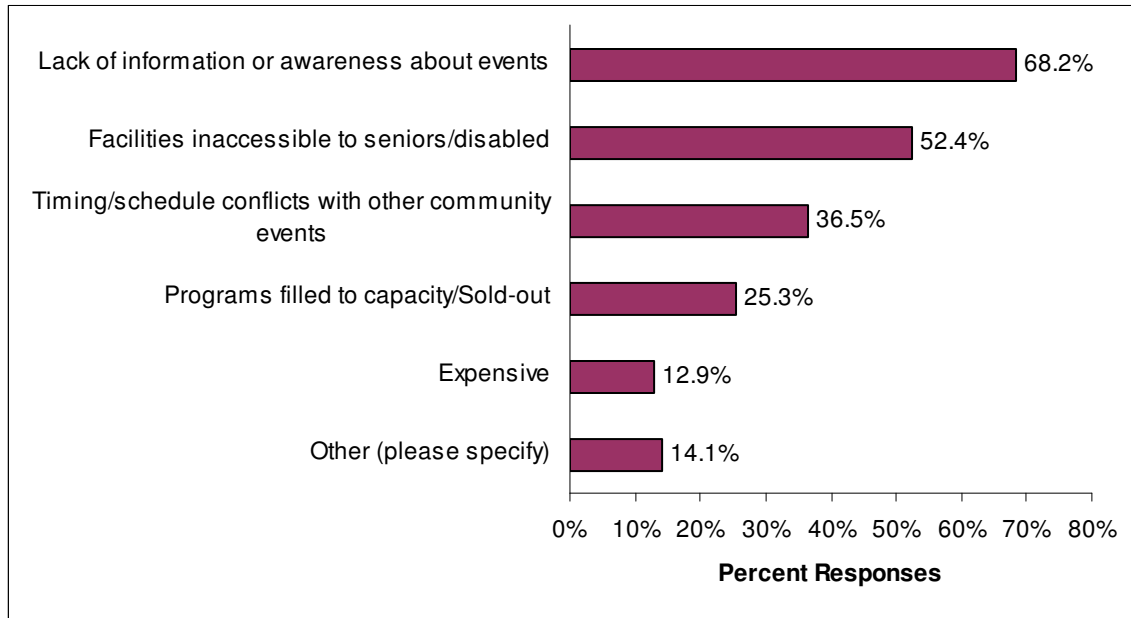
9. In your opinion, how important would the following projects be to supporting arts, culture and heritage in Kimberley? Rate each project on a scale of 1 to 5.



10. What are the major weaknesses or challenges related to arts, culture and heritage in Kimberley? Check your top three (3) choices.



11. What are the main barriers to participation in arts, culture and heritage events and activities in Kimberley? Check all that apply.



APPENDIX 2. City of Kimberley Official Community Plan (Arts & Heritage)



Arts, Culture and Library

The City believes that arts and culture, including access to library services, are important aspects in creating a strong and sustainable community. Recognizing the value of arts and culture and its contribution to civic pride and economic vitality, the City would like to see Kimberley become a regional centre for arts and cultural activities.

Kimberley is fortunate to have several arts and cultural venues for the performing arts and art exhibits. A vibrant cultural life is a priority for the community and it is hoped that the natural beauty and affordability of the area will encourage additional artist and artisans to make their home in Kimberley.

Encourage the creation of links between the arts and the everyday lives of people through a community cultural development (CCD) process. CCD is a collaborative process of artists and community members working together to celebrate culture and depict the values of the community through art. CCD is an effective process not only in developing community spirit but also in encouraging participation in the arts and including the arts into everyday life.



ACHIEVING THE VISION:

Objectives:	Strategies:	Measures:
<p>The City's objectives for arts and culture is to:</p> <p>Promote Kimberley as a year-round arts and cultural centre for the region.</p> <p>Encourage the infusion of visual arts into the public domain.</p> <p>Support community cultural development projects.</p> <p>Use arts and culture as a catalyst for economic development and tourism.</p> <p>Increase access to arts and culture opportunities to improve the quality of life of residents as well as improve the visitor experience.</p> <p>Promote the Kimberley Public Library as a primary resource centre for the community serving social, cultural, and educational functions.</p>	<p>To accomplish these objectives, the City will strive to incorporate the following policies and implement the actions outlined below over the next five years:</p> <p>Promote the use of Platzl lawn areas and secondary stage for local artists to demonstrate their craft and display their works.</p> <p>Form a Public Art Committee and develop a Public Art Strategy, which are dedicated to placing art in public spaces.</p> <p>Encourage the Public Art Committee to explore the opportunities for CCD pilot projects.</p> <p>Use public art to build community identity.</p> <p>Include the Public Art Committee in the consultation process for the redevelopment of, and the planning for public facilities and parks.</p> <p>Explore establishing a public art fund and the implications of non-profit, corporate and private donations for the purposes of developing public art.</p> <p>Support the arts community to coordinate additional festivals and special events.</p> <p>Community arts and culture facilities will be linked to commercial and residential areas by sidewalks and/or the pathway network.</p> <p>Consider encouraging the development of one or more Arts Districts that would encourage the consolidation of artist's live/work studios in a particular area.</p> <p>Consider expanding Centre 64 to improve accessibility, increase audience capacity and size of gallery.</p> <p>Encourage the expansion of arts and music curriculum in local schools.</p> <p>Seek funding and develop partnerships that will assist in the growth and development of arts and culture initiatives in the community.</p> <p>Continue and enhance library services.</p>	<p>The success of achieving the City's strategic objectives will be measured by:</p> <p>Number of local arts and cultural festivals per year.</p> <p>Bookings at Centre 64 and McKim Theatre.</p> <p>City financial support of the Arts.</p> <p>Number of Community Cultural Development projects per year.</p>

Heritage

Kimberley is defined by the housing character, built landscapes, streetscapes, vistas, views, trees, natural landscape and mountainous terrain. These are all heritage resources that contribute to the sense of community and the desirability of living and visiting Kimberley. The preservation, promotion and management of heritage resources within the City are considered to have economic, social, cultural, educational, and aesthetic benefits.

The *Local Government Act* provides municipalities with various tools in regards to heritage conservation. The Province asks municipalities to consider matters including the heritage value or character, compatibility of conservation with permitted uses and economic viability in its decisions related to heritage designation. The City will work with the community to maintain and enhance our heritage resources.



ACHIEVING THE VISION:

Objectives:	Strategies:	Measures:
<p>The City's objectives for heritage preservation is to:</p> <p>Preserve and protect Kimberley's natural and human heritage.</p> <p>Foster a sense of our past and a vision for our future through recognition of, and appreciation for, our natural and built heritage.</p> <p>To work with community partners to develop a heritage tourism strategy.</p>	<p>To accomplish these objectives, the City will strive to incorporate the following policies and implement the actions outlined below over the next five years:</p> <p>Encourage and support continued effort in pursuing the development of Sullivan Mine and Railway Historical Society Interpretive Centre.</p> <p>Encourage schools to include local history education as means to preserve Kimberley's unique heritage, including visits to the Sullivan Mine and Railway Historical Society infrastructure.</p> <p>Encourage the School District to maintain the Old Marysville School House as a heritage resource.</p> <p>Use public art to build community identity.</p> <p>Continue to support and encourage the continued growth and development of the Kimberley Heritage Museum.</p> <p>Encourage developers and building owners to construct and renovate buildings to reflect the structural heritage of Kimberley's mining history, and small town alpine environment as outlined in the Development Permit Guidelines.</p> <p>The City will, within its resources, identify and inventory historically significant heritage buildings and sites.</p> <p>Consider the development of a heritage conservation program to ensure significant and representative heritage resources are preserved.</p> <p>Celebrate Kimberley's heritage by recognizing unique lives and experiences of residents in place names and fitting memorials to their contributions to Kimberley.</p> <p>Encourage Tembec and other local forestry companies to conduct forest industry tours, as the forest industry is an important part of Kimberley's economy.</p> <p>Develop partnerships with community groups to develop interpretive signs and brochures that support the education of the public about Kimberley's cultural and natural heritage.</p> <p>Encourage the practice of water-efficient landscaping and other landscaping techniques utilizing native vegetation.</p>	<p>The success of achieving the City's strategic objectives will be measured by:</p> <p>The completion of initiatives that support the preservation and awareness of Kimberley's heritage.</p> <p>Number of annual visits at the Kimberley Heritage Museum.</p> <p>Sullivan Mining Railway ridership.</p>