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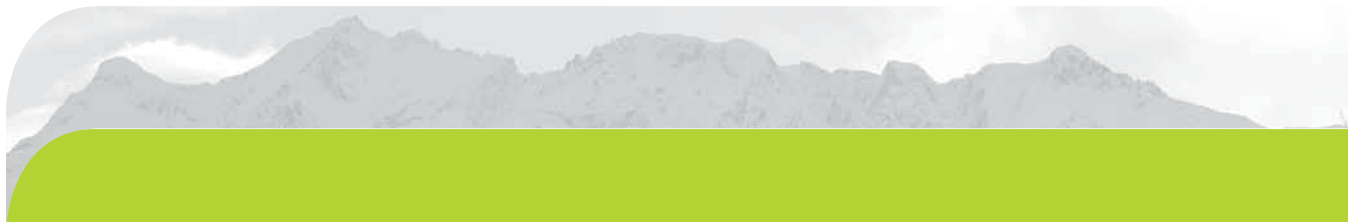
A CULTURAL PLAN FOR PEMBERTON AND AREA 2012 -2022

November 10th, 2011

Mountain Spirits | Pioneer Roots | Community Connections

**A CULTURAL PLAN FOR PEMBERTON AND AREA 2012 -2022**

> *The most successful city-regions are the ones that have a social environment that is open to creativity and diversity of all sorts. The ability to attract creative people in arts and culture fields and to be open to diverse groups of people of different ethnic, racial and lifestyle groups provides distinct advantages to regions in generating innovations, growing and attracting high-technology industries, and spurring economic growth.*
>
> **- Meric Gertler, Gary Gates, Richard Florida and Tara Vinodrai (2002).** *Competing on Creativity: Placing Ontario's Cities in North American Context.* **A report prepared for the Ontario Ministry of Enterprise, Opportunity and Innovation and the Institute for Competitiveness and Prosperity.**

ACKNOWLEDGEMENTS
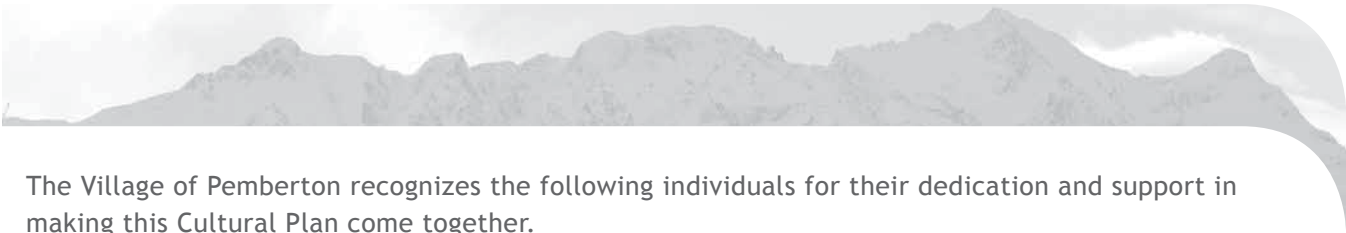
The Village of Pemberton recognizes the following individuals for their dedication and support in making this Cultural Plan come together.

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Cottonwood Community Centre-Peter Duhault & Staff

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Pemberton Valley Seniors Society-David Midgley, Hanna Kruger and Helen West

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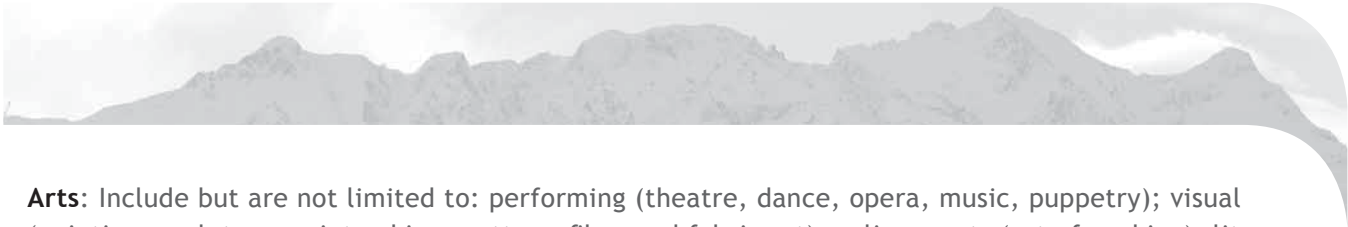**CONSULTING TEAM**

Kari Huhtala, Kari Huhtala + Associates-Sydney Johnsen, Peak Planning Consultants

GLOSSARY OF CULTURAL TERMS

Arts: Include but are not limited to: performing (theatre, dance, opera, music, puppetry); visual (painting, sculpture, printmaking, pottery, fibre and fabric art); culinary arts (art of cooking); literary (prose, poetry, storytelling); media (photography, film, video, print, audio, digital and graphic), and design (fashion, graphics, industrial and interior)

Community Cultural Development: The use of collaborative, creative and innovative problem-solving approaches and tools to leverage cultural resources in resolving planning issues and concerns of the community. The process provides the opportunity to enhance the quality of life and unique sense of place among residents.

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

Creative Cultural Industries: A set of industries quantified by Statistics Canada involved in the creation, production and distribution of goods and services that use creativity and intellectual capital as primary inputs. These are among the fastest growing and include enterprises involved in the performing arts; film and video production; recording and broadcasting; architecture; design (graphic, industrial, interior, fashion, etc; advertising; publishing; and new and integrated digital media, etc.

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

Creative Industries: include science and engineering, business and finance; law and health care and related fields, science and engineering, architecture and design, education, and information.

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

Cultural Diversity: Cultural diversity is embodied in the uniqueness and plurality of the identities, artistic disciplines and vocation of individuals, groups, organizations and communities. Our cultural diversity is a source of celebration, exchange, innovation and creativity and is a means to achieve a more satisfactory intellectual, emotional, moral and spiritual existence.

Creative Hub: A multi-tenant centre, complex or place based network that functions as a focal point of cultural activity and/or creative entrepreneurship incubation within a community. A hub provides an innovative platform for combining the necessary hard and soft infrastructure to support the space and programming needs of commercial, not-for-profit and community sectors.

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

Cultural Round Table: A strategic leadership group with members drawn from the 'six pillars' of the community[1] for the purposes of implementing municipal cultural plans and identifying ongoing cultural planning. Most Cultural Round Tables established for this purpose include members of Council; municipal staff; representatives of the creative and cultural sector and the business community; important community agencies such as the United Way and Community Foundations; and post-secondary institutions.

The 'six pillars' of the community include:

- Economic security: The ability to work at a level and a field to maintain a good quality of life.
- Social networks: The way in which people are connected to others in the community and the type of relationships they maintain.
- Legal status: The formal status of citizens and the process that leads to it.
- Political participation: The level of participating in community debate, leadership and decision-making.
- Cultural identity: The sense of belonging to a community or region and sharing its values.
- Public discourse: The view the "public", media and politicians hold of community and related issues.

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

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[1] Sander Dankelman, "Indentifying the Six Pillars of Citizenship, Institute for Canadian Citizenship, August 16, 2007

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

Diversity and Inclusion: Diversity means all the ways we differ as individuals. It includes visible differences such as age, gender, ethnicity and physical appearance; as well as underlying differences such as thought styles, religion, nationality, socioeconomic status, belief systems, sexual orientation and education. It means respecting, valuing and harnessing the richness of ideas, backgrounds and perspectives that are unique to each individual (i.e. a new worldwide source of creativity). Inclusion means an environment where everyone contributes his or her skills and talents for the benefit of the community. The aim is to create a community in which individuals are involved, supported, respected and connected.

Heritage: All that our society values that provides the living context – both natural and human – from which we derive sustenance, coherence and meaning in our individual and collective lives. Heritage: broadly conceived to include both tangible and intangible characteristics of the following elements:

-   Human diversity including First Nations people/ethnicity/different abilities and orientations/ gender and age,
-   Human and natural history,
-   Ecology and environment,
-   Heritage buildings, sites, collections, archives, documentation, interpretation, and
-   Storytelling, narratives, traditions and values, artisanal methods

Local Government: For the purposes of this plan, "local government" refers to the Village of Pemberton, the Squamish-Lillooet Regional District, and Mount Currie Lil'wat Nation as authorities responsible for the delivery of services and programs in the Pemberton Valley.

Municipal Cultural Planning: A municipal government-led process approved by Council, for identifying and leveraging a community's cultural resources, strengthening the management of those cultural resources and integrating those cultural resources across all facets of municipal government planning and decision making.

Multiculturalism: Celebrates diversity of language, belief and cultural traditions and practices, on equality of opportunity and the respect of difference.

Interculturalism: A powerful lens with which to consider the transformation of civic culture and institutions, public space and the built form of cities, approaches to economic development and entrepreneurship and education.

Urban Design Guidelines: Provide design principles and specific guidelines for a range of development types and conditions. These can address issues pertaining to public realm and private realm development within the context of environmental sustainability and can include import policies for the inclusion of cultural amenities and elements.

EXECUTIVE SUMMARY

Pemberton's broad definition of culture, one that not only includes the traditional art forms, but also includes the lifestyle and activities of residents is refreshing. When looked at through this broad lens, it is evident that culture contributes significantly to the quality of life in Pemberton. Access to all forms of culture and the benefits growing from that culture, is the primary reason why people want to live, visit and celebrate in Pemberton. This strong, diverse culture attracts new residents and retains talent, fosters economic endeavours, provides a setting for strong, collaborative partnerships and cultivates a shared community identity.

Pemberton already has strong cultural roots; with nurturing, further progress in deepening and strengthening those cultural roots can be made.

Pemberton's first Cultural Plan is supported by a firm foundation built on years of active cultural leadership along with investment and infrastructure development, which has been supported by numerous community, civic, business and tourism stakeholders. This Cultural Plan emerges as well from the community's unique setting and residents' pioneering and adventurous spirit. Together these factors have inspired new ideas for community participation and support.

Making Pemberton's first official Cultural Plan was a journey of dedication, collaboration, and common purpose. The resulting plan is an expression of the community's local culture and will provide the framework to allow culture and the accompanying creative spirit to flourish and grow over the next ten years.

This Plan is the work of many, and has included members of the public, the arts community, heritage and service agencies, environmental and outdoor organizations, tourism and local businesses, elected officials, Lil'wat Nation, Village of Pemberton and Squamish Lillooet Regional District staff. Residents provided their feedback through surveys, focus groups, open houses and presentations.

This Plan is the sum of the community's views and a response to that direction. A number of important principles guided the research and development of this plan including: accessibility, diversity and inclusion; partnerships and collaboration, accountability and fiscal responsibility; and innovation.

Together a vision was born to foster

> *"a community where culture reflects its mountain environment, active lifestyle and bold creative spirits".*

The Plan is presented in four parts.
1. **Plan Scope**: Pemberton community, its cultural organizations and importance of culture in communities
2. **Plan Direction**: Cultural vision, goals and strategies
3. **Plan Implementation Framework**: Checklist to achieve the plan's goals and strategies
4. **Plan Resources and Supports**: Community comments, cultural resources, funding and guidelines

The focus of the Plan rests on five goals, each with accompanying strategies:
1. Clarify and Strengthen the Community's Role in Culture
2. Build Awareness of the Importance of Culture
3. Support Culture & Creative Activity in the Pemberton Valley
4. Promote Life-Long Learning in Creative Activities
5. Recognize the Natural Environment in Pemberton's Cultural Setting

These goals and supporting strategies are not written solely for one audience. Each part of the community has a role to play in implementing this Plan and shaping the cultural evolution of the Valley. In many ways, this plan calls for local culture that is created by and for everyone. The success of this Strategy depends on strong leadership and collaboration from partners and stakeholders throughout the Valley.

The Plan's priorities are to:
- Optimize spaces, support community programming, and bring together what's already out there.
- Take stock of local strengths and limitations to set strong, creative goals and indicate our successes.
- Maintain culture that is interconnected, interactive and interdependent with other community initiatives.
- Ensure the community's sustainability is dependent on good connections and the infusion of cultural thinking throughout.
- Measure success to achieve cultural impact to those who live, work or come to play in the Pemberton Valley.

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1. THE PEMBERTON COMMUNITY

The Village of Pemberton is the heart of the Pemberton Valley, a progressive community with unique natural surroundings and historic elements that offer a quality lifestyle with many of the amenities of larger places, yet is a quiet, safe and prosperous place to live and visit.

The Village of Pemberton (population 2,437[2]) is about 2 hrs drive north of Vancouver and approximately 30-minutes from Resort Municipality of Whistler. The Village, located at the foot of Mount Currie, is the hub of the Pemberton Valley. The Pemberton Valley (population 5,550[3]) includes the Village of Pemberton, Mt. Currie, D'Arcy and Birken plus the broader Pemberton Valley.

The Pemberton Valley lies northwest of the Village and is famous for its seed potatoes. The allure of the Pemberton Valley is multi-faceted: a mountain location, seasonal climate, a reputation as a four-season playground, surrounding agriculture and outdoor recreation adventures, easy air and ground access and a range of community, education, healthcare and other essential services. World-class activities and recreation include: snowmobiling, equestrian sport, skiing, golfing, hiking, rafting, paragliding, skydiving, mountain biking, stock car racing, skate boarding, jet boating and gliding. A variety of shopping, dining, accommodations and a thriving service and light industrial sector are available. There is ample opportunity for camping at Birkenhead Lake, Joffre Lakes and Nairn Falls Provincial Parks.

In 2010, the Village of Pemberton took stock of the cultural landscape, laying the groundwork to plan for the future by conducting a Cultural Scan. The Scan provided a complete inventory of the Pemberton Valley's cultural resources and assets and recommended that the

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[2] **2010 BC STATS**
[3] **2010 BC STATS**

> *The reason many, perhaps most of us live in this mountain town is because of the love of the mountain and activities they offer. This village may have a rich cultural community & history but its draw is the mountains and I feel Pemberton doesn't put enough energy in that sense to promote mountain culture.*
>
> **- Community Remark**

community's assets should continue to be developed, celebrated and preserved. The Scan made it clear that arts, culture and heritage play a role in maintaining and providing a high quality of life for Pemberton's residents; it was also clear that moving the development of a community cultural plan forward was a priority.

The term 'culture' is hard to define. It is a porous and flexible concept which includes heritage, the arts, human diversity and many other attributes and practices. Goldbard and UNESCO provide some thoughts on 'culture.'

> *Culture is a roomy idea, one that can be stretched to accommodate everything human beings create. If you want to know what culture is, just take a look around. Culture is the sum-total of human ingenuity: language, signs and symbols, systems of belief, customs, clothes, cuisine, tools, toys and trinkets, the built environment and everything we use to fill it up and the cherry on the sundae, art... Art is emblematic of culture, its purest expression.*
>
> **- Arlene Goldbard, New Creative Community: The Art of Cultural Development**

> *The distinctive spiritual, material, intellectual and emotional features of society or a social group and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs. Culture is at the heart of contemporary debates about identity, social cohesion and the development of a knowledge-based economy.*
>
> **- UNESCO Universal Declaration of Cultural Diversity, 2002**

2. A CULTURAL PLAN FOR PEMBERTON

Although this is Pemberton's first Cultural Plan, it is supported by a firm foundation of years of active cultural leadership, investment and infrastructure development by the multi-stakeholders of community, civic, business and tourism partners. As the Village of Pemberton is only one of many players involved in community cultural development, this Plan articulates how the Village's role and responsibilities intersect and interact with the roles and responsibilities of other government

The Pemberton Cultural Plan:

- Formally establishes the cultural goals for stakeholders in the Pemberton valley;
- Acknowledges that culture is one of the means by which the community is able to respond to linking quality of life to economic prosperity and community asset investing, building and place;
- Provides direction to stakeholders with regard to the future of culture in Pemberton providing a motivation and momentum to the process;
- Provides a unifying theme around which the Village of Pemberton, Squamish - Lillooet Regional District and the Lil'wat Nation work together around the common vision; and
- Provides a mechanism to widely engage community, business and citizens in identifying the connection between culture and quality of place.

jurisdictions in the Pemberton Valley (i.e. Squamish-Lillooet Regional District, and Lil'wat Nation). A plan is an outcome of the more important planning process; it is important that stakeholders do not see the development of a plan as meeting an end goal – rather it is just a document that helps provide stakeholders with a route to achieve their goals. In this way, a plan is similar to a map used while on a journey; the journey is important – the map is a tool used along that journey.

3. RURAL COMMUNITIES: CULTURE & COMMUNITY WELL-BEING

Rural regions are in a time of transition. Challenges for rural communities in Canada include declining and aging populations, loss of youth, limited economic and social opportunities for residents, maintaining local services and higher costs of living.

Pemberton Valley well known for its seed potato crop and is affectionately called Spud Valley by the locals.

In response, rural communities are seeking to revitalize, diversify their economic base, enhance their quality of life and reinvent themselves for new functions and roles. A new cooperative community is emerging with a growing recognition that each community should have a clear sense of self, bolstered by residents' desire to regain community based self-determination. In the midst of transition, many communities are recognizing that the ways the community understands itself, celebrates itself and expresses itself are major contributing factors to its ability to withstand economic, political and cultural winds of change and transition. Arts, culture and heritage are viewed not only as amenities to improve the quality of life, but as a foundation upon which the future of these rural/small communities rests[4]. The arts and creative activities can profoundly affect the ability of a community not only to survive over time, but to thrive.

While the extent of cultural/creative work occurring in rural communities tends to be under counted, under recognized and often undervalued, this may be gradually changing. Two major

perspectives are evident: community cultural development (emphasizing social roles) and economic development (from the economic impacts of festivals to attracting and fostering creative businesses). The growing recognition of artists, creators and creative businesses as potential residents and businesses in rural areas seeking to diversify their economic base offers a widening path to re-think the contributions of arts and creative activities to these communities. This notion of culture and community well-being is well demonstrated in the following figure.

[4] Developing and Revitalizing Rural Communities Through Arts and Culture - Summary Overview by Creative City Network of Canada, Duxbury, Campbell & Keurvorst, 2009

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[5] George, E.W., Mair, H., & D.G. Reid (2009), "Rural tourism development: Localism and cultural change", Channel View Publications, Toronto, Ontario

Pemberton is known for celebrating its mountain environment; its outdoors sports related activities and local cultural spirits and traditions.

The Pemberton Arts Council's mission is to inspire and assist local artists, to increase access to artistic and cultural experience in the Pemberton and Lil'wat Lands and to place culture in its proper place as one of the three foundations (culture, science, spirit) for social and economic progress in the region. The Arts Council partners with the Pemberton Farmer's Market, encouraging artists to join the market held late-June through early-October. Future initiatives include: exhibition space to serve as an exhibit space and as a possible location for a co-op gallery; and an Art Walk and a Gallery Studio Tour held during the summer months.

4. RECOGNITION OF THE IMPORTANCE OF CULTURE

The Village of Pemberton recognizes culture as one of the four dimensions of community sustainability and quality of life (i.e. economic, environment, social and culture). As such, the Village supports the development, enhancement and sustainment of the Village's cultural vitality. Culture will need to be measured, understood and recognized for the benefits it provides to individuals, the business sector, visitors and the community as a whole if this support is to continue.

Culture already makes many useful contributions to Pemberton's quality of life.

Culture:

- **Creates a place where people want to live** – culture contributes to individual and community quality of life through fun and celebrations, activities, places and spaces and other forms of participation and engagement;
- **Celebrates diversity and builds inclusivity** – culture provides an open environment in which to experience and gain respect for different backgrounds, traditions, lifestyles and points-of-view;
- **Provides opportunities for creative ideas and expression to flourish** - lifestyle, including cultural vibrancy, is a driver for business investment and resident attraction and retention;
- **Fosters entrepreneurship and innovative businesses and helps attract and retain talent** – cultural/creative jobs and industries already have a significant impact in the local economy and have the potential to grow and diversify;

- **Cultivates collaboration and partnerships** – culture is inherently by definition a shared network of experience and knowledge which can tap into a pool of community talent and resources; and
- **Builds a strong common bond and shared identity** – culture builds social connections and local pride which in turn helps the community to define it. Ultimately, the community may wish to follow the example of other cities and build consensus on a concise 'branding' statement which articulates this identity and can answer the question 'what (and who) is Pemberton?'

The complex network of interdependencies and interrelationships that make up Pemberton's cultural environment demands careful attention to communication, engagement and support processes that range from individual and organizations with few staff and audiences in the hundreds. And lastly, as a contributor to the Village quality of life, culture must be integrated as a consideration in planning, policy development and management throughout the Village's organization structure.

Chicks with Picks, a performing art group, plays guitar, sing songs and harmonies and shares its music with classmates, families and friends.

5. COMMUNITY ENGAGEMENT PROCESS
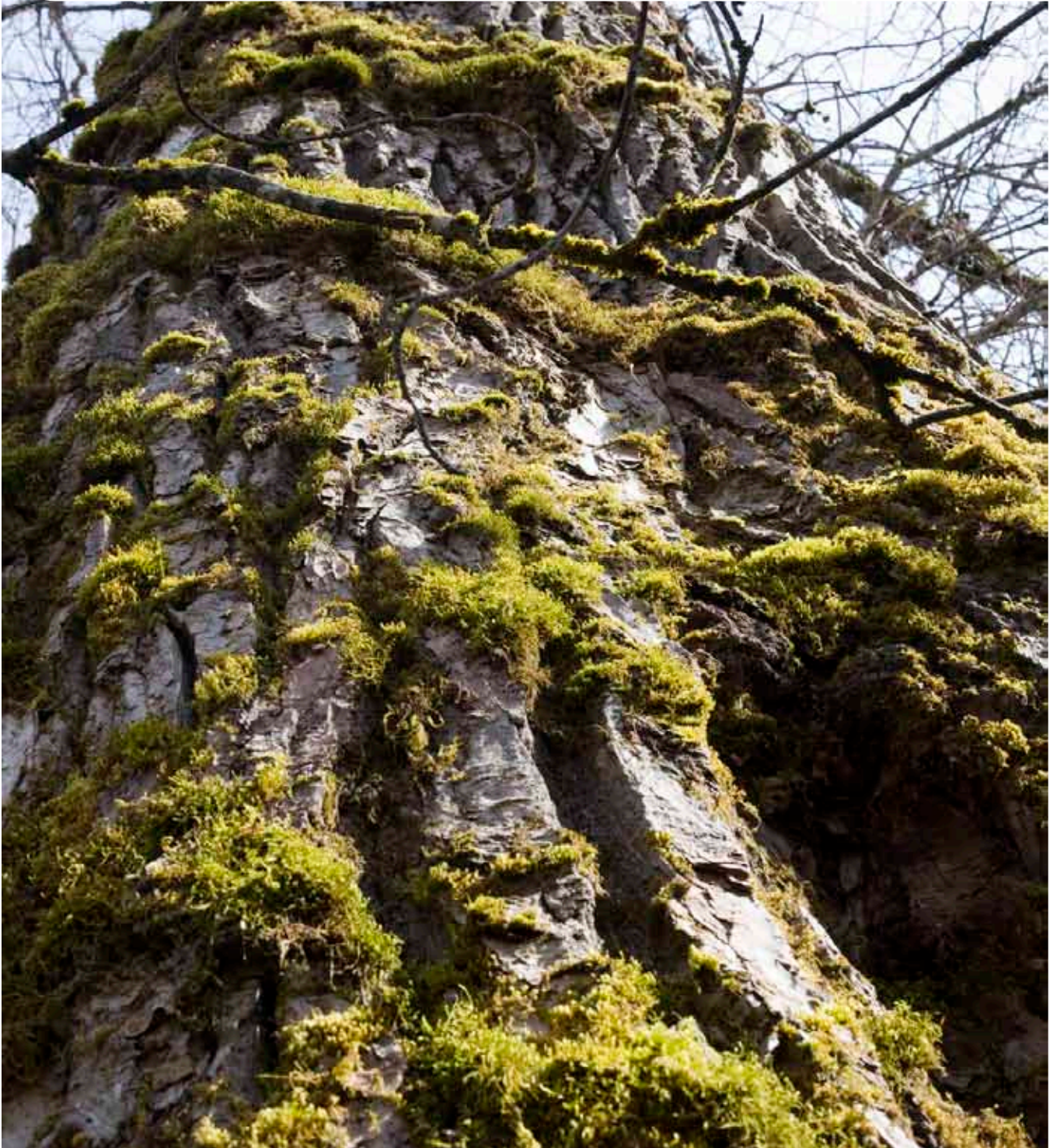
The Cultural Plan is grounded in community engagement.

The process:
- Involved members of the cultural, social services and voluntary sectors, Village Council and staff, key community and institutional leaders and the general public;
- Had an online presence on the Village's website and Facebook pages and received lively contributions from the community;
- Included surveys that allowed people to comment and provide feedback;
- Employed a variety of different event formats to attract a range of participants;
- Provided opportunities for the creation of new work by local artists; and
- Opened pathways for more collaboration and partnership opportunities that will be important additions to Pemberton's cultural vitality.

The Iswalh Dance Group practices and performs traditional Lil'wat Nation songs and dances in full handmade regalia.

Final to Village Council Nov 2011

Final Plan Sept 2011

Draft Plan - Internal/ Public Review June 20, 2011

Community Open House Apr 14th, 2011

Stakeholder Interviews Feb - Mar 4th, 2011

Stakeholder Focus Groups Feb 10th, 2011

Online Community Survey Jan - Apr 2011

Project Start Dec. 8th, 2010

See the museum capital projects are finished so that the board and staff can concentrate on programs for both local visitors & those from further away - i.e. tourists.
- Community Remark

As a prologue to starting Cultural Plan process, the following Village documents were reviewed:

In 2006, Signal Hill Elementary School received an ArtStarts grant (http://www.artstarts.com) to start a program called Project Drum. The project is for grade 7 students and teaches inter-cultural awareness and understanding of local traditions. The students each construct their own drums under the guidance of local First Nations drum makers. Throughout the school year, two live performances are held for its students (i.e. theatre, jazz, etc.). The school also hosts a yearly concert with a high school band visiting from around the province, First Nation's dancing and guitar presentations.

- Village of Pemberton Updated Official Community Plan (November 24, 2010)
- Frontier Street Design, Pemberton Downtown Enhancement Strategy (September 13, 2010)
- Village of Pemberton Arts and Cultural Scan (June 29, 2010)
- Village of Pemberton Downtown Enhancement Strategy (June 2, 2009)
- Regional Economic Impact Assessment and Strategy for Arts, Culture & Heritage: Sea to Sky Corridor, From Lions Bay to the Pemberton Valley (October 17, 2008)
- Pemberton Arts Council Public Art Program (July 17, 2007)

Community dialogue commenced with three focus group sessions on February 10th, 2011, held at the Village of Pemberton's White Building. The focus group participants represented a cross-section of community leaders from business, culture, education, community services and other sectors. The purpose of the focus groups was to gain input about the current cultural scene in Pemberton, its strengths, weaknesses and priorities.

5.1   COMMUNITY CONSULTATIONS

There were a number of opportunities for the community to be engaged in the development of the plan.

Three focus groups sessions were one of them. Four sessions were held at the Village of Pemberton's board room on February 10, 2011.

The purpose of the focus groups was threefold:

1. To provide community members with a better understanding of the cultural plan's purpose and objectives;
2. To help the consulting team learn more about Pemberton resident's perspectives on how to best nurture Pemberton's cultural future; and
3. To allow community members to have a dialogue about culture in the Pemberton Valley.

In addition, for those who could not attend these sessions, individual telephone interviews were undertaken.

A public survey was initiated in January 2011 and posted on the Village's website until the end of September 2011. The survey focused on attaining knowledge about resident interests and attendance habits for cultural events in the city.

As each stage of the cultural plan was achieved, updates were posted on the Village's home page. In addition, a Facebook link was included to the home page to permit individuals to comment on culture in the community and the cultural planning process.

5.2   COMMUNITY OPEN HOUSE

Input from the focus groups, interviews and survey responses led to the development of a draft vision, guiding principles and broad goal statements which were presented and discussed at a public open house on April 14th, 2011 at the Pemberton Museum. Approximately 50 people attended and took part in discussions about the plan after a 'busker's corner' where Yanick McCoy, a local performer played. To add to the event's festive atmosphere, there was a bonfire with hotdogs, marshmallows, hot chocolate and coffee served. At the open house, a second survey was circulated to receive individual comments on the proposed cultural plan directions.

The information from the April 14th community open house and public surveys were synthesized and shared with Village staff and Council.

Direct and indirect participation by the public in the development of the plan totaled 211:

- 44 participants in Stakeholder Focus Groups in February;
- 6 interviews;
- 50 participants at the April 14th, 2011 Public Open House;
- 6 youth participants;
- 33 Facebook friends; and
- 72 respondents to the February and June 2011 surveys.

6. CONSULTATION FINDINGS – KEY DIRECTIONS

The objectives of the community engagement process were to solicit input and feedback from the community to help shape a shared Vision and to prioritize Goals and Strategies for the plan.

Some of the key directions include:
- Building the capacity of the cultural sector so that it is better equipped and more resilient in reaching its objectives;
- Looking at how culture can be reflected throughout the community and within the various sectors of the valley;
- Ensuring that heritage and art is appropriately represented in Pemberton's cultural environment;
- Addressing current and future physical spaces (i.e. internal and external), both for individual creators and for producing organizations; and
- Communicating both within the cultural sector and to the community at large about the extent of what's available and its value and impact.

SYMPHONY DANCE IMMIGRANT
HEALTHY DEVELOPMENT AWARENESS
DIFFICULT DOWNTOWN MARKETING
CULTURES PLACE UBCO
FARMERS DISTRICT CITY MONEY FOOD
INTEGRATION TOGETHER CUTS
FUNDING ARTS GROUPS TOURISTS
DIVERSITY PROFESSIONAL
BUSINESS CULTURE VOLUNTEERS
SPACE SPORTS YOUTH
MEDIA CREATE
PLAY ARTISTS PEOPLE ENGAGE
PARTICIPATE PUBLIC MUSIC
AFFORDABLE WINE
PARTNERING EVENTS
PARKS ALIVE COMMUNITY
FIRST NATIONS FACILITIES SUPPORT HERITAGE
TRANSPORTATION
SOCIAL ORGANIZATIONS ACCESSIBLE
EDUCATION COLLABORATION CHAMPIONS

A summary of community views and comments from the consultation findings including: focus group sessions, survey, Facebook and open house responses are included in **Appendix 1**. The consultation findings key themes are presented in **Appendix 2**. These results are also available on Village of Pemberton's website and Facebook page http://www.pemberton.ca/residents/community-life/pemberton-cultural-plan/

6.1 PEMBERTON CULTURAL STRENGTHS

Pemberton's cultural resources are found in the Village of Pemberton and extend into the surrounding valley and along the Mount Currie/D'arcy Corridor. Pemberton embraces a broad definition of culture including:

- Performing arts (e.g., music, drama and dance),
- Visual arts (e.g., painting and sculpture),
- Literary arts (e.g., poet housed in a collection of re-located heritage buildings and new structures),
- Crafts (e.g., basketry and woodcarving),
- Traditional cultural activity (e.g., story-telling and language studies),
- Heritage (e.g., museums, interpretive centres, historic buildings, historic areas and landscapes),
- Recreation activities,
- Culinary arts, and
- Agriculture.

*The **Pemberton and District Museum and Archives Society** operates the Pemberton Museum and Archives. The museum houses a collection of re-located heritage buildings and new structures and exhibits information and artifacts on the pre-history of the Lil'wat, early explorers, prospectors and settlers of Pemberton and district and their way of life.*

The exhibits at the Museum focus on the early history of the Pemberton area include the history of the Lil'wat, the gold rush, settlers' homes, education and day-to-day life. The Soo Building is used for temporary exhibits, meetings and as a multipurpose space. The ground floor room has a small stage which can be used for intimate productions. The meeting room is rented a very affordable rate to other non-profits and groups.

The Society produces and records digital recordings, short movies, publications, and trains local summer students and volunteers. The Museum and Archives is an important cultural hub for the Pemberton Valley's creative, reflective and spiritual activities.

Pemberton Museum Store sells locally made arts and crafts. The store has the art work of 33 artists and crafts people. The proceeds from the sales are used for the museum's collection management.

The Museum and Archives support community cultural activities by providing display space for local artists through its gift shop, offering community cultural programs and supporting the Village's cultural crawl.

Currently the Museum is working towards the completion of the new administration, archives and display building. The building is currently framed and roofed. The Museum intends to have the windows installed this summer and the exterior siding put on. The Museum is striving towards raising the $100,000 to complete the building by 2012.

Heritage Buildings: The Pemberton and District Museum and Archives Society have identified over fifty farms started prior to 1950 along the Meadows Road. As well the Society has identified ten historic sites in the Village of Pemberton including: One Mile Lake, the Pemberton Co-Op Building, the Pemberton Hotel, Pemberton Trailhead, the British American Oil Building, the RCMP Office, the Dyking District Office and Art Barn, the Village Works Building, the Museum site and Pateaude's Corner – Agerton. At the beginning of the Hurley Pass Road are the Pemberton School House and the Arn Cabin, both relocated to the Outdoor School property. -Heritage cabins and Catholic Church are standing in Mount Currie. -From Mount Currie to D'Arcy there are a number of historic structures visible from the road including cabins, barns, the Birken Community Hall, the D'Arcy Church and fish hatchery.

Throughout the Pemberton Valley, residents actively participate in cultural events, the creation of art and preservation of their local history. As indentified in the Village of Pemberton Cultural Scan (2010), the many cultural organizations within the Valley boundaries are a testament to community involvement and the depth of talent present in the area. With the areas array of cultural organizations, cultural venues and heritage resources, the community is positioning itself to see the future cultivation of the cultural sector.

In addition to the area's arts and heritage activities, the Valley's mountain-related outdoor recreation activities are varied and add to the area's natural appeal. These include: snowmobiling, rock-climbing, mountain biking, paragliding, backcountry skiing, horseback riding, ATV use, kayaking and paragliding, also represent the area's cultural environment.

The cultural strengths of the Pemberton community that are noticeable are:

- A recognition and appreciation that arts and culture play an important role in community life;
- Co-operation and partnership exists among community groups;
- Resident working artists and crafts people;
- Well attended and supported cultural events;
- Support for and hosting of arts and culture events by local businesses in the community; and
- Atmosphere of sharing exists (e.g., community services, facilities and resources).

A summary of the Pemberton's cultural resources are presented in Appendix 3. A more detail description of each resource can be found at the Village of Pemberton's Cultural Map website at http://www.pemberton.ca/pemberton-maps/pemberton-valley-cultural-map/. Also presented, are noted Pemberton cultural events.

The **Stewardship Pemberton Society's** mandate is encourage the protection, restoration and long-term sustainability of the natural environment through education, cooperation and community involvement. Projects have included: trail improvements to One Mile Lake, interpretive signage, salmon and river educational programs. The Society has completed developing a One Mile Lake Nature Centre that will provide an educational experience based on the area's watershed. As there are a number of First Nation culturally significant sites in the area, the Society is working with the Lil'wat Nation to provide an interpretive experience for the visitors at the centre and the park.

The **Pemberton Farmer's Institute** helps to organize the summertime weekly Pemberton Farmer's Market, support the Slow food Cycle events held in August and host the Giant Pumpkin Weigh-Off where prizes are given for the largest pumpkin.

For more than twenty years, the **Birken Cultural and Recreation Society** has organized events for communities from D'Arcy to Poole Creek that include live music, dancing, cookouts and firework sponsorships at Halloween and education bursaries. The organization manages the Birken Community Centre that is a heritage building which previously served as the community's one room log school house.

The **Pemberton and District Chamber of Commerce** provides support for area's businesses, economic growth and diversification. The Chamber operates the Pemberton Visitor Centre, where information is given out on local activities. The Chamber's web site supports a community calendar that features ongoing community cultural events.

Tourism Pemberton focuses on the development and promotion of the tourism industry in the Pemberton area. The organization recognizes the value of cultural tourism in their pursuit to develop and market tourism in the Pemberton Valley to the benefit of visitors and residents. It is open to supporting both summer and winter festivals in the future.

The centre of town is the key to success. Let's bring it to life!

Recognize and pursue a stronger relationship with Pemberton Arts Council as it is a key in communicating with the art community and art hub group of Pemberton.

Development of a community calendar distributed/displayed in ways suitable for all people - seniors to youth. How many times do you see a report of an event & wish you had known it was on and could have attended.

- **Community Remarks**

20

6.2   LOCAL GOVERNMENT'S ROLE IN CULTURE

The Pemberton Valley has the opportunity to encourage the growth of distinctive cultural offerings that enrich the experience of residents and visitors alike. Local government cannot and should not do this alone, but it can provide leadership. In turn, all segments of the community should recognize that culture and cultural resources are an important part of how the community can create wealth, sustain quality of life and generate its competitive advantage in the region.

The process of cultural development is a collaborative effort and success involves excellence in many different areas: administration, planning, program and service delivery, financial accountability, return on investment, artistic achievement, marketing and communications and creative risk taking. In other words, a community's cultural success is driven not only by the achievements of creators themselves, but also by the aspirations and achievements of those who support their efforts, including non-profit organizations, funders, businesses and government.

The Village of Pemberton actively supports community arts and culture projects through the Community Enhancement Fund. The Village has a Public Art Agreement with the Pemberton Arts Council. The agreement allows the Arts Council to propose a specific installation and if approved the Village will consider funding the project. Some artwork installations include the sculptures located at the Village traffic circle and at the community gardens located near Portage Road and the Pioneer Junction townhouses. The Village also supports public art through its biannual street banner program, displaying local artist designed banner images.

The Village's role in local cultural development is to:

- Collaborate with and support community organizations in their cultural endeavours,
- Engage and support research and planning regarding cultural development,
- Provide and/or support grant funding for local cultural organizations and initiatives,
- Market and promote Pemberton's cultural amenities to residents and visitors,
- Liaise with other levels of government for the benefit of the cultural sector and
- Support the development and delivery of locally based cultural programs and events.

In order to implement this Plan, the community needs to take a shared approach needed to respect and respond to a set of objectives, some of which will be consistent with the Cultural Plan and some of which may not. This flexible approach reflects an intention to create a Plan which is a living document and which resonates with the broadest possible spectrum of community interests.

The table in **Appendix 4** demonstrates how cultural objectives and implementation of the strategies in this Plan can be fundamentally linked to local government departments and processes and to external agencies. It is intended as an illustration only and is not an exhaustive list.

The Squamish-Lillooet Regional District (SLRD) supports arts, culture and recreation programs and projects by providing funding on onetime requests. The partnership of the SLRD and the Village see arts and culture as a vital area of the community, and as such provided in 2010 for:

- *Pemberton Recreation Commission Service: $72,996 for recreation programs*
- *Birken Recreation Commission Service: $3,000 for recreation programs*
- *Pemberton and Area Recreation Service, funding for recreational and educational programs;*
- *Pemberton and District Museum Contribution Service: $64,990 for operating the Museum and Archives;*
- *Pemberton Library Contribution Service: $229,250 for the operating expenses of the Library including rent; and*
- *Pemberton Valley Recreation Trails Service: funding for both parks and trails.[6]*

6.3   FUNDING CULTURAL DEVELOPMENT

Cultural development and cultural planning are relatively new concepts within the field of community planning. In the last 10-15 years international research and study of community cultural development has produced a wealth of networks and information[7]. Canadian municipalities have, through the influence of communities of practice such as the Creative City Network of Canada[8] increasingly recognize the value of regional partnership in cultural planning and development (i.e. Squamish-Lillooet Regional District, Village of Pemberton, and Lil'wat Nation). While Pemberton Valley's current levels of funding support for culture measure up well in comparison to communities of a similar character and size, it should be acknowledged that consistency, sustainability and a leadership role in cultural development, planning and delivery can be maintained only if new funding mechanisms and resources are available.

Annually, the Village of Pemberton through its "Community Enhancement Fund" (CEF) provides funding to non-profit organizations; entities or societies based within the Village of Pemberton (see Appendix 5). The grants are targeted to support the general interest and benefit of residents in the following areas: sports, recreation and education; arts and culture, or special events. In 2010, the funding allocation totaled $18,920. During the same year, the Squamish-Lillooet Regional District granted onetime requests to arts, cultural and recreation programs and projects totaled $370,250.

There is no set ongoing funding program that supports the community's arts and cultural initiatives.

*The **Lil'wat7ul Cultural Centre** teaches and maintains Lil'wat culture, arts, heritage and language (Ucwalmicwts). Cultural heritage programs include: herbology, berry picking, basket weaving, regalia making, moccasin making, drum making, traditional dance, medicine bag making, the teaching of sweat lodge ceremonies, beading, looming, Medellin, earring making, women's affirmation groups, drumming nights, rock painting, fishing, hunting, storytelling, xusem picking and preserving, cultural camps and gatherings for youth.*

[7] **Australia – Cultural Development Network**: http://culturaldevelopment.net/

USA – Community Arts Network: http://wayback.archive-it.org/2077/20100906194747/http://www.communityarts.net/

UK – Creative Exchange network: http://www.creativexchange.org/chd

[8] **See www.creativecity.ca**

Like all other communities across the province, Pemberton's arts community has been affected by changes in the provincial arts funding environment. These changes have generated considerable instability and uncertainty and have placed additional pressures on municipalities and other funders. Municipalities have responded, but are unable to fill the gap. Meanwhile, organizations which deliver the bulk of cultural activities and programs struggle to balance their budgets, adjust their staffing and programming and generate additional revenues.

There is no question that new financial resources (i.e. staffing and material resources) will be required for implementation of the Cultural Plan. The Plan has been developed collaboratively to build awareness as well as ownership of the priority actions among various municipal departments, community organizations, tourism, and business sectors. The intent is that this ownership will translate into new partners, new resources and new opportunities, and bring together those organizations that are already individually funding arts and cultural programming.

*The **Lil'wat Culture, Heritage and Language Authority** provides leadership on questions of culture and language. This leadership includes protecting and conserving Lil'wat heritage places and practices from harm and misuse. Cultural heritage as defined by the Lil'wat for this purpose is inclusive and holistic. It includes both human made and natural features: expressions of culture (songs, dances, art stories and legends), places of cultural practice (traditional use areas), locales of spiritual and ceremonial significance (including prominent landscape features such as mountain peaks and rivers) and places where the people lived and were buried (archaeological sites).*

Three approaches to cultural funding utilized in other communities are set out in **Appendix 10**. These approaches use municipal funding to leverage revenue from other sources. In this way, the Village can maximize the beneficial impact of its investment for the community and deliver the highest rate of return for taxpayers.
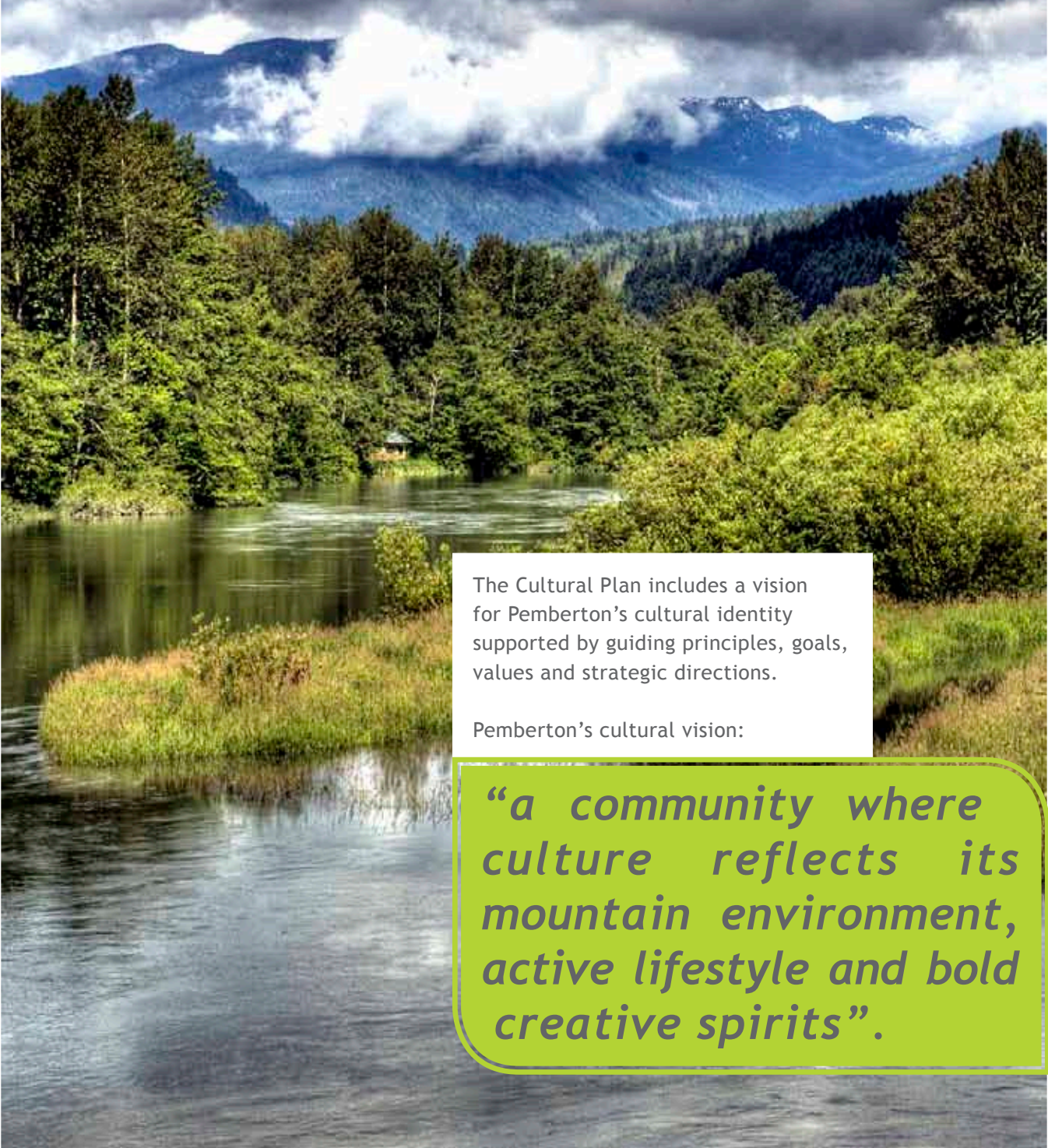
Further analysis and consultation with potential partners will be needed to determine which, if any, of these models are appropriate in the current context.

The Lil'wat Nation Land and Resources Department is responsible for managing the lands within the traditional territory of the Lil'wat Nation including the lands on the Mount Currie reserves. Duties include the management and monitoring of cultural resources including archaeological sites, a fishery stock assessment program and cultural landmarks that include culturally modified trees, house pits, cache pits, rock paintings, lithic sites, cabins, totems, hunting binds and canoes.

7. STRATEGIC FRAMEWORK FOR CULTURE IN PEMBERTON

The Cultural Plan includes a vision for Pemberton's cultural identity supported by guiding principles, goals, values and strategic directions.

Pemberton's cultural vision:

"a community where culture reflects its mountain environment, active lifestyle and bold creative spirits".

7.1   VISION – A COMMITMENT TO CULTURE

This Vision statement:

- Recognizes what the community has achieved to date and that residents want to continue that improvement;
- Confirms that culture belongs to everyone and can transform lives, places and communities;
- Promotes more connections with individuals, both as consumers of, and active participants in, cultural life; and
- Strives for innovative, imaginative and creative results.

Ultimately this is our greatest inspiration - always there, always changing, always beautiful, giving us food & water, etc.
                - Community Remark

Convene & provide assistance… that dovetails with other important Pemberton targets & priorities.
                - Community Remark

7.2   GUIDING PRINCIPLES

The five guiding principles are values and perspectives which reflect the vision and which, in turn, inform the goals and strategies. They function as a filter or checkpoint through which all goals and strategies must pass.

Accessibility – Ensure that all residents, in all phases of life, have access to cultural engagement and participation.

Diversity and inclusion – Ensure that efforts are made to reach out in an appropriate way to all residents of Pemberton and area.

Partnerships and collaboration – Recognize that better results come from working together across departments, disciplines, sectors and interests.

Accountability and fiscal responsibility –Effective and efficient use of municipal resources will be used to address the needs of the community.

Innovation – New solutions and new ways of thinking and doing will be applied to seize opportunities and address the challenges ahead.

Mountain Recreation Organizations: Pemberton has a close affinity with its surrounding environment, which also manifests itself in a rich outdoor culture. This landscape has laid the foundation for the area's culture, way of life and identity. As a result, there are number of outdoor mountain recreation choices and experiences from back country hiking to snowmobiling to back country skiing. Alongside these activities a number of volunteer clubs and organizations have formed to develop and maintain safe practices. They include: Pemberton Valley Trails Association, Pemberton Valley Snowmobile Club, Spud Valley Nordic Association, Pemberton and Whistler Flying Club (hang-gliding), Pemberton Canoe Association, Pemberton Wildlife Association, Pemberton Flying Club (airplanes), Off-Road Rebels, Pemberton Valley Speedway Association, Green River MX Club and Pemberton Valley ATV Club.

Pemberton's Visual and Performing Arts Facilities

The **Cottonwood Community Center**, a joint asset of the Village of Pemberton and the Squamish-Lillooet Regional District (SLRD). It is overseen by the SLRD's Pemberton Valley Utility and Services Committee. The facility has a great hall, meeting rooms, a fitness room, day care room, a stretching room, a small office available for rental, administrative offices, an unfinished kitchen and outdoor patio, restroom and shower facilities and is home to the Pemberton and District Public Library. The facility can function as a theatre, including a temporary stage. Currently three to four performances take place there annually with plans to increase the numbers in the future. The Centre has recently applied for a movie license and intends to begin hosting cinema. The Centre has three full time employees and seven part time employees and 10 contract program leaders.

The **Meadows Community Centre** hasa full sized gym , bleachers and an upgraded stage (i.e. seat up to 757 individuals), a kitchen (not currently suitable for event service), and seven classrooms. Recent users of the building have included the boxing club and the St. David's United Church Annual Crafts Fair held around Christmas time. The activity rooms and the gymnasium are available for rent. The building is surrounded by playing fields which are used for various sports and as a paraglide landing zone. The facility is not manned full time, there is one part time casual cleaner stationed there to accommodate drop-in sports and clean the facility. This facility is considered an extension of the services offered based out of the Cottonwood facility; it is not considered a separate entity but another location.

The **Birken Community Hall** is used for local events such as the Strawberry Tea, a plant sale and cookouts.

Gates Lake Centre - under development.

The **Pemberton and District Public Library** is housed within the Pemberton Cottonwood Community Centre. The Library can host up to 80 guests for programming. The facility owns a slide projector screen and a 47 inch television for presentations. At the center of the Library is a space for the display of public art including two secure glass cases and wall space. The art within the cases is rotated every two months. The wall space has been used for changing exhibits of photograph and art.

The **Art Barn** is a heritage structure and is managed by the Pemberton Arts Council. The space currently can be used by members of the Arts Council to display work and is used as a meeting room by the Council. The Council hopes to use the space as a co-op gallery during the summer months.

The **Pemberton Secondary School** has an art room and a drama room that is used for dramatic productions with bleacher seating capacity of 150 individuals, and an upgraded stage. The music room is currently being used as a non-music classroom.

The **Signal Hill Elementary** has multi-purpose community room and kitchen sponsored by the Village of Pemberton and a music room currently being used as a non-music classroom. The school's gymnasium is used for live performances that can seat up to 497 individuals. The gymnasium is available for rental to the public after school hours.

The **Blackwater Creek Elementary School** classrooms are used for arts education. The school has a temporary stage which is set up for small student recitals.

The **Ullus Community Complex** is used as recreation facility, a heritage facility and an arts facility. The building features a gym which is used to host a cinema show every Friday night. The space is also used regularly for dance practice and can be used for performances. The building has a banquet facility and kitchen. The gym, banquet facilities and kitchen are available for rentals. The building houses the Lil'wat7ul Cultural Centre.

The **N'Quatqua Community Hall** is used for a multitude of community activities. The building has a large gymnasium and a full kitchen. While there is no set programming at the hall, it is used regularly for dancing and drumming practices. The space is available for programs such as regalia making. The kitchen is used monthly for the N'Quatqua Child and Family Development Centre's cooking program which alternates between traditional and modern menus each month.

Pemberton Parks: The Village of Pemberton manages 15 parks. Pioneer Park is best suited for cultural events. Pioneer Park has been used in the past for small music festivals including a folk festival in 2004, Christmas with Santa and Easter Egg Hunts. The .5 acre park has public restrooms and a gazebo that can be used as a stage. The park sits adjacent to downtown and has ample parking.

The **Lil'wat7ul Cultural Centre** is housed within the Ullus Community Complex. The Cultural Center opened in early 2010. The facility is used for both arts and heritage. The space has a number of offices for its staff. The main room at the Cultural Center is utilized as exhibit space, a research facility and workshop room. It has a retail area from where craft supplies, art work, language CD's and books can be purchased. The staff will set aside open space for artist to display and sell their works on a day-by-day basis.

8. STRATEGIC DIRECTIONS FOR CULTURE
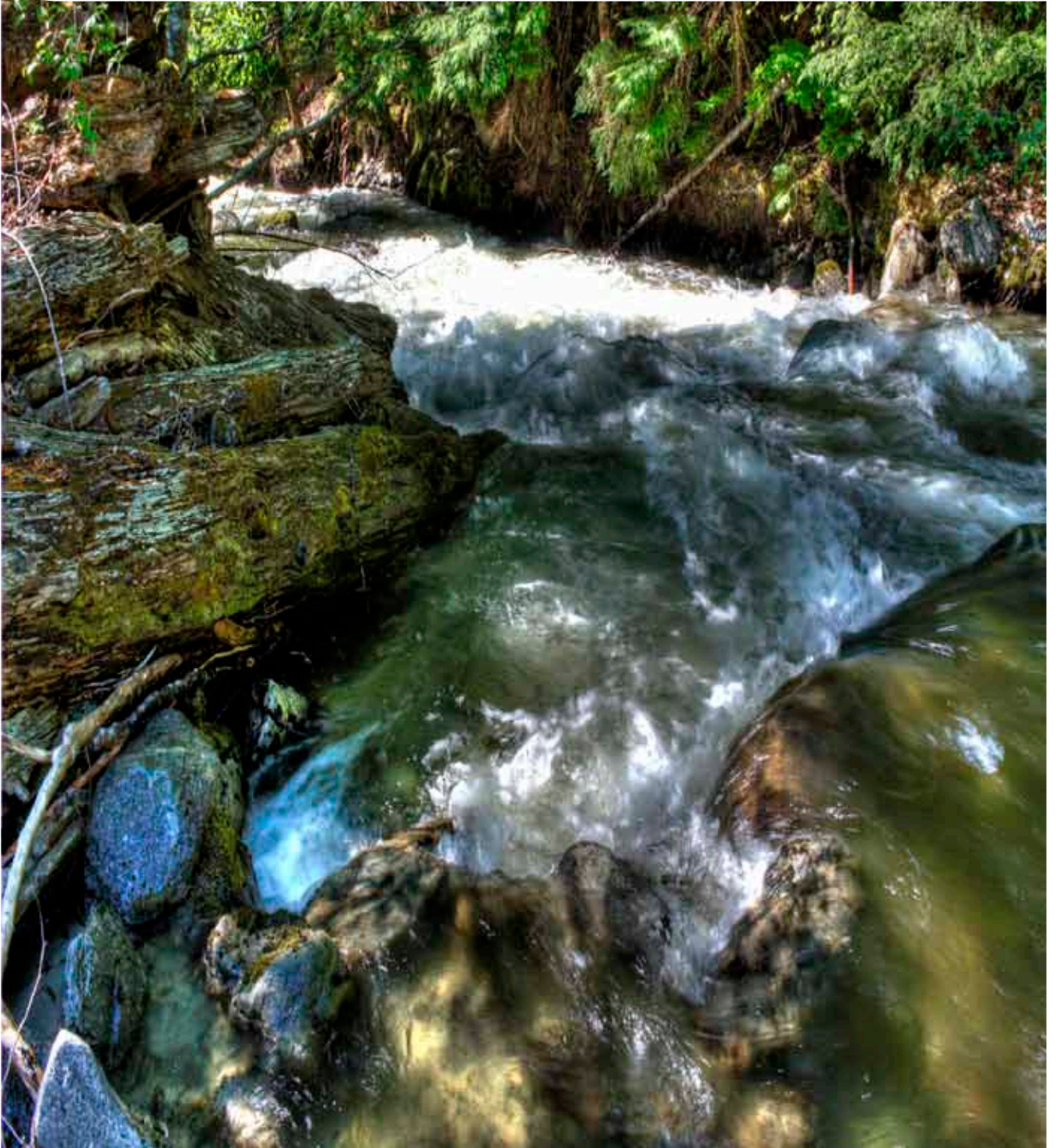
Five goals have been developed and serve as the core of the Cultural Plan. Each goal is accompanied by several tangible, action-oriented strategies. In addition to moving forward on current cultural needs and issues in the next ten years, the strategies establish the foundation for a long-term sustainable approach.

Strategies are generally considered to be within the government mandate of the Village of Pemberton, Squamish-Lillooet Regional District and Lil'wat Nation. A collaborative, partnered approach both internally and with the community is assumed throughout. In some instances, leadership by others or essential partnerships are necessary and identified. Going forward, it will be important that

> *Agree together on projects/ direction & then allow proponents to carry the ball.*
> **- Community Remark**

Village Council and staff, citizens and all stakeholders remain engaged with and informed about progress toward implementing the Plan. The need for enhanced communication and coordinated planning and project management along with an increased leadership role for the Village and community will require that resource requirements will need to be addressed as the plan moves forward.

Public Art Displays

Village of Pemberton Street Banner Program: The Village of Pemberton changes its light post banners bi-annually using the work of local artists and photographers.

Village of Pemberton Sculpture Program: The Village of Pemberton works with the Pemberton Arts Council to place public art. There are currently two installations of sculpture, one at the traffic circle created by Martha Sturdy and the other created by Davide Pan at the Community Gardens.

Mute Raven Studio carries Wim Tewinkel's photography showcasing landscapes, nature and portraits.

Our Glass Works Studio is a custom stained glass gallery since 1979.

Raven Mate Artists gallery and studio carries the work of both Billy Dan and Donna Jane Dan. These works include carvings of cougars, bears, eagles and ravens as well as jewelry and paintings, pencil drawings, glass bead tapestries, acrylic paintings and free-hand wood burnings.

Red Beard Glass Blowing Studio features blown glass vessels, jewellery and custom items. Glass blowing classes are offered by request.

Mike Tyler Studio and workshop features soapstone and bronze sculptures.

Coastal Divide Gallery is both a workshop and studio showcasing Dave Moldofsky's sculptors, furniture and painting.

Lynn Pocklington Studio carries her paintings that are influenced by the outdoors and natural landscapes.

Bog Fabrics store has locally made quilts and others, stitched fabric art and hand knit items for sale in addition to knitting and sewing supplies.

Karen Love Studio features Karen's paintings and jewellery. Painting workshops are offered by request.

Molten Metalworks is a metal fabrication and blacksmith shop specializing in custom pieces for custom homes, restaurants and art galleries. The work ranges from ornamental art to functional furniture. Including handrails, fireplace guard, gates and other architectural finish work.

Businesses Hosting Visual Arts include: Mount Currie Coffee Co., Pemberton Valley Wellness, The Pony Restaurant, Local Motion, Wildwood, Big Sky Country Club, Black Bird Bakery.

The **Great Canadian Glass Blowing Festival** began in 2008. The informal gathering of glass blowers takes place on private property and is organized by glass blower Patrick Vjorlick. The event draws up to 30 glass blowers from Canada and the United States. At any one time up to 15 individuals can be found with torches going and 10 kilns. Fifty spectators attended the event last year. Artist collaborations and demonstrations take place over the three-day festival.

M.A.D.E. (Music Art Dance Expression), an Arts Council hosted even at the Pemberton Meadows Community Centre draws artists and the public to art displays, art for sale, live art, live music, multi-media displays and locally created food and spirits.

Mountains of Art bring works of local artists together and serve as a fundraiser for the Pemberton Arts Council. Live music is played and appetizers and cocktails are served.

St. David's United Church Annual Christmas Craft Fair has been held for over 30 years. The event features vendors selling mostly local handmade crafts and foodstuffs. The vendors come from throughout the sea to sky corridor selling items such as jewellery, pottery, paintings, Christmas crafts and baking. It is a one-day event held traditionally the first weekend of December at the Meadows Community Centre gymnasium.

The **Bonfire Music Festival** a three day weekend event in July showcases live music and on site camping. Music includes different bands mostly from the northwest. Music genre includes jam bands, funk, groove and jazz.

Two Acre Shaker is an intimate one-day outdoor concert held on private property. It provides up and coming musical artists with an opportunity to showcase their talents on two stages. The musical line-up features a combination of DJs and live bands performing many different genres of music. The event is held in August.

The **Winterfest** is a multi-day festival features: films, art shows, live music, a polar bear swim, a street hockey tournament, a street party and parade showcasing local talent. Winterfest is run by volunteers in partnership with the Pemberton Chamber of Commerce and under the umbrella of the Spirit of BC Committee. The Festival has worked with a multitude of local venues to the host event.

The **Pemberton Country Fair** hosted at the Pemberton Museum features local produce, arts and crafts, and live music. The Country Fair has been held annually on the 2nd Saturday of September since the 1990s.

The Pemberton Museum hosts **Teas and Tales** that is a serious of summer time lectures and Music at the Museum one day during the summer. The organization also hosts the **Port Pemberton Dinner** held in the Museum's Soo Building featuring traditional foods and period entertainment.

Hosted by the Pemberton Farmer's Institute, the **Pemberton Farmers Market** is held at the Pemberton Valley Supermarket parking lot on Wednesdays from June 30th to October 6th. The three year old market features locally produced fruits and vegetables, crafts, artisan prepared foods and live music.

Slow Food Cycle Sunday organized by Pemberton residents that connects local producers and consumers in the area. The event involves participants to ride bicycles from farm to farm enjoying fresh produce, prepared foods by skilled chefs and live music while learning about agriculture and farming in the Pemberton valley. In 2011 the event grew to 2,300 participants.

Lil'wat First Nations Annual Celebrations Powwow is held annually in May is held at Mount Currie Powwow Arbor. The Powwow activities centre on singing, drumming and dance competitions. The Powwow also features a Princess Pageant. An outdoor market is set up with vendors selling crafts and food including the traditional bannock bread.

Mount Currie Thanksgiving Powwow is held in October at the Mount Currie Powwow Arbor. The program involves around singing, drumming and dance competitions. An outdoor market sells crafts and food including the traditional bannock bread.

Pemberton World Mountain Sports Festival catering to mountain sports enthusiasts share our the love of outdoors sports - paragliding, mountain biking, ski mountaineering, kayaking, rock climbing, speed riding, kiting, horseback riding, river floating, skydiving and BASE jumping.

Eat well, eat fresh, eat local at the **Pemberton Feast of Fields** is held in mid August. It is a harvest festival held in conjunction with other similar events throughout BC that draw urbanites to rural farms for gourmet picnic feasts to taste the very best from chefs, vintners, brewers, farmers and food artisans, and indulge with the area's freshest local flavours.

Pemberton Festival last held in July 2008 drew 40,000 attendees for three days of live music. The event held on farmland utilized a hay field to host a tent village, concessions, stages, a dance tent and festival infrastructure. The festival includes popular musicians such as the Tragically Hip, Tom Petty and the Heartbreakers, Jay-Z, Nine Inch Nails, Cold Play and many others. Discussions are taking place for a smaller annual event patterned after the "Roots & Blues" festival at Salmon Arm.

Mount Currie Rodeo is held on the May long weekend and hosted by the Mount Currie Lil'wat Lions Club.

The **Birken Country Market** held on the last Sunday of each month May through September. The market features local baking, preserves, garden decor, knitting, artwork, photography, flowers, fruits and vegetables and jewellery.

GOAL 1: CLARIFY AND STRENGTHEN THE COMMUNITY'S ROLE IN CULTURE

Leadership is at the heart of building a more effective cultural sector. The purpose of this goal is to build the 'connective tissue' that brings together interested parties both within and outside the cultural sector.

STRATEGIES:

1. Create a Cultural Roundtable of arts champions and cheerleaders made up of members from the cultural community, local government, tourism, business and First Nations to advise local government and the community on cultural objectives, strategies and projects (draft terms of reference **Appendix 6**). Emphasize the importance of community first and the benefits of community leadership, with the local government in a supportive role. Use this team approach to:
   a. Convene facilitated conversations within the cultural sector.
   b. Increase the community's effectiveness in attracting more cultural activity and investment.
   c. Implement Pemberton's Cultural Plan.

2. Create opportunities to celebrate, learn and connect with each other and to new ideas.
   a. Host an annual summit to celebrate and increase civic recognition/awards for cultural achievement.
   b. Host issue-based forums to address common needs and issues.
   c. Encourage pilot projects for cultural enthusiasts to help build new audiences. Suggestions include:
      i. Film festival (e.g. produced by teens; travel),
      ii. Temporary artwork exhibitions and performances by local artists,
      iii. Music events (small, intimate to significantly larger festivals),
      iv. Outdoor adventure demonstrations by local sports and professional organizations and
      v. Linking these events to local foods.
   d. Convene and provide assistance for selected targeted initiatives that dovetail with other important Pemberton targets and priorities.

Let's build on what we've got. E.g. Slow Food Cycle is a legendary, top class event!

- Community Remark

3. Support collective initiatives by cultural organizations to:
   a. Identify and create opportunities for cultural and recreational organizations to support and enhance each other's projects and programs for the greater benefit of all.
   b. Share various operational and administrative functions (i.e. research, marketing, fundraising, administration and technology).
   c. Assist in inventory and supplement technical assistance opportunities for the staffs and boards of cultural organizations and artists to create coordinated and ongoing options for quality professional development.
   d. Assist community organizations research and/or develop selected materials and tools; provide an online home for these resources.

GOAL 2: BUILD AWARENESS OF THE IMPORTANCE OF CULTURE

Culture is part of the lives of many, if not most, community residents, be it through participation in a mountain-related activity, a choir, a band, an agricultural endeavor, or digital photography, or through attendance at professional or amateur exhibitions, performances, or events. The purpose of this goal is to ensure that culture is more visible in Pemberton.

STRATEGIES:

1. Regularly assess and communicate the value and impact of culture to the quality of life of Pemberton Valley residents and to achieving overall local government objectives.

2. Continue to monitor and document the state of culture in Pemberton through research, mapping, databases and statistical analysis. Develop an annual "State of Culture" report and share it at an annual celebratory and informational event (e.g. present examples of local investment in arts and culture; highlight some of the community's extraordinary artistic accomplishments; and discuss the challenges and opportunities that face the arts community in the year ahead).

3. Explore ways to more actively market and coordinate cultural venues and programs and provide information.
   a. Work with all levels of government, Sea to Sky tourism organizations (Pemberton, Whistler, Squamish) and others to develop and promote Pemberton as a cultural destination through the marketing of community assets and services (i.e. culture plus parks, bike paths, walking trails, etc.).
   b. Improve Pemberton's 'Calendar of Community Events',and
      i. Co-develop a model and business case for an online community portal and/or cultural and calendar of events.
      ii. Identify a primary physical location to find information on local culture (e.g. bring the culture information centre into the Village centre, develop a free wireless Village centre hub, install an electronic kiosk as a pilot project to provide instant access to activities and information on cultural events and facility locations).

4. Support projects that maintain Pemberton as a distinct place.
   a. Increase animation of and cultural presence throughout the Pemberton Valley through festivals, events, programs, markets and other measures.
      i. Support the development of the Village of Pemberton's Downtown Enhancement Strategy that enhances cultural vitality at street level. Wherever feasible, integrate cultural programming space into existing and new public and privately owned spaces (i.e. buildings, parks and streets). (See **Appendix 7** for more details),
      ii. Identify temporary sites that require large display presentations (i.e. special entertainment festivals, agricultural fairs, etc.),
      iii. Support the Pemberton Arts Council Public Art Program for artwork inclusion

in new public/private buildings, heritage projects, parks, streets and public works projects. Cluster investments in public art to create a visible presence of art in the Village centre and reinforce key gateways and corridors in the community,

iv. Endorse draft Private Development Public Art Program and Guidelines attached (**Appendix 8 and 9**), and

v. Prepare for Council's consideration the following public art program guidelines:

- Draft Private Development Public Art Project Checklist,
- Draft Public Art Program and Guidelines Rezoning and Development Permit Applications,
- Draft Public Art Project Decision-Making Chart for Public, Private, and
- Draft Community Public Art Projects.

b. Invest in updating signage to reinforce a greater awareness of Pemberton's cultural identity, venues and activities and establish Pemberton as a place that supports a vibrant cultural life.

Increase Downtown walk-ability, create a "hub" area where residents feel great to gather, youth & adults alike."

- Community Remark

Village of PEMBERTON

GOAL 3: SUPPORT CULTURE & CREATIVE ACTIVITY IN THE PEMBERTON VALLEY

Funds, both earned and contributed, are essential components of a healthy and dynamic cultural sector. The purpose of this goal is to recognize that even though the current economy faces exacerbating challenges, it is important to create a cultural support base from which to manage its future financial support.

STRATEGIES:

1. Create a five-ten year cultural services management plan (i.e. staffing, resources, program structure, funding, supports, etc.) (**Appendix 10**).
    a. Initiate an annual local government cultural grant program supporting facilities and community-based cultural organizations and initiatives. Where appropriate, align grants to the strategies in this plan to encourage and assist community leaders implement this plan, and
    b. Increase the return on investment to the community from community supported cultural events in order to support future projects.

2. Develop an investment strategy that identifies funding sources, credit facilities, partnerships and opportunities that support the development of Pemberton's cultural assets, resources and programs.
    a. Add small-scale public amenity artworks to the Community Gift Catalogue to encourage citizens to underwrite through individual donations (i.e. artist-made streetscape furnishings, historical markers, way finders, etc.),
    b. Work with community organizations to plan, fund and complete capital building plans and facility development, and
        i. Support exploration and identification of public and private sector options for co-location of cultural activities and services as part of existing or planned capital projects
        ii. Support the capital aspirations of the museum (i.e. storage, display and programming space, offices, etc.) to enhance the grant opportunities from senior governments and private funding sources.
        iii. Enhance and ensure cultural space and programming needs are adequately reflected in the community's long range planning for parks, transit, buildings and real estate acquisition.
    c. Enhance existing community events (e.g., Slow Food Cycle) so the community receives greater economic benefit (i.e. partnering with regional and other Sea to Sky events, major regional tourism promotions, existing and new corporate event sponsorships).

3. Review existing local government bylaws, regulations and permitting processes related to local cultural events (i.e. performances, concerts, shows and displays).
    a. Review local government policies to encourage the inclusion of arts or heritage components in new or renovated private development through favourable tax or

permitting fees,

b. Establish plans and policies which facilitate flexible, affordable work/live space for emerging professional artists and athletes, and

c. Help existing festivals and events to improve and attract more high-quality festivals and events.

4. Develop targeted initiatives to link hospitality and tourism interests with the cultural sector based on shared goals and values (i.e. Tourism Pemberton cultural tourism package promotions to include accommodations, local food attraction experiences and activities).

Village of PEMBERTON

GOAL 4: PROMOTE LIFE-LONG LEARNING IN CREATIVE ACTIVITIES

Strengthen opportunities for creative expression in order to maximize the personal and community benefit and build on existing strengths and initiatives that can place the community in the forefront of providing education in culture.

STRATEGIES:

1. Convene Pemberton Valley's formal education leaders (e.g., school principals, district superintendent, school board members and other education decision-makers) to:

   > *Encourage and inspire people to be creative and all the other goals will take care of themselves.*
   > **- Community Remark**

   a. Share information, solutions and best practices, strengthen networks and develop a shared vision and goals,
   b. Provide students with the benefits of an education that fully includes the arts;
   c. Provide information to strengthen the opportunities for arts related professional development for Pre K-12 teachers,
   d. Develop more effective and expanded ways to bring cultural experiences to school children, and
   e. Coordinate research and joint creative industry initiatives with local schools and other educational institutions.

2. Promote innovative opportunities for personal creative expression using workshops and classes, or informal opportunities to share information (in such areas as scrapbooking, crafts, digital photography, among others) in a wide variety of settings.

3. Build access to and expand the range of cultural and creative activities at schools, community centers and places.

4. Integrate, encourage and showcase local cultural expressions in community activities and celebrations throughout the region.

5. Become a "learning community 'by supporting and encouraging" lifelong learning for Pemberton residents strengthening educational planning for all ages and stages of life with learning opportunities that enhance the personal, social, and professional goals of all residents).

6. Enhance connections between non-profit organizations and other non-profit networks in Pemberton for improved access to existing educated and skilled resources.

7. Enhance opportunities for cross-cultural learning between aboriginal and non-aboriginal populations.

   > *Our investment in youth and how they perceive and participate in culture.*
   > **- Community Remark**

8. Develop Pemberton's capacity and reputation as a place of lifelong learning, creative expression and healthy lifestyle by promoting individual creative expression and value of the arts.

GOAL 5: RECOGNIZE THE NATURAL ENVIRONMENT IN PEMBERTON'S CULTURAL SETTING

The natural environment is the foundation for Pemberton's culture; it includes all the renewable and non-renewable resources and also cultivated resources (e.g. farming, greenhouses, etc). The purpose of this goal is to recognize and appreciate Pemberton's unique biophysical environment as a cultural resource and entity.

STRATEGIES:

1. Recognize and celebrate Pemberton's unique landscape (i.e. festivals, building and infrastructure designs, street banner themes, etc.).

2. Encourage an ethic of sustainability to protect and enhance the Valley's unique natural resources.

3. Work with Lil'wat Nation to protect culturally significant natural resources and places (e.g. cedars, culturally modified trees).

4. Provide resources (skills, learning, tools) to community outdoor recreation groups in order that they can protect natural spaces and conserve use of natural resources.

5. Work with the agriculture community and residents to support consumption of local foods in homes and local eateries.

9. MOVING AHEAD

I am encouraged to see the Village is working together to make Pemberton an even more amazing place to live.

- Community Remark

This section presents an implementation framework for the Pemberton Cultural Plan. The implementation framework presents a series of goals. Each goal is supported by several strategies designed to collectively achieve the goal. The result is a set of comprehensive action-oriented strategies. The implementation framework is presented first, followed by recommended next steps. The goals and strategies in the implementation framework are also presented and grouped by start-up timing.

9.1   IMPLEMENTATION FRAMEWORK

The following implementation framework provides direction with regard to actualizing the vision, goals and strategies present in the Cultural Plan. For each strategy, the Implementation Framework identifies:

- **Lead Role**: The organization(s) recommended to lead the implementation of the specific strategy.

- **Start-Up Timing**: The recommended timing for initiating the implementation of the specific strategy. Four "start-up timing" categories are provided.

Short-Term – Strategies that should be initiated <u>within 2 years</u> because:

a) Their implementation most precede the initiation of other strategies; and/or
b) The opportunities or issues(s) the strategy is intended to address are time-sensitive or critical.

Medium Term – Strategies that should initiated <u>within 3 to 6 years</u> because:

a) Additional consultation with the community is required to further define the strategy and ensure there is sufficient support for it;
b) Implementation of other strategies commencing in the short term is required before the implementation of this strategy can commence; and/or
c) Resources may not be available within the short term to implement the strategy.

Long Term – Strategies that should be initiated <u>within 7 to 10 years</u> because:

a) The majority of groundwork required to support the implementation of this strategy is currently in place (therefore, its implementation can wait);
b) Additional research must take place to further define the strategy;
c) Additional consultation with the community is required to further define the strategy and ensure there is sufficient support for it; and/or
d) Resources may not be available in the short or medium term.

Ongoing –   Strategies that need to be initiated in the short term and then subsequently on an ongoing or periodic basis.

> *The youth are the future of this town. The mountains and people have shaped them. So they see this place as a great place to keep living in.*
> - **Community Remark**

9.2   PEMBERTON CULTURAL PLAN IMPLEMENTATION FRAMEWORK

GOAL 1: CLARIFY AND STRENGTHEN THE COMMUNITY'S ROLE IN CULTURE
STRATEGY 1
Create a Cultural Roundtable of arts champions and cheerleaders made up of members from the cultural community, government, tourism, business and First Nations to advise local government and the community on cultural objectives, strategies and projects (draft terms of reference Appendix 6). Emphasize the importance of community first and the benefits of community leadership, with the local government in a supportive role. Use this team approach to:

Lead Role: Local Government & Community
Start-up Timing: Short Term

a. Convene facilitated conversations within the cultural sector.
b. Increase the community's effectiveness in attracting more cultural activity and investment.
c. Implement Pemberton's Cultural Plan.

STRATEGY 2
Create opportunities to celebrate, learn and connect with each other and to new ideas.

a. Host an annual summit to celebrate and increase civic recognition/awards for cultural achievement.
b. Host issue-based forums to address common needs and issues.
c. Encourage pilot projects for cultural enthusiasts to help build new audiences. Suggestions include:
    i.   Film festival (e.g. produced by teens; travel);
    ii. Temporary artwork exhibitions and performances by local artists,
    iii. Music events (small, intimate to significantly larger festivals);
    iv. Outdoor adventure demonstrations by local sports and professional organizations; and
    v.   Linking these events to local foods.
d. Convene and provide assistance for selected targeted initiatives that dovetail with other important Pemberton targets and priorities.

Lead Role: Local Government & Community
Start-up Timing: Short Term

STRATEGY 3
Support collective initiatives by cultural organizations to:

a. Identify and create opportunities for cultural and recreational organizations to support and enhance each other's projects and programs for the greater benefit of all.
b. Share various operational and administrative functions (i.e. research, marketing, fundraising, administration and technology).

Lead Role: Local Government
Start-up Timing: Short Term

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c. Assist in inventory and supplement technical assistance opportunities for the staffs and boards of cultural organizations and artists to create coordinated and ongoing options for quality professional development.

d. Assist community organizations research and/or develop selected materials and tools; provide an online home for these resources.

GOAL 2: BUILD AWARENESS OF THE IMPORTANCE OF CULTURE
STRATEGY 1

Regularly assess and communicate the value and impact of culture to the quality of life of Pemberton Valley residents and to achieving overall local government objectives.

Local Government & Community Start-up Timing: Ongoing

STRATEGY 2

Continue to monitor and document the state of culture in Pemberton through research, mapping, databases and statistical analysis. Develop an annual "State of Culture" report and share it at an annual celebratory and informational event.

Lead Role: Local Government & Community Start-up Timing: Ongoing

STRATEGY 3

Explore ways to more actively market and coordinate cultural venues and programs and provide information.

a. Work with all levels of government, Sea to Sky tourism organizations (Pemberton, Whistler, Squamish) and others to develop and promote Pemberton as a cultural destination through the marketing of community assets and services (i.e. culture plus parks, bike paths, walking trails, etc.).

b. Improve Pemberton's 'Calendar of Community Events'.

    i.   Co-develop a model and business case for an online community portal and/or cultural and calendar of events; and

    ii. Identify a primary physical location to find information on local culture (e.g. bring the culture information centre into the Village centre, develop a free wireless Village centre hub, install an electronic kiosk as a pilot project to provide instant access to activities and information on cultural events and facility locations).

Lead Role: Local Government, & Community Start-up Timing: Ongoing

STRATEGY 4

Support projects that maintain Pemberton as a distinct place.

a. Increase animation of and cultural presence throughout the Pemberton Valley through festivals, events, programs, markets and other measures.

    i.   Support the development of the Village of Pemberton's Downtown Enhancement Strategy that enhances cultural vitality at street level. Wherever feasible, integrate cultural programming space into existing and new public and privately owned spaces (i.e. buildings, parks and streets). (Appendix 7);

    ii. Support the Pemberton Arts Council Public Art Program for artwork inclusion

in new public/private buildings, heritage projects, parks, streets and public works projects. Cluster investments in public art to create a visible presence of art in the Village centre and reinforce key gateways and corridors in the community;

iii. Endorse draft Private Development Public Art Program and Guidelines attached (Appendix 8 and 9); and

iv. Prepare for Council's consideration the following public art program guidelines:

- Draft Private Development Public Art Project Checklist,
- Draft Public Art Program and Guidelines Rezoning and Development Permit Applications,
- Draft Public Art Project Decision-Making Chart for Public, Private, and
- Draft Community Public Art Projects.

b. Invest in updating signage to reinforce a greater awareness of Pemberton's cultural identity, venues and activities and establish Pemberton as a place that supports a vibrant cultural life.

Lead Role: Local Government & Community Start-up Timing: Short Tem & Ongoing

GOAL 3: SUPPORT CULTURE & CREATIVE ACTIVITY IN THE PEMBERTON VALLEY
STRATEGY 1
Create a five to ten-year cultural services management plan (i.e. staffing, resources, program structure, funding, supports, etc. (**Appendix 10**).

a. Initiate an annual local government cultural grant program supporting facilities and community-based cultural organizations and initiatives. Where appropriate, align grants to the strategies in this plan to encourage and assist community leaders implement this plan.

b. Increase the return on investment to the community from community supported cultural events in order to support future projects.

Lead Role: Local Government & Community Start-up Timing: Short Tem & Ongoing

STRATEGY 2
Develop an investment strategy that identifies funding sources, credit facilities, partnerships and opportunities that support the development of Pemberton's Cultural Capital.

a. Add small-scale public amenity artworks to the Community Gift Catalogue to encourage citizens to underwrite through individual donations (i.e. artist-made streetscape furnishings, historical markers, way finders, etc.).

b. Work with community organizations to plan, fund and complete capital building plans and facility development.

i. Support exploration and identification of public and private sector options for

co-location of cultural activities and services as part of existing or planned capital projects;

    ii. Support the capital aspirations of the museum (i.e. storage, display and programming space, offices, etc.) to enhance the grant opportunities from senior governments and private funding sources; and

    iii. Enhance and ensure cultural space and programming needs are adequately reflected in the community's long range planning for parks, transit, buildings and real estate acquisition.

c. Enhance existing community events (e.g., Slow Food Cycle) so the community receives greater economic benefit.

Lead Role: Local Government &Community Start-up Timing: Medium Term

STRATEGY 3

Review existing local government bylaws, regulations and permitting processes related to local cultural events (i.e. performances, concerts, shows and displays).

a. Review local government policies to encourage the inclusion of arts or heritage components in new or renovated private development through favourable tax or permitting fees.

b. Establish plans and policies which facilitate flexible, affordable work/live space for emerging professional artists and athletes.

c. Help existing festivals and events to improve and attract more high-quality festivals and events.

Lead Role: Local Government Start-up Timing: Medium Term

STRATEGY 4

Develop targeted initiatives to link hospitality and tourism interests with the cultural sector based on shared goals and values.

Lead Role: Local Government Community & Tourism Pemberton Start-up Timing: Ongoing

GOAL 4: PROMOTE LIFE-LONG LEARNING IN CREATIVE ACTIVITIES

STRATEGY 1

Convene Pemberton Valley's formal education leaders (e.g., school principals, district superintendents, school board members and other education decision-makers) to:

a. Share information, solutions and best practices, strengthen networks and develop a shared vision and goals.

b. Provide students with the benefits of an education that fully includes the arts.

c. Provide information to strengthen the opportunities for arts related professional development for Pre K-12 teachers.

d. Develop more effective and expanded ways to bring cultural experiences to school children.

e. Coordinate research and joint creative industry initiatives with local schools and other educational institutions.

Lead Role: Local Government, Educational Institutions & Community Start-up Timing: Medium Term

STRATEGY 2

Promote innovative opportunities for personal creative expression using workshops and classes, or informal opportunities to share information (in such areas as scrapbooking, crafts, digital photography, among others) in a wide variety of settings.

Lead Role: Local Government & Community Start-up Timing: Short Term

*Lead Role: Local
Government &
Community
Start-up Timing:
Medium Term*

STRATEGY 3
Build access to and expand the range of cultural and creative activities at schools, community centers and places.

*Lead Role: Local
Government &
Community
Start-up Timing:
Ongoing*

STRATEGY 4
Integrate, encourage and showcase local cultural expressions in community activities and celebrations throughout the valley.

*Lead Role: Local
Government,
Educational
Institutions, &
Community
Start-up Timing:
Ongoing*

STRATEGY 5
Become a "learning community 'by supporting and encouraging" lifelong learning for Pemberton residents (i.e. strengthening educational planning for all ages and stages of life with learning opportunities that enhance the personal, social, and professional goals of all residents).

*Lead Role: Local
Government &
Community
Start-up Timing:
Short Term*

STRATEGY 6
Enhance connections between non-profit organizations and other non-profit networks in Pemberton for improved access to existing educated and skilled resources.

*Lead Role: Local
Government,
Education
Institutions &
Community
Start-up Timing:
Long Term*

STRATEGY 7
Enhance opportunities for cross-cultural learning between aboriginal and non-aboriginal populations.

*Lead Role: Local
Government &
Community
Start-up Timing:
Long Term*

STRATEGY 8
Develop Pemberton's capacity and reputation as a place of lifelong learning, creative expression and healthy lifestyle by promoting individual creative expression and value of the arts.

GOAL 5: RECOGNIZE THE NATURAL ENVIRONMENT IN PEMBERTON'S CULTURAL SETTING

STRATEGY 1

Recognize and celebrate Pemberton's unique landscape (i.e. festivals, building and infrastructure designs, street banner themes, etc.).

Lead Role: Local Government, Community & Private Development Industry
Start-up Timing: Short Term & Ongoing

STRATEGY2

Encourage an ethic of sustainability to protect and enhance the Valley's unique natural resources

Lead Role: Local Government, Community & Private Development Industry
Start-up Timing: Medium Term & Ongoing

STRATEGY 3

Work with Lil'wat First Nations to protect culturally significant natural resources and places (e.g. cedars, culturally modified trees).

Lead Role: Local Government & Community
Start-up Timing: Medium Term & Ongoing

STRATEGY 4

Provide resources (skills, learning, tools) to community outdoor recreation groups in order that they can protect natural spaces and conserve use of natural resources.

Lead Role: Local Government, Community
Start-up Timing: Medium Term & Ongoing

STRATEGY 5

Work with the agriculture community and residents to support consumption of local foods in homes and local eateries.

Lead Role: Local Government, Community & Cultural Organizations
Start-up Timing: Ongoing

9.3   RECOMMENDED NEXT STEPS

The Cultural Plan is a comprehensive document that examines a range of cultural-related issues and opportunities and presents goals and strategies to further develop Pemberton's cultural community. The implementation of the Plan will be challenging. Critical next steps to move forward as follows:

LOCAL GOVERNMENT REVIEW

The Village of Pemberton and the Squamish-Lillooet Regional District should work together to set initial priorities for implementation, ideally based on the strategies recommended in this Plan. The setting of priorities will likely acknowledge that resources are limited and the Local Government and its community partners may not be able to pursue all the strategies.

PRESENTATION TO COUNCIL

Based on the review of the Plan strategies and identification of priorities, Village and District staff should present the priorities to the Squamish Lillooet Regional District's Pemberton Valley Utility and Services Committee and Council for consideration and approval.

"QUICK WINS"

The Village and the District should aim to achieve some "quick wins" early in the Plan implementation process. Implementing selected strategies that generate visible results in the first year of implementation will serve as a catalyst for subsequent activities and motivate community partnerships.

Recommended ways to achieve several "quick wins" include:

- Host a Cultural Summit in 2012,
- Set up the Cultural Roundtable to help the community implement the Cultural Plan,
- Complete the Business, Building Assessment and Capital Plan for the Pemberton Heritage Museum; and
- Establish a Pemberton Public Art Program that includes the integrations of artwork into public works and private developments.

COMMUNICATION

Results of the Cultural Plan and its implementation progress should be communicated on a regular basis with the following audiences:

- Village and District Councils,
- Those who participated in the Cultural Plan development,
- Broader cultural industry stakeholders,
- Pemberton residents, and
- Appropriate cultural agencies within the Provincial and Federal Governments.
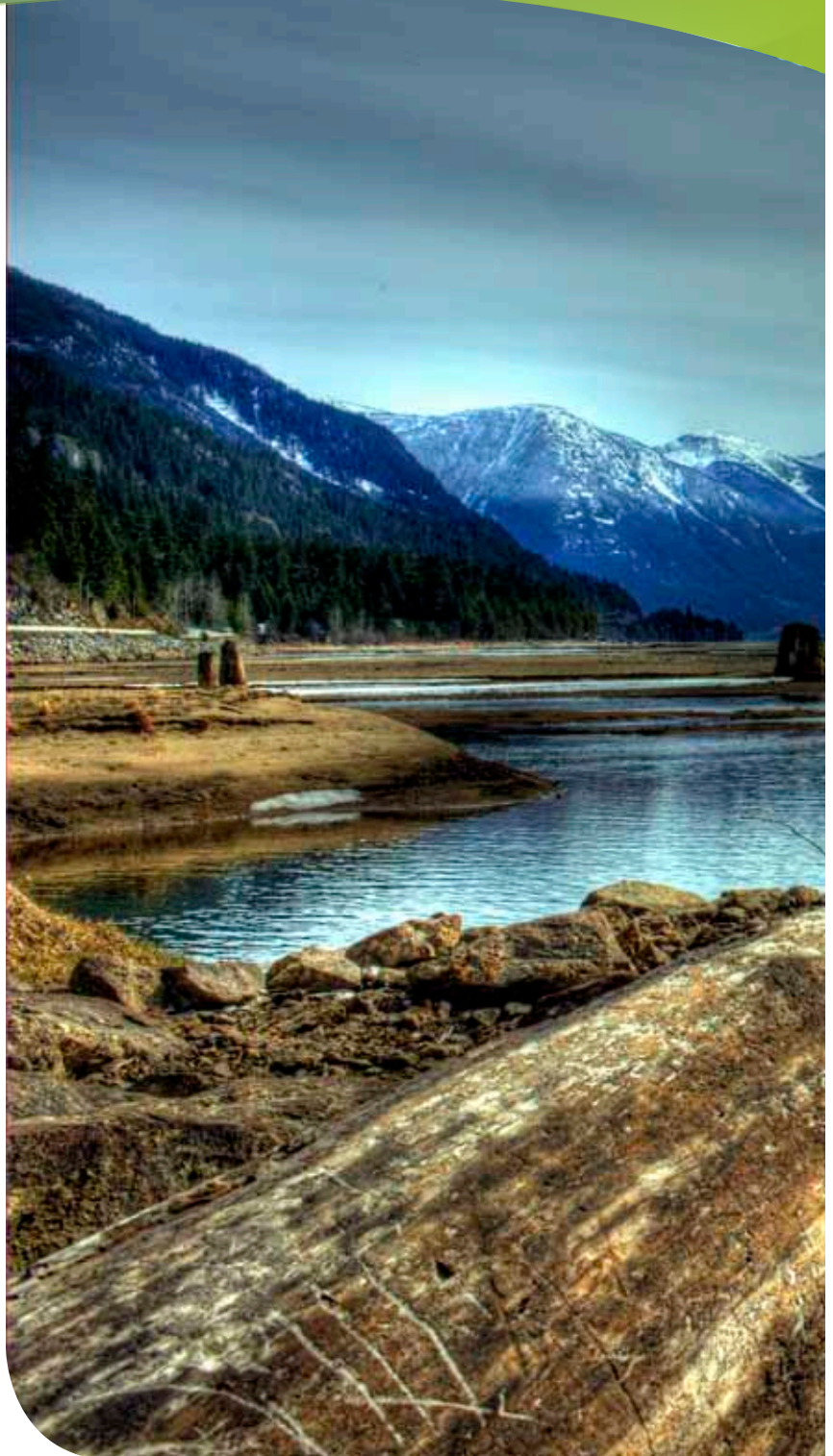
10. APPENDICES

APPENDIX 1:
Community Consultation Findings

APPENDIX 2:
Community Consultation Key Themes

APPENDIX 3:
Pemberton's Cultural Resources

APPENDIX 4:
Sample Connections between Cultural Objectives, Local Government Departments and External Interests

APPENDIX 5:
Community Enhancement Fund Program

APPENDIX 6:
Pemberton Cultural Round Table (PCRT) Terms of Reference

APPENDIX 7:
Revitalizing Pemberton's Cultural Downtown

APPENDIX 8:
Private Development Public Art Program

APPENDIX 9:
Private Development Public Art Program Guidelines

APPENDIX 10:
Three Approaches to Cultural Funding

APPENDIX 1 COMMUNITY CONSULTATION FINDINGS

The Village of Pemberton is poised to establish itself as a community that celebrates and supports arts, heritage and mountain-related outdoor culture. The vision and strategy that will be articulated in the Cultural Plan will provide momentum for the Village to move forward over the next ten years by harnessing the area's cultural aspects for the benefit of all.

A number of opportunities for the community to be engaged in the development of this plan are available – the focus groups sessions were one of them. These sessions were held at the Village of Pemberton's board room on February 10, 2011. Details of those sessions follow.

FOCUS GROUP PURPOSE
The purpose of the focus groups was threefold:
1. To provide community members with a better understanding of the cultural plan's purpose and objectives;
2. To help the consulting team learn more about Pemberton resident's perspectives on how to best nurture Pemberton's cultural future; and
3. To allow community members to have a dialogue about culture in the Pemberton Valley.

STAKEHOLDER FOCUS GROUP SUMMARY
Between 6 and 12 invited guests, representing a community organization or interest group attended the session or were interviewed in follow-up telephone calls. Groups represented included:
- Birken Arts and Culture Society
- Farmers Institute
- Library Board
- Lil'wat First Nations
- Lil'wat7ul Cultural Centre
- Lions Club
- Mount Currie Coffee Company
- Mount Currie Land and Resources Department
- Pemberton & District Museum & Archives
- Pemberton Chamber of Commerce
- Pemberton Community Arts Council
- Pemberton Skateboard Society
- Pemberton Valley Trails Association
- Seniors
- Slow Food Cycle
- Squamish Lillooet Regional District
- Stewardship Pemberton
- Village of Pemberton
- Youth Centre

FOCUS GROUP RESPONSES

Following introductions, the participant discussion was focused around a few questions. This summary presents key points for each of the discussion questions.

1) Why do you care about Pemberton's arts, heritage and mountain-related outdoor culture?
   - Improves individual lifestyle
   - Shows community's uniqueness
   - Adds character, vibrancy, diversity to community
   - Gives community a sense of place
   - To preserve the "good bits" of what we have
   - Culture offers opportunities to connect with each other and the community
   - To harness and showcase the talent we have here
   - It bridges cultures and interests
   - Culture engages people with each other and with community – everybody is involved

2) What are the most important elements of Pemberton's culture now?
   - Small town atmosphere
   - Landscape that shaped and influenced Pemberton's culture
   - Lil'wat culture
   - Youth
   - Recreation opportunities that lead to a healthy community
   - Agriculture
   - Opportunities to mix different age groups, interests (e.g., farming and mountain culture)
   - Backcountry links people through mutual appreciation

3) What will be the most important elements of Pemberton's culture in 5-10 years?
   - Heritage
   - Agriculture
   - Attractive, friendly, livable community
   - Mountain environment
   - Music
   - First People's culture
   - Diverse opportunities (jobs, organizations, recreation)
   - Exposition places for music and art programming and events

4) Which cultural events/organizations provide the most promise for Pemberton over the next few years?
   - Pemberton Museum
   - Slow Food Cycle
   - Winds of Change
   - Agriculture
   - Logging heritage
   - Wellness gathering
   - Music (performance, education)
   - Festivals (agriculture, forest industries, music)

5) What could improve Pemberton's Arts, Heritage and Mountain-related outdoor culture over the next 5-10 years?
   - Find better way for government organizations (Village, Regional District, Mt Currie) to work together
   - Include variety of organizations in events (e.g. include Arts Council in Slow Food Coalition)
   - Develop Public Private Partnerships (3P)
   - Develop an overall lead proponent – someone or some organization (new or existing)
   - Provide coordination and help make connections between organizations and people
   - Have one master calendar that can be easily updated
   - Create music festival similar to Salmon Arm Roots and Blues
   - Create space for conversations and activities to pull us together
   - To harness and showcase the talent we have here
   - It bridges cultures and interests
   - Culture engages people with each other and with community – everybody is involved

APPENDIX 2   COMMUNITY CONSULTATION KEY THEMES

The objectives of the community engagement process were to solicit input and feedback from the community to help shape a shared vision and to prioritize goals and actions for the plan. The following summary provides an overview of what has been learned about the current state of cultural development in Pemberton. It reflects a synthesis of all the research conducted for this planning process and is organized into four issue areas:

1)   **ORGANIZATIONS, EVENTS AND ARTISTS**
   • Pemberton is rich in artists, cultural organizations and events.
   • Working artists, craftspeople and professional athletes live and work in Pemberton.
   • Residents haven an appreciation of creative expression, culture and heritage and the environment.
   • A diversity of arts, heritage, agriculture, and mountain recreation organizations exists in the area.
   • Adventurous/creative individuals are attracted to the area because of Pemberton's unique geography.
   • History plays a key role in Pemberton's cultural life.

2)   **CREATIVE LEARNING AND ARTS EDUCATIONS**
   • Cultural education involving local schools/Mount Currie Band signifies a flagship partnership.
   • Cultural experiences exist in Pemberton's community spaces, library, museum and schools.
   • Interest in creative learning extends to providing opportunities for all ages and skill levels.
   • Partnerships with cultural organizations provide student arts education experiences.
   • Opportunities exist for youth to be more significantly involved or engaged in the community.
   • Personal and life-long participation in creative pursuits is recognized as a priority.

3)   COLLABORATION AND COMMUNICATION
- Untapped collaborative possibilities exist among and between local organizations.
- Limited staff and organizational capacity exist amongst cultural and local organizations.
- The lack of local organizational capacity makes it difficult to facilitate collaborative process.
- The cultural community needs and desires strengthened coordination.
- The 'Winds of Change' initiative represents a successful collaborative community effort.
- A heavy reliance on volunteer resources exists to fuel the current cultural sector.
- Communication among local organizations and the larger community is mixed.
- A comprehensive strategy communication approach to the media and community does not exist.

4)   AWARENESS, LEADERSHIP AND RESOURCES
- The level of understanding about the value of culture varies amongst community leaders.
- Awareness and visibility of culture is unevenly distributed across the Pemberton Valley.
- Community members lack overall knowledge about what is going on locally.
- Leadership in the community's cultural sector is diffuse.
- The cultural sector faces a challenging economic situation.
- Limited resources make it difficult to build awareness of its role and function in cultural development.
- A strong cultural identity will require intentional, strategic and collaborative efforts.
- A cultural advisory group that champions the cultural sector is seen as a key direction.
- The community supports taking a strategic approach to cultivating cultural services and programs.
- Public art is seen as a way to raise the visibility of art.
- Availability of local grants can leverage additional funding.
- Youth want more musical events, movies and transit access to cultural events.

APPENDIX 3 PEMBERTON'S CULTURAL RESOURCES

The following presents a summary of the cultural resources in Pemberton. A more detail description of each resource can be found at the Village of Pemberton's Cultural Map website at http://www.pemberton.ca/pemberton-maps/pemberton-valley-cultural-map/. Noted Pemberton cultural events are identified here in addition.

A: ART, EDUCATION AND PROGRAMMING FACILITIES
1. **Pemberton & Area Recreation Facilities**
   a. **Cottonwood Community Centre** opened in 2008 is a joint asset of the Village of Pemberton and the Squamish-Lillooet Regional District and is administrated by the Squamish Lillooet Regional District's Pemberton Valley Utility and Services Committee (PVUS). The facility has:
      - A great hall that can be configured with moving walls to serve different uses, three meeting rooms, a fitness room, a day care room, a stretching room, a small office available for rental, administrative offices, an unfinished kitchen and outdoor patio, restroom and shower facilities and is home to the Pemberton and District Public Library.
      - A space that can function as a theatre with a temporary stage and seating . Currently three to four performances take place with plans to increase the numbers in the future. The Centre has recently applied for a movie license and intends to begin hosting cinema. The Centre has three full time staff.
   b. **Meadows Community Centre** built in 1957, originally serving grades kindergarten through 12, the building housed the public high school until 1997. From 1998 through 2008 the building served as Pemberton's primary Community Centre. During this period the Squamish-Lillooet Regional District has leased the building and property from the School Board for $1 a year. Since 2008 it has continued to be used for community programs however use has declined with the 2008 opening of the new Pemberton Cottonwood Community Centre located closer to the Village's commercial core.

      The facility has:
      - A full sized gym, a kitchen (not currently suitable for event service), and seven classrooms. Recent users of the building have included the boxing club and the St. David's United Church Annual Crafts Fair held around Christmas time.
      - Activity rooms and the gymnasium are available for rent. The facility is not manned full time. There is one part time casual cleaner stationed

there to accommodate drop-in sports and clean the facility. This facility is considered an extension of the services offered based out of the Cottonwood Community Centre and is not considered a separate entity but another location.

c. **Great Lakes Centre** (under development)

d. **Birken Community Hall** managed by the Birken Cultural and Recreational Society uses the building for events such as a Strawberry Tea, a plant sale and cookouts. It previously served as the site for the Birken Market. The heritage log building at one time was the community school.

e. **Pemberton Youth Centre** is primarily a place for Pemberton Youth to gather in a safe environment with guidance and support. The Center offers structured and spontaneous activities for youth including a summer arts and crafts program. The program Instruction will be provided to youth to paint clay pots, learn jewellery making with glass beads, create a sun catcher and use fabric to decorate keepsake boxes. The summer program has an average of 25 youth participants.

2. **Lil'wat7ul Cultural Centre** teaches and maintains Lil'wat culture, arts, heritage and language (Ucwalmicwts). The Centre hosts courses in its facility, in the community and in the schools. The centre offers numerous choices of language courses. Cultural heritage programs include: herbology, berry picking, basket weaving, regalia making, moccasin making, drum making, traditional dance, medicine bag making, the teaching of sweat lodge ceremonies, beading, looming, Medellin, earring making, women's affirmation groups, drumming nights, rock painting, fishing, hunting, storytelling, xusem picking and preserving and cultural camps and gatherings for youth.

3. **N'Quatqua Community Hall** built in the 1970s is used for a multitude of community activities. The building has a large gymnasium and a full kitchen. While there is no set programming at the Hall it is used regularly for dancing and drumming practices. The space is available for programs such as regalia making. The kitchen is used monthly for the N'Quatqua Child and Family Development Centre's cooking program which alternates between traditional and modern menus, with over 30 people participating each month.

4. **Pemberton and District Public Library** serves as the gateway to information and ideas for all residents of Pemberton and District. It is a community meeting place, a centre for arts, culture and lifelong learning, responsive to the changing needs of the community. It is open six days a week and circulates approximately 4,500 items per month. The Library is funded by the Squamish-Lillooet Regional District, the Village of Pemberton, the British Columbian Provincial Government and by private donations raised by the Friends of the Library. The Library employs a staff of eight, five of whom are part-time employees.

The Library hosts a number of programs on site including author readings, story times in English, French and Japanese for children, baby story time, preschool story time, a summer reading club for kindergarten through grade six students, senior programming and a speaker and slide show series. The Library has partnered with the Pemberton Museum to host a Museum Movie Night and will be working with the Museum on a Tea and Tales program for the summer of 2010. The Library hosts public art displays on a rotating basis.

5. **Pemberton Arts Council Art Barn** is a heritage structure built in the late 1940s by the Pemberton Dyking District as a boat house. It is still owned by the Pemberton Dyking District and has been operated and maintained by the Pemberton Arts Council since 2006.

6. **Pemberton Museum**, located at 7455 Prospect Street, is run by the Pemberton & District Museum & Archives Society and curator in partnership with the Village of Pemberton and is open from June to September. The museum preserves and displays artifacts connected with the human history of Pemberton and district. The displays feature: the self-sufficiency of the Lil'wat people before contact with people making their way to the gold fields, the coming of people attracted by gold on the Fraser and some of the physical changes they created in the district and the lives of the settlers and later residents.

   The museum is a collection of buildings and artefacts that date back to the 1860's. The setting resembles a small pioneer village that include four original hand hewn log homes and artefacts dating from 1860-1950: the Barney House set up as a one room school; the Shantz House depicts an early pioneer home; the Sam Jim House exhibits curio's; and the Purden Store, an originally a bunk house for the Pacific Salmon Commission workers. The museum has an ongoing capital program to upgrade its buildings as funding becomes available.

7. Schools in the Pemberton Valley include: Pemberton Secondary School, Blackwater Creek Elementary School and Signal Hill Elementary School.

8. **Squamish Lil'wat Cultural Centre** was opened in Whistler in 2008. The three story building houses on its main level – the Great Hall - a theatre, museum and interactive exhibit spaces that are used for both daily visitation and events. The mezzanine level has an additional exhibitory room that host seasonally changing exhibits.

Outside of the mezzanine level the outside patio provides access to a longhouse and Istken, recreated traditional dwellings and a forest walk which introduces the visitors to indigenous plants. The ground floor has a Native Art gift shop, an indigenous café and the flexible space of the Istken Hall that is often used for community events and meetings.

9. **Ullus Community Complex** built in 2009 is used as recreation facility, a heritage facility and an arts facility. The building features a gym which can seat up to 375 people. The gym is used to host a cinema show every Friday night on its 25 foot screen. The space is also used regularly for dance practice and can be used for performances. The building has a 2,360 square foot banquet facility and an 834 square foot kitchen. The gym, banquet facilities and kitchen are available for rentals. The building houses the 1,417 square foot Lil'wat7ul Cultural Centre.

B: PUBLIC ART INSTALLATIONS

1. "Riot" by artist Davide Pan represents a large, on-site sculpture during the 2008 Pemberton Music Festival. After the festival, the sculpture was re-located to its permanent home in Pemberton Village. The artwork consists of painted steel, cement, wood and found objects.

2. Public Artwork by artist Martha Sturdy draws people in and asks them to interact with it, to see its shape and feel its texture. Each piece tells a different story, a story to be told by its observer. The artwork uses casting resin, leather, steel and brass.

3. "Wild Wildlife Series" by Davide Pan represents five on-site sculptures using a variety of materials provide by the Big Sky Golf Course and discarded materials found in Pemberton Valley, BC. The individual sculpture titles are: "Stop", "Transam", "Snowbird", "Grandmaster" and "Swift Creek Garibaldi Ahead".

C: COMMERCIAL ART & CRAFT STUDIOS

Several commercial art and craft studios are located in the community including:

- Bog Fabrics,
- Coastal Divide Gallery,
- Gallup Pottery,
- Karen Love Studio,
- Lynn Pocklington Studio,
- Mike Tyler Studio,
- Molten Metalworks,
- Mute Raven Studio,
- Our Glass Works Studio,
- Pemberton Distillery,
- Pemberton Museum Store,
- Raven Mate Artists, and
- Red Beard Glass Blowing Studio

D: LOCAL BUSINESSES HOSTING ARTISTS

The local businesses that host artists include:

- Big Sky Golf and Country Club,
- Black Bird Bakery,
- Local Motion Therapy,
- Mount Currie Coffee Company,
- Pemberton Valley Wellness, and
- The Pony Expresso

E: LOCAL MOUNTAIN RECREATION ORGANIZATIONS

The Mountain Recreation Organizations include:

- Green River MX Club & Park,
- Mount Currie Rodeo.
- Pemberton Canoe Association,
- Pemberton Flying Club (Aviation),
- Pemberton Off-Road Rebels,
- Pemberton Valley ATV Club,
- Pemberton Valley Snowmobile Club,
- Pemberton Valley Speedway Association,

- Pemberton Valley Trails Association,
- Pemberton Whistler Flying Club,
- Pemberton Wildlife Association,
- Rutherford Creek Whitewater Park,and
- Spud Valley Nordic Association

F: SUPPORTING ORGANIZATIONS

The local supporting organizations include:

- Mount Currie Land and Resources Department,
- Pemberton Chamber of Commerce,

- Squamish Lillooet Regional District,
- Tourism Pemberton, and
- Village of Pemberton.

G: NOTED PEMBERTON CULTURAL EVENTS

1. **Birken Country Market** is held at Whispering Falls Campground in Birken on the last Sunday of each month Fay through Seat the Whispering. The market featured local baking, preserves, garden decor, knitting, artwork, photography, flowers, fruits and vegetables and jewellery.

2. **Mount Currie Rodeo** is held each May long weekend at the Mount Currie Lil'wat Lions Club host the Lillooet Lake Rodeo at the Mt Currie Rodeo Grounds. In conjunction with the rodeo, a First Nations' pow-wow takes place designed to attract tours and bring the local community together. Several events center around children are programmed on the first day. The "real" rodeo action runs Sunday through Monday with events such as bull riding, calf roping and saddle broncos. Singing and dancing competitions are also hosted throughout the weekend. Pow wows that usually run during the rodeo offer dance competitions for traditional dance and other forms of dance.

3. **Pemberton Festival** was held in July 2008 attracting 40,000 attendees. The event held on farmland utilized a hay field to host a tent village, concessions, stages, a dance tent and festival infrastructure. The festivals included popular musicians such as the Tragically Hip, Tom Petty and the Heartbreakers, Jay-Z, Nine Inch Nails, Cold Play and many others. The event directors created the Pemberton Festival Community Fund that donated $134,000 to a number of local programs including but not limited to the Pemberton Farmer's Institute, the Slow Food Cycle, the dragon boat team and to Lil'wat youth programs. Discussion are underway to do a much smaller event, patterned after the Salmon Arm "Roots and Blues" Festival.

CITY DEPARTMENTS	COMMUNITY & EXTERNAL LINKS	CULTURAL SERVICES OBJECTIVES
POLICY & PLANNING - Official Community Plan - Heritage - Sustainability - Affordable Housing - Research & Mapping	- Heritage organizations and properties - Museums - Arts organizations - Local and regional educations Institutions	- Bringing cultural services into neighbourhoods - Affordable live/work spaces for artists - Tracking trends and growth in the cultural sector - Ensuring that heritage is reflected and celebrated
INFRASTRUCTURE PLANNING - Long range capital planning for expansion or development of cultural facilities - Public art projects - Transportation planning - Park planning - Downtown and Bernard Avenue planning	- Funders within senior levels of government - Business improvement associations - Chamber of Commerce - Various user groups - Philanthropists and other sources of private financing - Artists - Tourism	- Where/when/how new cultural facilities get planned & built - Promoting public art as part of Pemberton's cultural identity - Improving connections between Village core and key community destinations - Creating buildings and public spaces which reflect and celebrate local culture
LAND USE MANAGEMENT - Cultural perspective on development applications - Zoning - Liquor Policy - Relationship with the development community	- RCMP - Liquor Licensing & Control Branch - By-law enforcement - Developers	- Private sector provision of public art and affordable live/work space for artists - Appropriate and flexible policies to create an environment where culture can thrive
REGIONAL SERVICES - Transportation delivery	- General public	- Improving access to events and activities
REAL ESTATE & BUILDING SERVICES - Lease and Operating Agreements and maintenance for Cultural Facilities - Real estate acquisition and property management - Parking	- Cultural organizations as facility operators and users - Property owners - Individual artists - Visitors - Tourism	- Ensuring that cultural facilities are vibrant, well-operated and accessible - Exploring innovative ways to provide more space for cultural use - Building visitation to the cultural places
RECREATION - Programming - Neighbourhood outreach - Facility use & development - Festival & Event development - Festivals and outdoor Events	- Tourism Pemberton and other destination marketing organizations - Arts organizations - Neighbourhood organizations - Other user groups - Event organizers & promoters	- Neighbourhood cultural programs - 'Signature' festivals and other cultural events - Space for cultural programming
CIVIC OPERATIONS - Graffiti control - Parks operations	- Artists - Park users - Event organizers - Tourism - Bylaw enforcement	- Animating public spaces with cultural programming - Encouraging appropriate spontaneous activity in public spaces - Creating a welcoming and fun atmosphere in public spaces

APPENDIX 5   COMMUNITY ENHANCEMENT FUND PROGRAM

Annually, the Village of Pemberton through its "Community Enhancement Fund" (CEF) provides funding to non-profit organizations, entities or societies based within the Village of Pemberton. The grants are targeted to support the general interest and benefit of residents in the following areas:

1. Sports, Recreation and Education,
2. Arts and Culture, or
3. Special Events.

The funds available for grants are limited and may not be sufficient to fund all requests for grants made in any one year. The grants are awarded at Council's discretion and will be authorized by Council resolution according to the following priorities:

- Non-profit groups and/or activities which either promote the Village of Pemberton;
- Benefit a large number of Pemberton residents; or involve participation of a large number of Pemberton residents; or others as authorized by statute; and
- Applications or events that have secured additional funding through fundraising or own initiative will be given priority.

To date, the grant allocations have supported the following community programs and projects:

- Olympic Park/Olympic camp for kids during school closure,
- Pemberton Spirit Committee/2010 Winterfest and Torch Relay festivities,
- Pemberton Museum/Heritage Signage,
- Signal Hill Elementary/Drum Project,
- Chamber of Commerce/Membership Dues,
- Chamber of Commerce & Tourism Pemberton/Visitors Centre Operations,
- Pemberton Farmers' Market/Business License, Sign permit, operations,
- Sea to Sky Baseball Assoc./Purchase of Indoor Pitching Mound,
- Stewardship Pemberton/Building Permit Fees,
- Pemberton Valley Trails Assoc/Complete Mackenzie Trail,
- Sea to Sky Invasive Species Council/operating expenses,
- Whistler Animals Galore (Animal Shelter)/Fee for Service and
- Sam McKoy/Student Bursary.

In 2010, the Community Enhancement Fund contribution totaled $18,920.

APPENDIX 6 PEMBERTON CULTURAL ROUND TABLE (PCRT) - TERMS OF REFERENCE

MANDATE

The Pemberton Cultural Roundtable (PCRT) is governed by its Terms of Reference, which sets out its mandate and goals, along with the organizational structure: The PCRT is responsible for acting as a catalyst to strengthen cultural development by supporting collaboration across community, business, local government and interest groups. The PCRT shall serve the Village Council and the Pemberton community by using collective diversity and knowledge of its members to support the implementation and promotion of the Pemberton Cultural Plan.

GOALS

1. Serve as a resource to local government staff for the development of municipal cultural policies and plans.
2. Make recommendations to Council on issues relating to cultural policy and planning.
3. Present an annual report to Council on the status of the Cultural Plan.
4. Make recommendations to Council on annual capital and operational budgets that will advance the Cultural Plan.
5. Establish partnerships and advise municipal staff on the pursuit of funding opportunities that will advance the Cultural Plan.

OBJECTIVES

1. Being the Cultural forum for networking and information exchange.
2. Advocating publicly for the community, through leadership and action.
3. Working with municipal staff on projects that advance the strategies of the Cultural Plan.

MEMBERSHIP

The membership of the PCRT will represent and reflect the cultural diversity of the Pemberton community. Experience or expertise with community cultural organizations, creative cultural industries, community development and committee governance will be prioritized. Recruitment and selection shall be recommended to Council based on input from PCRT.

VOTING MEMBERS

1. One (1) member of Village of Pemberton Council;
2. No fewer than four (4) members of the community at large;
3. One (1) members representing youth (age 16 – 29); and
4. One (1) members nominated by the Mount Currie Band.
5. One (1) designated Village employee (municipal cultural coordinator)
6. One (1) designated Squamish-Lillooet Regional District employee

APPOINTMENT AND TERM

1. Appointment to the PCRT shall be by resolution of Council.
2. Members shall be appointed for the term of Council (3 years) and may stand for re-appointment at the conclusion of their term.

DECISION MAKING

1. A quorum shall consist of a majority of members in good standing for carrying out business.
2. The objective is to reach consensus with members verifying their positions through a voting process. Each voting member shall be entitled to one vote.
3. Prior to initiating or presenting any decisions or recommendations, the PCRT must formalize and adopt the decisions or recommendation by resolution with a majority of votes in the affirmation from members present at that time and document in the official minutes.
4. All members shall follow the Village policies, procedures and by-laws and comply with applicable legislation.

CHAIR

1. The PCRT shall select a chair from the appointed members annually and ensure the Village Clerk's Office is notified of the member appointed.
2. Duties of the Chair:
   a) Shall preside at all meetings of the PCRT and provide instructions to all subcommittee and working committee chairs.
   b) Shall set meeting agendas in consultation with the staff resource.
   c) Act as spokesperson for the PCRT.
   d) Express the direction and call the vote for all questions reached by the PCRT.

VICE CHAIR

In the absence of the Chair, the PCRT shall select a voting member to fill in its Chair for the meeting.

MEETINGS

1. PRT meetings shall be conducted in accordance with the Village of Pemberton committee policy and procedural by-laws and all records of the PCRT shall be retained in accordance with the Village of Pemberton records.
2. PRT shall meet at least four (4) times per year. Regular meetings will be scheduled on the [day of the month from [time]; unless otherwise agreed by a majority of the voting members.

3. All meetings shall be open to the public and held in an accessible location.
4. Unless otherwise authorized by the PCRT, the public shall only address the PRT when they are a scheduled delegation on the agenda.
5. An agenda will be provided to the members in advance of the meeting date. Minutes shall be recorded in accordance with the Village of Pemberton committee and procedural by-laws.
6. Copies of all agendas and minutes shall be forwarded to the Village Clerk's Department to be received by Council and posted for public review in accordance with the Village of Pemberton committee policy and procedural by-laws.
7. The Village Clerk's Department shall be advised of all meeting dates and times to ensure public posting of notice of meetings.

REPORTING REQUIREMENTS AND METHODS
1. Recommendations within the mandate of the PCRT shall come forward in either two forms:
   a) To Committee of the Whole or Council as a staff report to be presented by the staff resource.
   b) To Committee of the Whole or Council as a presentation conducted by the Chair.
2. An annual report on behalf of the PCRT shall be presented annually to Council for the purpose of reviewing all Committee Annual Reports and shall include the PCRT's mandate and achievements.

WORKING GROUPS
Working groups may be established for special purpose through resolution and noted in the minutes. All working groups shall have two (2) members of the PCRT as a member of the group. Recruitment and selection of other members of a working group shall be at the discretion of the PCRT and comply with the Village of Pemberton committee policy. Other than Council appointed members, no other members of a working group or subcommittee shall have voting rights.

FINANCE
No purchasing is carried out by the PCRT and therefore no budget submission is applicable to this PRT. All purchasing and all expenditures are solely carried out by the staff resource and applicable Village department through the approved budget for that department.

STAFF SUPPORT
The Village of Pemberton and/or Squamish-Lillooet Regional District will assign a staff resource to the Committee with non voting privileges. The staff resource will provide:

1. Administrative services including scheduling and meeting logistics, preparing agendas, reports and speaking points.
2. Preparing staff reports with recommendations within the PCRT mandate to Committee of the Whole or Council as directed by the PCRT.
3. Recording meeting minutes, conducting research and data collection and maintaining regular communication with the membership.
4. Managing the records of the PCRT in accordance with Village policies and procedural by-laws.

APPENDIX 7 REVITALIZING PEMBERTON'S CULTURE DOWNTOWN

Bring more activity and cultural presence into the Village's urban core, by"

- Encouraging and supporting festivals and expand the number and distribution of cultural experiences (i.e. official 'busk stops' to encourage buskers).

- Supporting the efforts of the Pemberton Farmer's Market to become a prime seasonal event in the community.

- Creating guidelines to allow and manage 'postering' locations where local groups can post handbills to promote their events.

- Establishing a coordinated identity program including wayfinding and interpretive signage, utility box artist designed wraps, area identify themes.

- Encouraging and supporting additional cultural/entertainment elements in parks, temporary Village centre street closures.

- Supporting the extension of a pedestrian corridors (and signage) to and between major destination centres and to enhance connectivity between the community's main thoroughfare and it cultural assets (i.e. museum, library, community centres, farmer's market, etc.).

APPENDIX 8 PRIVATE DEVELOPMENT PUBLIC ART PROGRAM

The developer public art program is designed to encourage developers to commission site-specific works of art that are integrated into exterior architectural features, landscape elements or city infrastructure (e.g. benches, light standards, street works, etc), on public spaces adjacent to the development project or at another local in the city to encourage the private sector to support the integration of public artworks in the community (e.g. through donation, sponsorship, partnership and funding) and the collaboration of artists, the community and design professionals in the design of that art.

GOALS OF DEVELOPER PUBLIC ART PROGRAM
- To support the city's public art program through the inclusion of private sector development(s) installation of public art.
- To create incentives for developers to voluntarily contribute toward the creation and installation of public art.

TWO STANDARD METHODS FOR PRIVATE DEVELOPMENT CONTRIBUTION TO PUBLIC ART
In Canada, there are two standard methods (i.e. voluntary or mandatory) being employed by municipalities in the development of private development funded public art.

For both methods, developer public art program guidelines are first established. These guidelines are intended to assist the developers, art consultants, artists, design professionals and others in the planning of public art projects and the selection and siting of public art in private developments which are undergoing a rezoning, development permit, subdivision, or building permit application review process.

The guidelines explain the developer program goals and benefits to the development and the community. The guidelines establish and discuss the various participant roles (i.e. developer, artist, review panel, City staff and public art committee) in the public art artist selection process.

Both programs may also provide development incentives (i.e. density bonusing, site relaxations, parking, etc.).

VOLUNTARY PROGRAM
Under this option, the private sector is encouraged to voluntarily contribute for public art, when a development proposal exceeds a certain density (e.g. commercial development with a total floor area of 2,000 square metres / 21,500 square feet or greater / new residential buildings containing 20 units or more) .

This contribution can happen in two ways:
1. A set percentage of the total construction cost of the development toward public art; or
2. A set per sq. metre dollar amount of the total project's floor space area.

A formula to calculate the developer's contribution to public is established that may look as follows:

Construction Cost / Square Metres X 1% = $ amount for Public Art Project

ESTIMATED DEVELOPMENT COST PER FLOOR AREA

Development Type	Total Construction Cost/Total Floor Area (m^2)
Townhouse/Apartment Residential	$13.90 to 18.50 / m2 ($150 to $200 /ft^2)
High Rise Residential	$27.80 / m2 ($300 / ft^2)
Commercial	$13.90 /m2 ($150/ ft^2)

The formula provides a discussion guide between the city and a private developer to help establish an appropriate amount for the public art contribution. If the developer endorses the contribution of funds for public art, a developer-city letter of agreement and a public art plan is finalized noting the public art project, committed funds and site location (i.e. a publicly accessible location). The execution of the developer-city agreement must take place no later than the issuance of the project building permit.

MANDATORY PROGRAM

The mandatory program requires the private sector contribution for public art that is set to a specific developer public art contribution formula (i.e. percentage of density or dollar amount per square meter / square foot) and is initiative when development proposal exceeds a certain density predetermined development density (e.g. private-sector rezonings greater than 9,290 square metres / 100,000 square feet. are required to contribute $1.81 (2009 rate) per buildable (floor space ratio foot)[9]. A developer-city letter of agreement and a public art plan noting the public art project, committed funds and site location must be finalized and executed no later that the approval of the project's rezoning application. The goals, benefits and participant roles are outlined below.

[9] **City of Vancouver Private Sector Developer Requirements for Public Art, 1994.**

BENEFITS OF DEVELOPER PUBLIC ART PROGRAM

Benefits to the Development

- Provides an impetus and flexible framework for integrating high quality public art works on or near private development.
- Provides evidence of the developer's commitment to and investment in the community.
- Reveals some aspect of the social, historical, physical or commercial context of the site.
- Adds to the attractiveness and value of the site, presenting a positive image to potential clients and investors.
- Creates a landmark feature, helping a building stand out from the crowd.

Benefits to the Community
- Establishes common requirements for public art in both municipal and private developments.
- Revitalizes the urban landscape of the community.
- Links private and public spaces creating harmonious, accessible, people-friendly places in the municipality.
- Offers and opportunity for artists to contribute to the shape and feel of their community.

PARTICIPANT ROLES

As public art is enjoyed and experienced in the public domain, the sites identified should be the most publicly accessible parts of the development. The roles for the different stakeholders in this program are described below.

Developer – The policy allows the developer considerable latitude in selecting artists and sites/location of the art, making recommendations on thematic content and material, determining funding options and participating in the artist selection process.

Artist – The artist is commissioned specifically to create public artwork for the development site or collaborate with other design team members. Incorporating the artist's perspective early in the planning allows for creative solutions in the design process and for public art to be successfully integrated into the site design. Artists should have a broad knowledge of the current practice of public art and demonstrate capability of working in public and development contexts.

Review Panel – The review panel is the preferred method of selecting an artist. It involves a time limited panel appointed by the city's public art committee. Composition should include resident(s), artists, architect, landscape architect, a developer representative and/or business representative. The review panel's role is to select the best artist and artwork to meet the project's design, technical and budgetary parameters, theme, size requirements and public art criteria.

Municipal Ztaff – Municipal staff will advise developers of the existence of the developer public art program and work with the developer to manage the public art selection as outlined in an established policy and accompanying guidelines. Members of staff will act as liaisons between the developer and the public art committee.

Public Art Committee – The public art committee assists the developer and municipal staff in preparing a public art plan, establishing selection panels, recommending approval for projects to city council and advising on implementation of the project. The comments and recommendations of the public art committee are incorporated into the staff report to Council that accompanies any rezoning and/or development proposal.

APPENDIX 9 PRIVATE DEVELOPMENT PUBLIC ART PROGRAM GUIDELINES

1. General

   The Village's policy is to encourage the private sector to support the integration of public artworks in the community during the rezoning and development permit processes and the collaboration of artists, design professionals and the community in the design of that art.

2. Project Identification

   2.1 Applicable projects include new building construction, major additions or renovations to existing buildings, as follows:

   a) For residential uses containing 10 or more units; and

   b) For non-residential uses with a total floor area of 2,000 m2 (21,530 ft2) or greater.

   2.2 The following uses or occupancies of all or part of a development or building are exempt from contributing to the Public Art Program:

   a) Community Amenity Space, Community Care Facility, Congregate Housing, Child Care, Health Services, Education and related uses; and

   b) Purpose-built non-market rental and subsidized social housing projects.

   2.3 Public art should be sited in locations that meet the following criteria:

   a) Visibility and accessibility (as appropriate to the art work) for pedestrians and/or motorists;

   b) Proximity to high pedestrian activity areas, e.g. active retail areas, transit stops (especially those serving high ridership routes), places of public gathering, public open spaces and recognized pedestrian routes;

   c) Opportunities to expand on existing or future public artworks as part of an existing or proposed multi-artwork public art plan; and/or

   d) Places of special heritage or community significance.

3. Funding

   3.1 The public art contribution rate for private sector public art projects is an amount equivalent to a minimum value of 0.5% of the estimated total project construction cost:

   a) Contributions are based on construction costs and exclude soft costs (i.e., administration, professional and legal fees, furnishings, development cost charges and permit fees);

   b) For the purpose of calculating public art contributions for private development, only floor areas that make up the calculation of density as set out under the Pemberton Zoning Bylaw, as amended from time to time, are included;

   c) Floor areas for uses set-out under 2.2, above, are excluded; and

   d) This contribution funds the planning, design, fabrication and installation of public art.

   3.2 The Village will issue guidelines for calculating the public art contribution based on building types and annual Consumer Price Index adjustments.

   3.3 The public art contribution rate will be reviewed periodically by Council.

APPENDIX 10 THREE APPROACHES TO CULTURAL FUNDING [10]

The following three potential financial approaches could work singly or together to support cultural development and implementation of the Cultural Plan.

These sources establish an investment portfolio that could be used to match further investment from individual donations, earned revenues, foundation support, fundraising and more.

In Canadian and US cities, investment strategies that combine government dollars, private sector support and a percentage allocation from a hotel tax revenue stream have resulted in realistic and successful financing for the arts. These strategies, particularly the use of hotel room tax revenues, acknowledge the significant economic and quality-of-life impacts that result from local creative/cultural activity and recognize the value of channeling some of that economic return back into the sector so that the cycle can continue without undue or increasing dependence on government.

Provincial and federal government funding
Research into arts grant allocations from other levels of government indicates that there is a tie between levels of municipal investment and levels of investment from senior levels of government. In major Canadian cities and communities where municipal investment in the arts is higher, provincial and federal investment in the arts is also higher.[11] The community must lead the way in the investment area if it expects other funders and sectors to come on board.

RECOMMENDATION FOR PEMBERTON:
Establish an annual municipal per-capita cultural investment of $15.00[12] (or $83,250 [per capita times Valley population) as a baseline and increase it annually per the Federal Government's cost of living index:
- By gaining access to CADAC (Canadian Arts Data: www.lecadac.ca) and other information sources, track current levels of provincial and federal support for culture in Pemberton:
- Set a 3 to 5 year target for annual increases to municipal per-capita cultural investment;
- Continue to monitor provincial and federal levels of support and document any trends which link them to levels of municipal support.

Private Sector Support (generally)
Private sector support of arts facility development is strong in cities across the country. In Pemberton and based on reviews of other places, specific economic groups and market-sector (i.e. industries telecommunications, software and communications, professional services, construction industry, finance, insurance and real estate industries) have the potential to come on board as facility development partners if the Village provides the seed support.

[10] Report prepared by McMeekin Leffler, November 2001, for the City of Ottawa Arts Plan.

[11] City of Nanaimo Community Plan for Public Art, 2010.

[12] Represent a per capita investment for culture that is approximately 50% of what is being pursued by larger urban communities.

Research indicates that funding models used to support arts and culture is as unique and varied as the municipalities who use them. There is no one funding model that can be used for every culture and arts-space initiative or one model that is used in its true form. Securing arts-space funding often requires a number of innovative funding methods.

The following presents funding models being utilized by local government to encourage private developers to contribute to the development of cultural amenities and spaces[13].

- Since 1997, Burnaby through its density bonusing agreements has received amenities valued at an estimated $20 million, including five child care centres, affordable housing, additions or improvements to the City's system of parks and civic facilities and environmental and urban design enhancements. The City of Vancouver charges a flat rate of $3.00/square foot or an on-site amenity is negotiated. Long term leasing of space for a neighbourhood public library at the King Edward Village. The City of Toronto uses this model to extract social housing, public art and cultural facilities.

- The City of Whitehorse imposes development charges upon application of residential building permits or the subdivision of land. These funds to acquire sufficient funds to assist in the expansion of municipal infrastructure, facilities and other growth related infrastructure. The funds are placed in a reserve account and are used for capital payments that provide, alter or expand utilities and "other benefit to the municipality. The City has identified a percentage of the development costs for recreational facilities.

- Tax Incentive Zones have created to stimulate the economy through the improvement of economic development opportunities and job creation. This concept is used in Prince Edward Island, Newfoundland and Quebec. Vancouver also uses this model to relieve cultural development of development charges in specific cultural areas. The City of Toronto has also included this in their 10 year Culture Plan by stating "City incentives could include property tax relief, a streamlined planning process and relief from development charges for cultural developments in cultural areas".

- The P3 (public, private, partnership model) is growing in popularity with municipalities and non-profit organizations. Many work/live spaces have been created for artists throughout the Toronto and Vancouver. For instances, in Toronto 52 units of affordable for artist live/work studios are being built as part

of West Side Lofts, a Landmark Development Corporation condominium. These live/work spaces generate below market rent from artists that is subsidized by the commercial spaces in the building. The benefits are believed to exceed the artist's subsidized rent. The walk-in traffic from the arts space indirectly benefits the commercial spaces. Many P3 projects attract tourists, create jobs and develop an economically viable community.

- The ticket surcharge model is based on the concept that arts and cultural sales could assist in the repair of existing cultural facilities. Ticket surcharges have been used throughout Ontario at the Hummingbird Centre, the St. Lawrence Centre and the Toronto Centre for the Arts. These surcharges were used to raise funds which are held in reserve to pay for capital repairs. The City of Toronto's Culture Plan has recommended that the Culture Division to develop a plan to establish a surcharge for ticketed events at City-owned cultural facilities, where market conditions allow. The proceeds from any surcharge should be held in facility-specific reserve funds to support capital repairs.

Hotel Tax

A Hotel/Motel Tax or Hotel Room Levy is common in BC and is often used to support the tourism industry. This model recognizes the interdependent relationship between hotels and the tourism industry and works to assist both entities.

The Province of British Columbia has had a Hotel Room Tax Act since 1987. This act enables the province to collect a tax up to two percent on sales of accommodation in designated areas within the province.   In many cities, grant funding for arts and culture comes from dedicated sources other than municipal general revenues and property taxes.

A frequently used source is a hotel occupancy tax. In Canada, Montreal has established a hotel tax where a portion of the funds are allocated to culture. Toronto, Vancouver and Ottawa are exploring this funding approach as well.

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