



COMMONWEALTH

**A CULTURAL STRATEGY
FOR THE CITY OF REVELSTOKE**

Interim Report: Strategic Framework

SUBMITTED TO
THE CITY OF REVELSTOKE

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TABLE OF CONTENTS

<u>Table of Contents</u>	i
<u>1. Introduction</u>	1
<u>1.1 Background</u>	1
<u>1.2 Method</u>	2
<u>1.3 Cultural Strategies</u>	3
<u>2. Cultural Activity in Revelstoke</u>	5
<u>2.1 The Major Players: Community Arts Organizations</u>	6
<u>2.2 The Major Players: Cultural Facilities</u>	7
<u>2.3 The Major Players: Festivals and Events</u>	9
<u>2.4 The Role of Municipal Government</u>	10
<u>2.5 The Role of the Business and Retail Sectors</u>	10
<u>2.6 Demographic Trends</u>	11
<u>3. Comparable Communities</u>	13
<u>3.1 The Communities</u>	13
<u>3.2 Data on Comparables</u>	14
<u>3.3 Conclusions</u>	16
<u>4. Strategies for Cultural Development</u>	17
<u>4.1 Revelstoke's Vision</u>	17
<u>4.2 A Vision for Culture</u>	17
<u>4.3 Proposed Strategies</u>	18
<u>APPENDIXES</u>	20
<u>Appendix A: Visioning Workshop</u>	20
<u>Appendix B: People Consulted</u>	27
<u>Appendix C: Cultural Scan</u>	28

1. INTRODUCTION

1.1 Background

Revelstoke is a city of about 8,500 residents, nestled between the Monashee and Selkirk mountain ranges of British Columbia. Located along the Trans-Canada Highway, a four-hour drive from Calgary and a seven-hour drive from Vancouver, Revelstoke has two national parks, world-class heli-skiing, and other mountain recreation options at its doorstep. The independent community also has a vibrant cultural scene. Many of its cultural facilities and festivals are located in the revitalized downtown core, which has an enhanced heritage character.

Recognizing the opportunities for community and economic development, the City of Revelstoke intends to maximize the effectiveness of its cultural offerings for both residents and visitors. To this end, the City convened a meeting of leading groups involved in the cultural sector. The participants decided that a Cultural Strategy would best help to achieve this objective.

The first step in this process was to undertake a Cultural Scan of the community. Lamont Management of Gibsons, BC, completed this work in July 2005. The Scan identified many interests and concerns among those involved in the cultural sector and of citizens at large; and it prepared an inventory of the current cultural assets and capacities in the community.

With this information in hand, the City of Revelstoke's Community Economic Development Commission commissioned Commonwealth Historic Resource Management Limited of Vancouver to undertake the next step – the Cultural Strategy itself. This strategy is jointly funded by the City of Revelstoke and ArtsNow, a part of the 2010 Legacies Now program, the Provincial initiative created to benefit all communities in BC as a result of hosting the 2010 Olympic and Paralympic Games. Part of the program's mandate is to offer funding for municipal cultural initiatives, such as Cultural Scans and Cultural Strategies.

The scope of work for this Cultural Strategy consists of:

- Identify community goals and priorities for the cultural sector.
- Identify agencies in the community responsible for taking action to address these priorities.
- Identify measurable criteria to gauge the success of action taken to meet cultural priorities.
- Propose reasonable timelines for completion of suggested actions to meet cultural goals.
- Identify an organization within the community that will take responsibility for monitoring and reporting the progress of initiatives to address community objectives.
- Identify potential resources to support implementation, monitoring and reporting.

1.2 Method

The Cultural Strategy began with an inception meeting held on 10 April 2006 via teleconference among the consultants and the project's Steering Committee. The Committee's members spoke of the community being 'active and enthusiastic, yet small with many independent groups that have a real difference in capacity.' They also emphasized the variety of needs to address, and that resource allocation and 'maximizing the economic benefit' of culture should figure prominently in the plan. As well, the committee wants the significance of this document to be accepted and meaningful at a municipal level, where Revelstoke's cultural organizations are seen as an asset to the community, in order to 'get the City to participate and not just observe.'

Hal Kalman and Maria Cruz of Commonwealth visited Revelstoke at the beginning of May. They met with the Steering Committee, facilitated a visioning workshop among selected stakeholders (See Appendix A), and interviewed many members of the cultural, business, and government sectors. (Interviewees are identified in Appendix B.) In order to solicit broader community input, the City has solicited residents to submit suggestions for cultural development.

Every community is unique. Understanding the community and engaging its residents in a consultative process is integral to the success of the Cultural Strategy. Based on the Steering Committee's direction, the community's articulation of its wants and needs, and the background research provided by the Cultural Scan, the Cultural Strategy will provide a framework for municipal cultural policy and a pragmatic blueprint for action.

The present document is the Interim Report of the Cultural Strategy. It contains the results of the work done to date and provides a Draft Framework. This material will be reviewed in mid-June with the Steering Committee, City Council, and at a Public Open House. This will lead to a draft final Cultural Strategy to be submitted by the end of June.

The Cultural Strategy will answer five questions, which come from the Province of British Columbia's method for undertaking heritage strategic plans. This process is equally valid for cultural strategic planning:

1. **Where are we now?**
2. **Where do we want to go?**
3. **How do we get there?**
4. **What resources do we need to get there?**
5. **How will we know whether we got there?**

The Cultural Scan addressed the first question ('Where are we now?'). This Interim Report of the Cultural Strategy provides supplementary material on Question 1, and focuses on Questions 2 and 3. The final report will provide a fuller response for Question 3 and will also respond to Questions 4 and 5.

1.3 Cultural Strategies

A Cultural Strategy is a document that proposes a set of strategies to enable the development and enhancement of arts and culture in a community. This Interim Report presents draft strategies for discussion. In the Final Report, these high-level strategies will form the basis for a series of recommended actions, each with an indication of its priority, implementing entity, and relative cost. The final report will propose those actions.

‘Culture’ may refer broadly to the characteristics and identity of a civilization or a society, or more narrowly to the artistic activities of that society. This Cultural Strategy looks at the narrower definition, to the cultural disciplines usually referred to as ‘arts’ and ‘crafts’. These include the visual arts (e.g. painting and sculpture), the performing arts (e.g. drama and music), the literary arts (e.g. poetry and fiction), and crafts (e.g. pottery and weaving). This report generally uses the terms ‘arts’ and ‘culture’ interchangeably. Another discipline that is usually included in discussions of culture is ‘heritage’. ‘Heritage’ refers both to moveable heritage resources, which are usually associated with museums; and to immovable heritage resources, seen in historic buildings and landscapes. The former (museums and their artifacts) are considered as a sector of ‘culture’ and are addressed in this report, whereas the latter (historic buildings and landscapes) are not.

The Benefits of Cultural Development

Cultural development has long been recognized as a critical aspect of community development, since it reinforces a community’s roots, provides an opportunity for personal development and life-long learning, and enhances the quality of life and the overall well-being of residents.

More recently, cultural development has been further appreciated for its strong contributions to economic development. This occurs in a number of ways, including attracting a more highly educated and diverse workforce, which is essential as Revelstoke’s economy progresses from a resource base to a service and knowledge base; and attracting tourism, which has become the world’s leading industry.¹ The enhancement of cultural tourism complements that of recreational tourism, which is already well developed in Revelstoke and will be further strengthened with the development of the Mount Mackenzie ski resort. Together, cultural and recreational tourism provide a vital and diversified tourism product.

The Community Economic Development Commission recognizes the potential economic impact of cultural development, and therefore has taken the lead in overseeing the present Cultural Strategy.

Cultural development further contributes to the long-term sustainability of a city. As cultural development specialist Dr. Greg Baeker has written,

The full integration of culture with urban planning and development is consistent with the growing acceptance of culture as one of ‘four pillars’ (along with social, economic, and environmental considerations) of sustainable cities and communities.²

1 For an example of the immense impact of arts, culture, and heritage on the economy of a nearby city, Nelson, see Harold Kalman and Dennis McGuire, ‘Economic Impact of the Arts in Nelson, British Columbia.’ *Municipal World*, 114:2 (February 2004), pp. 11-14, 33.

2 Greg Baeker. *From Cultural Silos to Cultural Systems, Municipal Cultural Planning Forums – Lessons and Implications*. p. 7. Accessed 12 April 2006 at www.tbs-sct.gc.ca/rma/dpr1/04-05/PCH/PCHd4502_e.asp.

Creating ‘Place’

Enhancing and promoting the authentic culture of a community helps to define it as a distinct place. Urban visionary and former Winnipeg mayor Glen Murray emphasizes this point:

When every place looks the same, there is no such thing as place anymore. Municipal cultural planning is about combating the ‘geography of nowhere’.³

Glen Murray describes a vision of cities and local economies built on *authenticity, quality of place* and *creativity*. He sees that major determinants of quality of place are fundamentally ‘cultural’, and produce an authentic urban environment, which is characterized by a unique history, natural heritage, and built heritage, as well as by a lively and diverse arts and entertainment scene.⁴

Municipal cultural policy analyst Professor Michel de la Durantaye defines some of the specific properties of municipal cultural planning:

Municipal cultural policy, in the field of arts, heritage and culture, comprises public willingness, general purposes, global orientations, great shared values, great civic missions, culture driven strategies, and relevant intervening means. They stipulate operating principles, administrative rules and management processes. All that in good harmony with municipal Council goals.⁵

The use of cultural strategies as municipal planning tools was prevalent in the U.K. and Australia before Canada. In general, the increasing demand for cultural strategies reflects ‘the long-term global shift from economies based on the production of goods and services to knowledge-based economies focused on *creativity and innovation*’.⁶

Canada’s relative youth and resource-rich history have made culture a relatively new priority. This is especially so in British Columbia, where we have relied so heavily on forestry and fishing as the defining features of our culture. Resource development forms a great part of Revelstoke’s history – logging, mining, and the railway built Revelstoke. Today, culture and recreation will continue to build it, creating a new, vital, and inviting ‘place’ for residents and visitors alike.

3 Glen Murray, [source to come].

4 Glen Murray, quoted by Greg Baeker. *Municipal Cultural Planning – Combating the ‘Geography of Nowhere,’* p.1.

5 Michel de la Durantaye’s *Municipal Cultural Systems in Canada and Quebec, Systematic Modeling and Cultural Planning*. p. 11. 2002.

6 Baeker. *Municipal Cultural Planning*, p.2.

2. CULTURAL ACTIVITY IN REVELSTOKE

Revelstoke is a talented and resourceful community – a product of its small size and relative isolation. Because of this, residents wear many hats ... and the chances are that one or more of those hats will be a cultural one. The Mayor is a founding member of the local theatre group and was instrumental in organizing the community's major arts festival; the Director of Parks and Recreation produced community musical theatre for more than a dozen years; the editor of the local newspaper is a highly respected painter; the business analyst of Community Futures is chair of the Visual Arts Society and a director of the Arts Council; and another official of Community Futures is chair of the Mountain Arts Festival.

As mentioned in Section 1, in preparation for the present Cultural Strategy, the City commissioned a Cultural Scan from Lamont Management of Gibsons. Lamont's Hamilton McClymont noted 'the quantity, diversity and vibrancy of Revelstoke's cultural offerings,' observing that 'there is a busy and diverse program of events, staged in facilities that are not always optimally suited to the purpose.'⁷

The large number of cultural facilities has even been regarded as a potential liability. Brian Laurie-Beaumont, Senior Planning Advisor to the Canadian Conservation Institute, Department of Canadian Heritage, declared in December 2003 that 'Revelstoke is too small ... to support four separate museums' (the Forestry Museum, the Railway Museum, the Revelstoke Museum, and the Art Centre) and concluded that 'if the museums are to ... attract more tourists ... more has to be offered in terms of education and programming.' He suggested the possibility of the four institutions sharing a curator, a public programmer, an archivist, a technician, and a public relations officer. Progress has been made towards achieving this with the formation of the Revelstoke Museums Collective (see below).

The large number of cultural organizations is also potentially problematic, since most are volunteer-run and the pool of volunteers is limited. As a result, many people wear multiple hats, as noted above, and burnout is too common a phenomenon.

Based on the Cultural Scan and Commonwealth's observations, this section identifies the principal players in Revelstoke's cultural sector, some of their strengths and weaknesses, and the key issues that they face. The many other cultural organizations, facilities, and events are identified in the Cultural Scan, which is reproduced as Appendix C.

⁷ Lamont Management, *Cultural Scan*, prepared for Economic Development Commission, City of Revelstoke, 2005, pp. 23, 21. the Cultural Scan is included as Appendix 00 of the present report.

2.1 The Major Players: Community Arts Organizations

Revelstoke Arts Council

The mission of the Revelstoke Arts Council is to provide leadership in the development, promotion, stimulation and support of the arts and the cultural heritage of Revelstoke.

The Revelstoke Arts Council, which was organized in the 1960s, sees itself as an umbrella organization serving the majority of groups, facilities, and festivals in Revelstoke, and its board is representative of many of those entities. It chairs committees that present the Mountain Beats Festival (soon to form its own society), the Concert Series in the Roxy Theatre, the Summer Street Festival, the Mountain Arts Festival, and the Craft Festival. Many other organizations are represented on the Arts Council, including (but not limited to) the Revelstoke Museum and Archives, the Railway Museum, the Visual Arts Centre, the Revelstoke Art Group, and the Community Band. The Arts Council helps other organizations with grant-writing and fundraising, has a high-school scholarship fund, and is generally seen as a key cultural resource for the community. The organization does well within its resources and is completely volunteer run. The Arts Council has the potential of taking primary responsibility for the delivery of cultural services, but in order to do so it would have to increase its administrative capacity, which would require paid staff.

Visual Arts Society

The Revelstoke Visual Arts Society will strive to be a widely known, respected, stable and dynamic organization that is the hub for visual arts in Revelstoke.

The Visual Arts Society was created in 2003 for the sole purpose of managing and operating the Visual Arts Centre, which is located in the former RCMP building, near the entrance to town. The Society employs a professional curator, who has mounted many successful exhibits. The Society is in the process of approving a new Strategic Action Plan, which focuses on improving relationships with other cultural organizations, being fiscally responsible, and creating a strong board. The Society has begun to see itself as an organization that represents all visual artists (including potters, woodworkers, and photographers). In doing so it has created potential overlaps with the older Revelstoke Art Group, from which the Visual Arts Society took over management of the Visual Arts Centre.

The Revelstoke Art Group

Striving to bring art to the Community as a whole and provide a gathering place for Artists.

Founded by painter Sophia Atkinson and friends in 1949, the Revelstoke Art Group (RAG) is an association of many local visual artists, which strives to be a resource for artists, run by artists. RAG had the vision for, and initially operated, the Visual Arts Centre, but turned over management to the Visual Arts Society because many members wanted to focus on their art. Several members belong to both organizations. RAG holds classes and owns a collection of paintings and drawings by its members, part of which is on display at the Centre.

Revelstoke Theatre Company Society

A theatre group has been in existence in Revelstoke since its inception. BC Hydro workers from Mica Dam who moved to Revelstoke started a theatrical troupe, out of which the current theatre group grew. It produces a season of theatre in the 90-seat Mount Mackenzie Playhouse, a former ski chalet. An enormous amount of time and dedication is put into its polished productions and the performances are well received and attended by Revelstokians. The recent production of *If We Are Women* won Best Production at the Zone Regional Drama Festival and will be going on to compete in the Provincial Drama Competition.

Revelstoke Museums Collective

This new organization comprises the CEOs of the Revelstoke Museum and Archives, the Revelstoke Railway Museum, the BC Interior Forest Museum, and the Visual Arts Centre. It was formed in response to the comments by the Canadian Conservation Institute's Brian Laurie-Beaumont (see above), in order to encourage the facilities to cooperate, rather than compete. The groups now do some joint marketing, and a future objective is to share professional expertise. Its first cooperative event, an Antique Show, will be held in June of this year. This organization has considerable potential to rationalize the operations of Revelstoke's many museums.

Revelstoke Public Art

Local artists David Walker and Toni Johnston wrote a Feasibility Study in 2001 for the installation of public art on seven sites in the city. Some have since been installed. Their ultimate objective is the development of a public art collection, in which the citizens of Revelstoke have a sense of pride and ownership. They initially responded to Revelstoke's not having a public art gallery, a gap that has been filled. Walker and Johnston sit on a public art committee; other artists come to them for direction and funding for their own public art pieces.

2.2 *The Major Players: Cultural Facilities*

Revelstoke Museum and Archives

Revelstoke Museum and Archives keeps alive the history and heritage of Revelstoke and district by collecting, preserving, documenting, and interpreting the artifacts. ... The Museum and Archives is a place where all are welcome to participate, to learn, to share and to explore. ...

The civic museum of Revelstoke, located since 1973 in the former post office, has museum exhibits, a professional archive, a reference library, program space, and a heritage garden. The Manager / Curator, two part-time employees, volunteers, and summer students operate at a professional level with a variety of programming, all with limited resources. The Museum and Archives receives an annual operating grant from the City, which also maintains the building. It attracts limited attendance, with about 3,000 visitors per year.

Revelstoke Railway Museum

The Mission of the Revelstoke Heritage Railway Society is to collect, preserve, and interpret the history, heritage, and significance of the Canadian Pacific Railway Company within the region, for the education, enlightenment, and inspiration of present and future generations.

Located along the CPR tracks adjacent to the downtown area, the Museum exhibits rolling stock and artifacts in a purpose-built 10,000-square-foot facility with museum-level environmental controls. It opened in 1993. A five-year Strategic Plan, just completed, includes an expansion program and recommends a focus on the CPR. It has the capacity to receive travelling exhibits, such as the recent *Mail, Rail, Retail: Connecting Canadians*, which came from the Canadian Museum of Civilization. Some 25,000 people visit the Museum each year. The Museum also operates the busy gift shop at the 'Last Spike' rest area at Craigellachie, along the Trans-Canada Highway. The Museum also coordinates Railway Days (see below).

BC Interior Forestry Museum

[The] purpose [of the BC Interior Forestry Museum Society] is to maintain a public forestry museum in which to store and display artifacts and collections of historical, archaeological, artistic, educational, and scientific material as it pertains to the forestry industry.

The museum is located 10 minutes north of the city, on the 5-acre, City-owned Columbia View Park. It opened in 2001. The Museum is situated in a former park shelter, and large artifacts are exhibited in the parking lot. Annual attendance has hovered around 5,000 (it was 20,000 in 2003, when the parking lot was a staging area for the nearby Revelstoke Dam), and dropped to 2,500 in 2005, when the season was shortened because of financial issues. Commonwealth recently prepared a Program Development Plan for the Museum. The major recommendation was to take on a major development initiative that would see major development on a 30-acre site along the Columbia River, which would broaden its focus to forestry in general and grow the Museum to become a regional attraction. The study concluded that the Museum is not sustainable at its present scale.

Visual Arts Centre

The Visual Arts Centre, which opened in 2003, is Revelstoke's first public art gallery. The Visual Arts Society operates it, with participation by the Revelstoke Art Group (see Section 2.2, above). The Centre hosts a continuing series of temporary art exhibitions, with the works generally available for sale. The main gallery can also be used for concerts, with a capacity of 65. The Centre has classrooms as well as studios for pottery, woodworking, and photography, and will soon develop studios for individual artists.

Mount Mackenzie Playhouse

The Revelstoke Theatre Company Society performs in the Mount Mackenzie Playhouse, a former ski chalet about 15 minutes from the City. The Directors see the space as meeting their needs, with a 90-seat performance space, greenroom, scene shop, and office. The theatre is not accessible to patrons with poor mobility. The Company is in imminent threat of losing its theatre, as the present owners, Mount Mackenzie Resorts Ltd., intend to use the site as a parking lot. No adequate alternative facility has yet emerged, although there have been discussions with School District No. 19 about a possible high-quality theatre as part of the proposed new high school or the re-use of Mountain View School as an arts centre – both several years away. The consultants see the need to retain or replace the current venue as an urgent priority.

Proposed New Arts Centre

Numerous proposals have been made to create a new arts centre to serve both the visual and the performing arts. This has become all the more important with the potential imminent loss of the Mount Mackenzie Playhouse. One possibility, being discussed by School District No. 19, is the adaptive re-use of Mountain View School after it relocates to a new consolidated elementary school facility in 2009 or 2010.

2.3 The Major Players: Festivals and Events

Revelstoke Mountain Beats & Blues Festival

This popular festival, which marks the beginning of summer, provides free musical performances on the outdoor stage in Grizzly Plaza, in downtown Revelstoke. It attracts musicians from all over Canada, with a focus on BC. Sponsors, including the Regent Inn and Revelstoke Lodge, generously offer free rooms for the performers. Artisans, kids' stuff, and a beer garden round out the festivities.

Revelstoke Summer Street Festival

Every night in July and August, the Festival offers free musical entertainment at Grizzly Plaza. Creating buzz and life downtown after dinner, the Festival keeps links the city centre active between the other, more organized, festivals. The event is organized and operated by the Revelstoke Arts Council, with an operating grant from the City.

Revelstoke Mountain Arts Festival

In its twelfth season, the Mountain Arts Festival takes place over three days in the third weekend of September. A combination of ticketed and free events, the Festival spotlights many genres, including fringe theatre, classical music, storytelling, sculpture demonstrations, and workshops in music and dance. Venues include the Regent Inn's Pub, the Backroom Books theatre space, the United Church (which has a municipally-owned grand piano), and Grizzly Plaza. Members of the Mountain Arts Festival Committee, like many other volunteers in the community, are feeling overworked and underappreciated. As a consequence, the Festival is at risk of discontinuing in the future.

Railway Days

Intended to be bigger and better than ever this year, Railway Days will run for ten days beginning in mid-August. Organized by the Railway Museum, with participation from many other cultural groups and retailers, Railway Days is intended by its organizers to be the signature festival for Revelstoke. Events with a railway theme are held all over town. The history of Revelstoke is the history of the railway; this will be celebrated with art exhibits, costume contests, music, sports, and more.

Timber Days

This popular festival, organized by the Forestry Workers Group and sponsored by the Forestry Museum, will not be held in 2006 because of its volunteer organizers' time commitment conflicts and general 'burn-out' – a significant problem among Revelstoke's hard-pressed volunteer community.

2.4 The Role of Municipal Government

The City of Revelstoke is not only supportive of culture, but is also an active participant – by allocating grants-in-aid (to many groups) and other funding (e.g. operating funding for the Museum and Archives); by indirect funding to the arts (e.g. through the Columbia Basin Trust and Chamber of Commerce); by providing and maintaining cultural venues (e.g. the Theatre and the Museum and Archives); by providing land at no charge (e.g. to the Railway Museum); and by marketing (e.g. with the new ‘Info on the Go’ travelling visitor centre van, and by making heritage a central theme of marketing the City). The total value of the City’s contribution to culture has not been calculated, but it must be substantial.

The City has no designated staff responsible for culture, although certain municipal employees participate in cultural development (e.g. in the management of the present Cultural Strategy). Despite the lack of formal staff appointments, the City – and the Parks and Recreation Department in particular – is very supportive of cultural programming. The operating budget for the Revelstoke Museum and Archives falls under the responsibility of the Director of Parks and Recreation. Some arts and crafts classes (e.g. pottery and weaving) are held in the Community Centre. The Parks and Recreation Department’s policy is not to compete with classes or programs operated by community arts groups. The Department maintains an up-to-date calendar of events that is e-mailed out on a regular basis; it may also make this information available online on the City’s web site.

Several members of the arts community have suggested that the City should provide an event planner, who would organize cultural events and coordinate venue schedules. It is possible that by combining this with recreation, there may be sufficient work for a full- or half-time position. This will be addressed further in the recommended actions in the draft Final Report of the project.

Another important issue is the municipal role in the delivery of cultural services. This Strategic Plan recommends that the City recognize culture as a core municipal activity, and that a community organization, the Revelstoke Arts Council, deliver cultural services on behalf of the City, with municipal core funding. (See Section 4.3, below.)

2.5 The Role of the Business and Retail Sectors

Revelstoke’s business sector clearly recognizes the economic benefits of arts and culture. The Chamber of Commerce is heavily involved in cultural promotion. It is a major sponsor of various events, such as Railway Days, and is a source of information and support. The Chamber markets the City’s culture and heritage; this year’s heritage-related tourism slogan is ‘Moments in Time become a Century of History.’

Many private businesses sell cultural products, and several promote local artists. Private galleries, particularly Nanimahoo’s Native Art Gallery and Ambience Gallery and Frames, contribute to the cultural economy. Local authors are featured at Grizzly Books. Another bookstore, Back Room Books, has a well-used small theatre space. The Roxy Theatre, a commercial cinema, doubles as a concert venue for events organized by the Revelstoke Arts Council. The Woolsey Creek Café often presents live music for its dinner guests.

Some hotels support the arts by sponsoring events, billeting performers, or providing space as performance venues. The Regent Inn is a multiple venue provider for the Mountain Arts Festival and for the Revelstoke Theatre Company.

The City recently commissioned a Retail Strategy, carried out by TREC International Inc. and Harry Measure and Associates. The final report was submitted in April 2006. One of the many conclusions is that 'Revelstoke will need to create a retail / entertainment experience that is authentic and unique ... in order to be successful in the future tourist market.'⁸ It also recommends animating downtown with arts events. Since the revitalization of downtown in the 1980s, the City centre, especially Grizzly Plaza, has been pivotal in anchoring arts and culture events.

In general, Revelstoke's business sector is supporting of the arts and sells cultural goods and services. At the same time, some established businesses continue to operate as if none of this activity is going on around them, and do not diversify their merchandise or stay open longer hours during festival events. The challenge lies in demonstrating to both sectors – culture and business – what each can do for each other, to contribute to a vibrant, liveable, and prosperous community.

2.6 Demographic Trends

The Cultural Scan provides some data on demographic trends in Revelstoke.⁹ The population of Revelstoke has fallen slightly in the past decade (8,821 in 1995; 8,570 in 2005). It is expected to grow only about 1 per cent annually over the next generation, reaching a projected 9,859 in 2030.

These figures do not take into account potential growth as the result of the development of the Mount Mackenzie ski resort, which could skew these numbers considerably. Recent projections by the retail community forecast between 1,500 and 2,000 new full-time residents over the next ten years.

The Cultural Scan also reports that anecdotal data suggests that the average age of the population is declining. If this is indeed so, it would be contrary to patterns in British Columbia and throughout Canada, which see the greying of the population as the baby-boomers reach retirement.

If population growth does indeed barely exceed zero growth, neither the presenters nor the local audiences for cultural activities will experience any significant growth. This would put considerable strain on volunteers in the cultural sector, among whom burnout is already a problem. (Recognizing this, the City, Community Futures, and the local newspaper have begun an initiative to interest younger people to serve as volunteers in all sectors.) Should the projections of a larger population increase be realized, then this problem will be less serious.

In either case, the situation suggests that a goal should be the consolidation, and not proliferation, of cultural organizations. With respect to audiences, it means that the pool of local cultural consumers will remain relatively constant. However, audiences will likely grow overall, because visitor numbers will increase as Revelstoke becomes a higher-profile attraction because of the expansion of recreational activities (particularly

⁸ Trec International Inc., *Retail Strategy – Final Report*, prepared for the City of Revelstoke Economic Development Corporation, 2006, pp. v

⁹ Lamont Management, *Cultural Scan*, p. 20. This report has not undertaken further demographic research.

Mount Mackenzie), the development and enhancement of cultural activities (as a result of this Cultural Strategy), and the general increase in tourism in Canada and internationally. The challenge will be to capture those audiences.

This does not suggest that cultural programming should cater to visitors. On the contrary, the tourism industry (like the authors of the Retail Strategy) knows that tourists seek the 'authentic' culture of the places they visit. The objective should be to enhance local, indigenous cultural offerings, with the intention of serving residents first and thereby attracting visitors.

3. COMPARABLE COMMUNITIES

3.1 The Communities

As another way of coming to understand Revelstoke and the interplay among its cultural players, the consultant team has researched four comparable communities, with the intent of learning from their successes. Two are in BC, one in Ontario, and one in the US; two are mountain resorts and the other two are noted for their cultural offerings. The four communities are:

- Whistler, BC
- Nelson, BC
- Orillia, Ontario
- Crested Butte, Colorado

Within each community we looked specifically at the following areas:

- Festivals – describing festivals, numbers, and other information
- Cultural Facilities – functions, capacities
- Governance – where responsibility for cultural lies within the municipality (if at all), and what community organizations are responsible for culture
- Audience – where do the audiences come from?
- Funding – sources of money for programming and venue maintenance
- Vision – what each municipality sees as its Vision, and what kind of future it is striving for.

3.2 Data on Comparables

	Whistler, BC Population – 10,000	Nelson, BC Population – 10,000	Crested Butte, Colorado Population - 1600	Orillia, Ontario Population – 33,000
Festivals	<p>Telus World Ski and Snowboard Festival (<i>music, arts, sports – 10 days, 50 concerts, pro-ski demos, photographer showdown, short film contest, collective novel writing event</i>)</p> <p>Whistler Arts Festival, Children’s Art Festival – <i>attendance 3000</i>, Artwalk – <i>10,000</i>, ARTrageous - <i>500</i>, Performance Series and Bizarre Bazaar, some events at Maurice Young – Whistler Arts Council</p> <p>Whistler Family Links, Summer Street Entertainment, Music Arts Festival, Cornucopia – Tourism Whistler</p> <p>Gay Ski Week</p> <p>First Night-Family New Years – <i>5000-7000 attendees</i></p>	<p>Artwalk (<i>Businesses pay \$200 each to participate in hosting art, 15 in all this year, with 47 artists</i>)</p> <p>Kootenay Artisan’s Christmas Market</p> <p>Artists Alive! <i>All 3 are organized by the Arts Council</i>)</p> <p>Nelson International Streetfest (<i>cancelled this year; operated by its own society</i>)</p> <p>Nelson Garden Festival Nelson Summer Songfest - <i>Amy Ferguson Institute</i></p> <p>Nelson Community Opera</p> <p>Festival Nelson - <i>Music Fest B.C. Registered Music Teachers Assoc.</i></p>	<p>Alpenglow Concert Series National Historic Preservation Week Crested Butte Music Festival Artist Mart, Art Walk Evenings by Artists of the West Elks</p> <p>Summer Speaker Series at the Crested Butte Mountain Heritage Museum</p> <p>Alpine Jam, Fish Fry, Soul Train and 4 Bingo Nights – KBUT Public Radio</p> <p>Created Butte Festival of the Arts – bldg owned by the Town, 18,000 attendees</p>	<p>Mariposa Folk Festival Orillia Winter Carnival Orillia Perch Festival Orillia Jazz Festival Orillia Spring Blues Festival Orillia Doors Open, <i>City</i> The Sunshine Festival</p>
Cultural Facilities	<p>Maurice Young Millennium Place – <i>250 seats, 60 person multi-purpose room</i></p> <p>The Whistler Theatre Company – <i>250-seat outdoor venue in Rebagliati Park</i></p> <p>Whistler Museum and Archives</p> <p>Squamish Lil’wat Cultural Centre – <i>opens 2007</i></p> <p>TELUS Conference Centre – Tourism Whistler, 2000 in ballroom <i>Private galleries:</i></p>	<p>Nelson Fine Art Centre Nelson Museum, <i>City</i> Capitol Theatre, <i>Cit, 426 seats</i> The Living Room Theatre, <i>40 seats</i></p> <p><i>Private galleries: Mermaid Gallery+ The Craft Connection, a co-op, Figments</i></p> <p>‘Nelson has consistently been ranked as the number one small town arts community in Canada’</p>	<p>Centre for the Arts – Alpenglow Series, 239 seats</p> <p>Mountain Theater – <i>100 seats</i></p> <p>Crested Butte Mountain Heritage Museum</p> <p><i>Private galleries:</i></p>	<p>Leacock Museum, <i>City</i> OPP Museum Orillia Museum of Art and History</p> <p>Orillia Opera House, <i>City, 700 seats with 104 seat studio theatre</i></p> <p><i>Private galleries:</i></p>

	Whistler, BC Population – 10,000	Nelson, BC Population – 10,000	Crested Butte, Colorado Population - 1600	Orillia, Ontario Population – 33,000
Audience	Whistler, BC, International	Local, BC	Crested Butte, w/in Colorado, Texas, then Arizona, New Mexico and Okalahoma – largest international contingent is from Brazil, Britain then Germany and Mexico @ Events, mix of residents, p/t residents and visitors	Local, Muskoka, Barrie – Lake Country
Funding	All administrative bodies under the Whistler Municipality are % funded by it Whistler Arts Council receives funding from the Municipality – 38%, the Province, BC Arts Council, Canadian Heritage and various privates	Through Nelson and District Arts Council funds from BC Arts, Canada councils, Columbia Basin Trust, Central Kootenay Regional District, BC Lotto and Gaming Commission -contribute to all its events City of Nelson The Osprey Community Foundation	Town of Crested Butte gives money for certain requests yearly but has no ‘line-items’ in their budget for arts + culture – this year \$21,500 allotted Event admissions, grants, and various corporate sponsorships fund the various events with the Music Festival having Tylenol as one of its sponsors and the Museum being self-sustaining at the moment with its Black and White Ball as a very successful fundraiser	Through Orillia and District Arts Council - HRDC, Ontario Trillium Foundation, Ontario Arts Council, Canada Council, HRDC City of Orillia
City Vision	It is Whistler’s goal to reach ‘sustainability’ as a community including environmental, social and economic aspects by the year 2020. <i>Whistler/Vancouver is hosting the 2010 Olympics and Paralympic Games</i>	Nelson’s vision for the future is clear. Retaining its heritage and artistic character, attracting service-sector industries that are clean and labour intensive, revitalizing and strengthening its downtown and improving accessibility to the waterfront are paramount. Nelson’s vision for the next decade is therefore based upon the following elements: -To retain its small-city character -To retain its heritage character -To accommodate growth by distributing residential growth throughout its local neighbourhoods -To keep its Downtown strong -To recognize its shifting economic base + encourage the growth of light industry and service-sector industries that are clean and labour intensive -Housing variety, waterfront redevelopment, and natural environment protection <i>are 3 more</i> -To keep its education and cultural functions strong	‘Crested Butte – A National Historic District’ also ‘The Last Great Colorado Ski Town’ – tag lines on the town’s and Chamber of Commerce’s websites	‘We see a city: -In which culture is understood to be central to making Orillia a place where people want to live, work, play and invest. -That is a regional hub for tourism built on the quality of its natural and cultural environment, and the vitality of arts, heritage and cultural activities. -That values its downtown as social, economic, and cultural hub of the community. -Where growth and development are managed in a way that preserves the community’s natural and cultural assets and its unique small town ambience and identity. -That values public space across the community, working to protect and enhance it through effective urban design and art in public places -That supports and values a dynamic cultural sector of arts, heritage and cultural organizations and individuals committed to collaboration and shared resources.

3.3 Conclusions

In most of the communities profiled here, the municipalities contribute financially to arts and culture by some kind of granting process, usually reviewed on a yearly basis. In some cases, such as the Cities of Orillia and Nelson, the municipality not only owns but also operates one or more of the cultural facilities. In both communities the City owns and operates the theatre and the museum (as it does Revelstoke with its museum). Most other festivals and facilities are operated either by their own societies or by the local Arts Council.

The Resort Municipality of Whistler is different, in part because of the enormous infrastructure required to operate a world-class resort. Even though Whistler's permanent population is only slightly larger than Revelstoke's, at 10,000, at most times during the ski season some 30,000 or more visitors are there. All events must be approved by the municipality, which in turn funds most other major organizations, including Tourism Whistler and the Whistler Arts Council.

Nelson has one of the most vibrant arts communities in the province, and the immense economic impact of the arts is largely dependent on tourism.¹⁰ Nevertheless, no municipal staff person is responsible for culture. Both Nelson and Crested Butte promote their heritage as a part of their culture, as does Revelstoke. All except Crested Butte have active Arts Councils that raise funds and coordinate volunteers for festivals and facilities. Municipal support and funding contribute to the success of these umbrella organizations.

Although culture is definitely seen as an integral and valuable sector in all four communities, there is still a sense of struggle to give culture the place that its supporters feel it is due – even in a culturally-dependent community like Nelson, which this year is losing its very popular Street Festival. Conversely in Whistler, corporate events often overshadow cultural activities. Striking a balance and a synergy between culture and business is important to the success of all four municipalities.

¹⁰ See Footnote 1, Section 1.3.

4. STRATEGIES FOR CULTURAL DEVELOPMENT

4.1 Revelstoke's Vision

The City of Revelstoke has developed an overall municipal vision statement that encompasses all aspects of the City's activities:

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.

Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning; spiritual and cultural values; and diverse forms of recreation.

All residents and visitors shall have access to the opportunities afforded by this community.

This Cultural Strategy is compatible with this vision statement, and incorporates ideas derived from it.

4.2 A Vision for Culture

An objective of the visioning workshop for the Cultural Strategy, which was held on 2 May 2006, was to develop a vision for cultural development in Revelstoke. The three workshop groups each proposed a vision. They are:

- Revelstoke will be known for its culturally vibrant community that recognizes and celebrates its cultural identity
 - Focus – 'build it and they will come'
- To improve Revelstoke's capacity as a cultural destination
 - Become a cultural destination by celebrating what makes Revelstoke unique
- To become the premier Cultural Heritage Destination in the Eastern Interior

The consultants have taken aspects of all three to propose a vision for cultural development in Revelstoke:

Revelstoke will become a cultural destination by celebrating what makes the city unique.

We invite the community to consider this proposal and provide suggestions for amending it.

4.3 Proposed Strategies

With this City's vision and the proposed vision for culture in mind, Commonwealth has prepared a series of strategies for developing and enhancing culture and the capacity for managing culture in Revelstoke. They are presented here as simple statements (the strategies), followed by comments that elaborate on the context of the strategies.

1. Increase the awareness of culture and the perception of its value among residents, and make culture accessible to all segments of Revelstoke society.

Comments: A large segment of Revelstokians is committed to cultural activity forming a significant component of daily life. However, many residents are not involved in culture. The intent of this strategy is to increase awareness of and involvement in culture through education, marketing, and diversifying offerings. A companion goal is to make cultural offerings accessible to all segments of society, consistent with the municipal vision's declaration that 'all residents and visitors shall have access to the opportunities afforded by this community.'

2. Acknowledge cultural services as a core municipal responsibility, consistent with the vision for Revelstoke, and identify an appropriate community or municipal agency to coordinate the delivery of cultural services.

Comments: The municipal vision statement declares 'spiritual and cultural values' to be community priorities. This enables the City to declare cultural development as a core responsibility. The actions (to come in the final report of this Cultural Strategy) will recommend that the Revelstoke Arts Council be delegated as the primary agency responsible for delivering cultural services, by entering into a formal service agreement with the City, accompanied by secure core funding. The Arts Council would cooperate closely with municipal agencies that already have involvement in cultural services as well as with other community cultural organizations. This would follow the model of the Chamber of Commerce, which delivers business-marketing services on behalf of the City; and the Revelstoke Museum and Archives, which delivers heritage services.

3. Foster excellence in the culture of Revelstoke by building community organizational capacity.

Comments: Community organizational capacity is currently stretched very thin, with no full-time paid cultural administrators and frequent volunteer burnout (e.g. the hiatus in community musical theatre and the threatened closure of the Mountain Arts Festival). This can be improved by establishing secure cash flow for some organizations (e.g. the Revelstoke Arts Council), by increasing the pool of volunteers (e.g. the present initiative to attract younger people into volunteer activity), by providing educational opportunities for building the capacity of volunteer boards, and by taking advantage of potential population growth.

4. Ensure that Revelstoke has adequate cultural facilities in which to present the community's cultural offerings.

Comments: Revelstoke seems to have no shortage of cultural organizations that practice and present their art, but there has been a chronic shortage of adequate facilities in which to accommodate these activities. The first public art gallery opened only a few years ago, and the community may be without a proper theatre at the end of this year. The City should work with community organizations to ensure the reliable supply of cultural facilities.

5. Maximize the effectiveness of the cultural component of the revitalized downtown core of Revelstoke.

Comments: At present there is somewhat of a 'disconnect' among downtown businesses, with some acknowledging the cultural presence (e.g. by coordinating opening hours and merchandise or services with the Summer Street Festival) and others ignoring it. The Chamber of Commerce and other business organizations can help to harmonize the attitudes and practices of local businesses by making them aware of the positive economic impacts that will accrue from their building the cultural presence downtown, and perhaps by recommending extended summer hours and coordinated marketing to cultural tourists.

6. Take advantage of the cultural opportunities available as a result of the Mount Mackenzie development.

Comments: The development of the Mount Mackenzie ski resort will surely create opportunities for cultural development, perhaps by increasing the pool of volunteers and audiences, as well as by other means that have not yet been identified. The community should begin now to plan to take advantage of these potential opportunities.

7. Continue to build Revelstoke as a unique and memorable BC destination in culture and heritage, as well as in recreation.

Comments: If the first six strategies are pursued, this seventh strategy will follow, fulfilling the proposed vision for cultural development (see Section 4.2). Creating a cultural destination is consistent with the municipal vision statement's declaration that Revelstoke should build on its 'rich heritage and natural beauty'. Extend present efforts to establish Revelstoke as a cultural destination, seen at present in the cumulative effect of relatively small initiatives, such as the Chamber of Commerce's marketing slogan, the Museum Collaborative's cooperative brochure, and the move to expand Railway Days. The previous strategies, such as fostering excellence and providing adequate facilities, will further enable the realization of this objective. This can be enhanced by increasing marketing efforts to attract visitors. The community should remember, however, that visitors seek the authentic culture of the places they visit, and so programming should remain focussed on local audiences.

The Revelstoke community is invited to discuss these strategies, particularly at the Public Open House. Once a set of strategies has been agreed upon, the consultants will recommend specific actions for achieving them, and will prioritize the actions, indicate the entities responsible for carrying them out, and indicate their order-of-magnitude cost. This material will be contained in the final report of the Cultural Strategy.

APPENDIX A: VISIONING WORKSHOP

On the evening of 2 May 2006, the consultants facilitated a visioning workshop at the Regent Inn. Participants worked together to identify the ideas and agendas of Revelstoke's cultural community. In attendance were managers and directors of various cultural organizations, members of City Council, municipal staff, educators, and representatives of the business and retail sectors. Following is a summary of the proceedings, which have served as guidelines for this Cultural Strategy.

What is unique about Revelstoke?

- Foresight, initial concepts of Downtown Revitalization
- Revelstoke Community Futures Corporation
- Community Energy Project
- We get things done!
- Independent spirit
- On the highway, but don't have – live entertainment or a community calendar
- Partnerships – all work together
- Scenery, National Parks close by
- People – strength, character, heritage
- Critical mass – economic
- Scenic Beauty: mountains, river, 2 parks, trees
- Architecture
- History
- Self-awareness as a community with values; knowing what is important
- Interest in youth – venues and services
- Young people are engaged
- Arts programs at the Community Centre
- Word of mouth, networking
- Sense of humour
- Willing to take risks
- Have a younger, 'fresh' demographic

What is Culture in Revelstoke?

- People
- History, heritage
- What we do that makes us unique ... what we were ... the 'fun stuff'
- Human creativity
- The arts
- Anything that opens your mind – outside of Revelstoke

-
- Aesthetically driven recreation and sports
 - Identification with like-minded individuals
 - It's our leisure time
 - What we collectively aspire to
 - Multicultural
 - Families and their traditions
 - Education
 - The arts and how they relate to larger culture – Visual, Performing, Film, Music, Literary
 - An expression of what is unique about our society
 - Rich within our community
 - It's our conversation with others about who we are
 - Downtown revitalization
 - Experiential – passive or interactive
 - Culture is a curiosity
 - Communicating our connectivity
 - Personal
 - Food
 - Timber Days
 - Kokanee baseball tournament: community recreation, music involved, live bands – It's a party!
 - Different things matter to different people
 - All that we are and have been
 - Railways – our history

What are the Cultural Strengths in Revelstoke?

- Skills of people involved
- Experience in programming
- Capacity / Experience/ Dedication of People
- Diversity of cultural experiences – music, arts, crafts, theatre, museums
- Location on Trans-Canada Highway, natural stopping point
- Local government recognizes value of culture and heritage
- Scenery
- Compact / architecturally attractive downtown core
- Urban fabric
- Revelstoke has reputation outside as an artsy town
- 'A great place to play'
- Professionalism
- Revelstoke hasn't fallen victim to big development/big boxes / strip malls – it's not all the same
- Downtown revitalization in the 1980s

- Many orgs have long history (with cycles): e.g. Revelstoke Art Group (since 1949), Historical Society ... but we must avoid dips
- Partnerships – often bring money
- Expertise in obtaining funds
- Support – e.g. for *Reved!* – community arts newsletter

What are the Cultural Weaknesses in Revelstoke?

- Size, critical mass
- Aging volunteers
- Facilities – lack of / aging / not purpose-built
- Organizational capacity / Dysfunction
- Lack of performance space
- Lack of money to build spaces
- Lack of money to pay professional artists
- Lack of money to pay for staff
- Ongoing sustainable funding
- No arts centre in the core of city
- Lack of consensus on what is needed
- Low attendance at some events
- ‘The Revelstoke Syndrome’ = poor advance sales, ‘mañana’ mentality
- Increased competition for funds: social services, ecology are the new darlings of funding
- Issue of sustainability: subsidy is distasteful / Hard to convince people re: need for some subsidy

What are the Cultural Opportunities in Revelstoke?

- Community foundation: develop endowment fund – there are very few community foundations in small communities
- 3 – 4 million people go by on the highway
- New schools being built – this provides infrastructure, empty buildings
- Interests generated by ski hill
- 2010 Legacy Program
- Corporate sponsorships
- This and OCP Review – How sectors should go forward
- Major info centre on highway with arts and heritage component and gift shop
- New generation coming in will bring a demographic change, which will be a catalyst for new things
- Offer better / more cultural product
- Need for paid coordinators – e.g. paid Director of the Arts Council
- Empty buildings – esp. downtown, give breaks to tenants?
- People come from all over the world to heli-ski

What are the Threats to Culture?

- Decreasing funding
- Don't want big influx of people
- Volunteer burn-out
- Lack of capacity in some organizations
- Lack of consumer interest
- Lack of time
- Changes in what consumers do with their time
- Ski Hill – unsure of impact re: upcoming capacity to support things
- Threat of competitive infrastructure on the hill
- Rising costs of real estate and building costs that may close the door to new families and starving artists
- Rising costs may also limit ability to expand facilities
- Increased competition for leisure dollars
- Perception that Revelstoke is not big enough
- 'If they come to Revelstoke, they can't be that good' – a misperception
- 'Smalltownitis'
- The look of Revelstoke as you approach it – the way it looks from the highway – is not that attractive and people think that is what Revelstoke looks like
- Rising gasoline prices
- Strength of Canadian dollar
- Threats of passports at border
- Resistance to change vs. an opportunity to direct change
- Don't think big enough
- Risk aversion
- Not an equal draw – among other communities
- Don't want to be perceived as an expensive town – so keep audiences broad
- Operating costs high, difficulty generating revenue
- Stereotyping, i.e. the 'Toques and Dogs'
- "We don't want to be another ...[]..."

Goals for Revelstoke's Cultural Strategy: (Participants all came up with 3 each)

Sustainability

- Strategic focus
- A sustainable cultural sector
- A coherent marketing plan for the arts
- Unite arts, culture and retail sectors in a common objective(s) i.e. Festivals and events
- Improve effectiveness of marketing cultural events with strategies targeting broader demographics
- Work towards funding of events
- Growth in Revelstoke's population to help support more arts and cultural events
- Influence funders – city, province, federal – as to the importance of arts and culture
- Build philanthropy, cultivate philanthropists, tap into foundations
- Fundraising strategy

Build Capacity

- A paid cultural event coordinator
- Paid coordinator for arts / culture / heritage possibly under the auspices of the Revelstoke Arts Council
- Paid event coordinator / staff under Arts Council umbrella and could be contracted out for other orgs for a fee
- Professional maintenance of 'economic' culture
- 'Get the dysfunction out of cultural functions'
- Good communication and cooperation within the sector
- Organization that will look after publicity for all events in town so there are no conflicts
- A workable regularly updated and readily available community calendar
- A specific department or sub-department of City council under which culture would fall
- Expand local involvement – both volunteers and patrons

An Arts Centre

- Think Big
- Establishment of all-encompassing art centre
- Provide a 'performance centre' for theatre, music and dance
- A centre for visual and performing arts
- Development of a Community arts centre housing a wide variety of artistic endeavours
- Performing arts centre – convention facility, studios, workshop space
- A strategy to develop a performing arts space – culminating in the reality of that space
- Establish an endowment fund to offset the cost of operating a community arts centre

Inclusiveness

- Cultural sector that engages all population groups
- Engage all factions of the community in the arts – ‘toques and dogs’, seniors, teens, young families and the ‘mostly middle class’
- Larger attendance, therefore more local support at local events that people work hard to develop for Revelstoke
- Sell Revelstokians on the importance of fine arts and culture to our ‘urban fabric’
- Expand the Railway Days Festival to include all arts / culture organizations on an annual basis

Cultural Tourism

- Improve and increase cultural product(s) to increase tourism
- Visitor Centre / Gift Shop on the highway with a considerable arts and heritage component
- Find a way to entice people who drive by Revelstoke into the town – see that what we have is worth stopping for
- A way to clear up empty store fronts – lower rent for first time business owners – Action

A Directed Legacy

- Create a legacy of arts and culture for future generations (to affect young people)
- A financially reasonable but artistically brilliant public art campaign program supported by business, the city of Revelstoke and the local arts community
- Need more fine arts in school curriculum so we ‘grow’ a cultural community (detailed)

Balancing Responsibilities

- More serious consideration to ideas that affect our environment – i.e. no bag policy
- Find balance between expanded tourism through increased arts / culture activities and becoming a ‘tourist town’
- Development of our own culture rather than the importation of ‘popular’ culture – we have made steps in this direction

Overall Vision Statements

- Revelstoke will be known for its culturally vibrant community that recognizes and celebrates its cultural identity (Focus: ‘Build it and they will come!’)
- To improve Revelstoke’s capacity as a cultural destination
 - Become a cultural destination by celebrating what makes Revelstoke unique
- To become the premier Cultural Heritage Destination in the Eastern Interior

APPENDIX B: PEOPLE CONSULTED

Olympe Astra	Revelstoke Theatre Club
Steve Bender	BC Interior Forestry Museum, Revelstoke – Manager
Brady Berushi	Regent Inn – Manager
Brad Binnington	Revelstoke Theatre Company
Alan Chell	City of Revelstoke – Director of Parks, Recreation and Personnel
Jim Cook	Community Futures Development Corporation of Revelstoke
Cathy English	Revelstoke Museum and Archives – Manager / Curator
Gerry Gardiner	Revelstoke Tourism, Revelstoke Chamber of Commerce
David Johnson	Minto Manor – Owner and Operator, Heritage Railway Society – President
Edna-Mae Johnson	Minto Manor – Owner and Operator
Toni Johnston	Revelstoke Public Art, Potter’s Guild, Revelstoke Theatre Company, Red Lights and Dynamite Summer Theatre
Lyn Kallback	Revelstoke Theatre Company
Heather Lea	<i>Reved!</i> Revelstoke’s Quarterly Arts and Culture Publication – Editor
Bill MacFarlane	City of Revelstoke
Alan Mason	Community Economic Development – Director
Mark McKee	City of Revelstoke – Mayor
Audrey Nanimahoo	Nanimahoo’s Native Art Gallery
Margaret Pacaud	Mountain Arts Festival, Community Futures Development Corporation - Administrative Assistant
Carole Palladino	Revelstoke Visual Arts Society, Mountain Beats Festival, Community Futures Development Corporation - Financial Services
Heinz Pirnke	Director, Revelstoke Art Group
Nelli Richardson	City Council
Roberto Rodriguez	Revelstoke Railway Museum – Manager, Railway Days Festival
David Rooney	<i>Times Review</i> – Editor; Revelstoke Visual Arts Society
Hap Stelling	City of Revelstoke – Director of Planning
Shannon Straloff	Music Agent based in Revelstoke
Rene Terlinden	Revelstoke Secondary School, Fine Arts Department
Thom Tischik	Revelstoke Chamber of Commerce – Executive Director
David Walker	Revelstoke Public Art Process

APPENDIX C: CULTURAL SCAN



**Economic Development Commission
City of Revelstoke**

Cultural Scan

Final Report

July, 2005



INTRODUCTION

Late in 2004, the Province of British Columbia put in place a program, 2010 Legacies Now, the objective of which is to create legacies that will benefit all British Columbians as a result of hosting the 2010 Olympic and Paralympic Winter Games. A major component of the program (ArtsNow) is intended to strengthen and enhance the creative capacity of individuals, organizations and communities throughout the province. One particular aspect is the Creative Communities Program which provides investments to municipalities and other community governing bodies to undertake cultural development initiatives in association with community leaders. The goal of the program is to encourage the use of cultural planning by communities to recognize the creative sector's importance in and of itself, and in attaining social and economic objectives.

Two categories are available:

A. Cultural Scans - supports assessment and inventorying initiatives that enable communities to take stock of local cultural assets, strengths, challenges and aspirations for the purpose of establishing the groundwork for the development of a cultural plan. It should include a consultation process to engage community members and gain an understanding of their interests and concerns.

B. Cultural Planning - supports communities in developing a cultural plan that municipal councils, staff and community partners can implement and evaluate their progress. It can also assist communities that have done the preliminary planning, research and community outreach work toward the development of a cultural plan, and are ready to take the next steps.

The City of Revelstoke, having consulted with Revelstoke's arts community and having established that the development of a cultural strategy and plan for the community is its first priority, successfully applied to 2010 Legacy ArtsNow through its Economic Development Commission for assistance to undertake a cultural scan. Lamont Management Inc was engaged to list the community's inventory of cultural facilities and programming, establish the concerns and aspirations of the community, assess the potential for cultural growth, shared goals, and outline the steps to achieve them.

PROCESS

The project began with a conference call between the Steering Group and Hamilton McClymont of Lamont Management on 19 April and a plan was made to collect detailed information as a prelude to visits by the consultants.

Hamilton McClymont visited Revelstoke twice

May 16, 17 for facility visits and interviews

June 5, 6 (with Michael Hurst) for working sessions with community leaders and arts folk, to collect information, to form impressions of the cultural life of the community and to get a sense of how cultural activities and attractions fit into the local marketplace.

Four previous studies were reviewed:

- An Arts Centre for Revelstoke, January 1999
- Revelstoke and Area Community Development Strategic Action Plan; January, 2001
- Strategic Action Plan - Marketing Revelstoke to International Investors; March 2003
- Revelstoke Tourism Development Strategy; November 2003
- Tourism Market Analysis, November 2004

Population statistics, present and predicted, were reviewed along with other activities in the marketplace. The information has been compiled in this report.

It is important to note that this project has focused on the arts and the cultural sector in Revelstoke. To date there has not been a similar study made of recreational products and programming, though the subject came up during interviews and workshops. This report includes a summary review of the variety of outdoor adventure sports and recreational facilities, events and activities on offer in the area with the observation that arts and cultural planning needs to proceed alongside planning for sports and recreation, and that both need to be fully integrated when implemented.

INVENTORY

The inventory of cultural product is presented as follows: events (in calendar order), attractions, commercial attractions, performing facilities, galleries, restaurants and organizations (in alphabetical order).

Events

Art Council Concert Series

Winter season of three concerts at The Roxy, a cinema with a capacity of 280. This past season the concerts (and attendance) were

Cantabile (a cappella singers)	87 paid
Bernard Primeau (Montreal jazz musician)	79 paid
H'sao (World music from Chad)	127 paid

We are told the market for live classical music Revelstoke does not require a 280 seat venue. These concerts are therefore often offered at smaller venues in the community..

Revelstoke Theatre Company

Season of three productions at Mt MacKenzie Playhouse, capacity 90. The season has gone well. An evening of two one-acters was held, one of which was a youth issues play, and a production of Norm Foster's "Sinners" was presented. The last time a Foster play was produced by RTC, it had to be extended by popular demand. The company no longer produces the big annual musical. A cooperative venture with School District 19, the project was successful as long as a music director was available to supplement RTC's artistic resources.

Winterlude

February, various locations

<http://www.revelstokewinterlude.com/>

Indoor and outdoor events and activities "Celebrate the Snow". Arts events, sports and recreation activities, and preparations for warmer weather (banner painting) make February a lively month.

Community Banner Project

About 100 people paint 97 banners to hang up around the town every summer. They've been doing it for 6 years.

Saturday Farmers Market

every Saturday morning, May – Oct

<http://www.bcfarmersmarket.org/directory/revelstoke.htm>

Fresh vegetables, baking, arts and crafts. Artisans are featured.

Chickadee Nature Festival

May 27 – 29 @ Mt Revelstoke National Park and various locations

<http://www.friendsrevglacier.com/Chickadee%20Nature%20Festival%20Program.htm>

Produced by Friends of Revelstoke and Glacier National Parks, this new weekend event explores the natural environment through a focus on birds.

Wings & Wheels Show & Shine, Fly-in

June 4, Revelstoke Airport

Antique cars and airplanes draw attention to Revelstoke's airport.

Antique Show & Sale

June 11, 12 at Revelstoke Community Centre

Sponsored by BC Interior Forestry Museum, Revelstoke Museum & Archives, Revelstoke Railway Museum, Revelstoke Visual Arts Centre, the success of this first year event means it will likely become a regular on the calendar.

Revelstoke Mountain Beats & Blues Festival

June 24, 25 at Centennial Park, 6th season

<http://www.mountainbeats.com/>

This outdoor music event launches the summer season and appeals both to local folk and visitors who have come just for the festival.

Revelstoke Summer Street Festival

every evening July & August at Grizzly Plaza

<http://www.seerevelstoke.com/events>

Planned to entertain locals and draw visitors to downtown, this festival shows how arts programming and architectural urban renewal can be integrated for economic success.

Timber Days

July 9 & 10 at Centennial Park

<http://www.seerevelstoke.com/events>

Celebrating forestry, this event combines competition (in this case, for TSN's "Lumberjack Challenge television show), food (Huckleberry bake-off) and activities for children. This integrated approach is consistent with events produced in Revelstoke, and ensures that there is something for everyone.

Revelstoke Mountain Arts Festival

September 16-18 at various locations throughout town; 11th season

<http://www.seerevelstoke.com/events>

This is the other "bookend" event. As Beats & Blues kicks the high season off, so Mountain Art signals the beginning of its closing. Street entertainment, fringe theatre, comedy-cabaret, classical music, craft exhibits and sales, and workshops make for an interesting and enjoyable weekend.

Railway Days

August 20 @ Revelstoke Community Centre

<http://www.seerevelstoke.com/events>

This event was revived last year. It is hoped that, through cooperation with the Railway Museum, it will grow to become a stronger and longer event.

"Best of Banff" Mountain Photography

A photography show held each October at the Revelstoke Visual Arts Centre

"Best of Banff" Mountain Film Festival

Held every November at the Roxy Theatre and hosted by the Friends of Mt Revelstoke and Glacier National Parks, this is the first stop on the world tour of the "Best of Banff" Mountain Film Show

Revelstoke Christmas Craft Festival

November Nov 12, 13 @ Revelstoke Community Centre

Canada Day and other Celebrations

City Parks serve as venues for major community celebrations.

Event notions that may have potential**Multicultural heritage events**

New Canadians have made a significant contribution to Revelstoke since the community's beginnings more than one hundred years ago. Among those who have come in numbers are Italians, Ukrainians and Dutch. This rich ethnic heritage suggests that events like Cultural Food Fairs, Italian Festivals and the like would prove popular with local folk as well as visitors.

Mountain Writing event

The Banff Centre produces programs, conferences and events with mountain culture themes. The creation of an event focused on writers who deal with mountain settings and themes would seem to be a good fit with Revelstoke.

Film & Video events

Revelstoke's natural beauty is appealing to film producers, though the weather doesn't always cooperate. Film production is handled by the Columbia Shuswap Regional District's Film Commission. Adelheid Bender is the Commissioner.

<http://www.filmcolumbiashuswap.com/>

David Thompson Bi-centennial (2007)

<http://www.davidthompson200.ca/>

In 2007, it will be 200 years since David Thompson crossed the Rockies. The greatest land geographer of his (and perhaps any) age, a recognition of his contribution to the exploration of Canada and the United States is overdue. This celebration will afford opportunities to create a focus on routes through the Rocky Mountains, including the Trans Canada Highway.

Homecoming

Every 5 years (next in 2009) a "homecoming" is held to encourage return and family visits to Revelstoke. Scheduled in July, the next homecoming will be in 2009, the year before the 2010 Winter Olympics.

Other event ideas

Garden Tours (one is reported to already take place in Revelstoke) and a Guides Ball (there is a model for this event in Banff) have been suggested as events worth considering.

These programming notions, and those that follow in subsequent sections, should be considered in the context of a Cultural Masterplan planning exercise.

Attractions

BC Interior Forestry Museum

<http://www.revelstokecc.bc.ca/vacation/forestmus.htm>

Located on Highway 23, 3 miles (5 km) north of the Trans Canada Highway, the Museum shares an entrance driveway with the Revelstoke Dam. The 4 acre site includes a parking lot, a public picnic area, a 2500 sq ft exhibit building and a replica 1921 forest fire lookout cabin. The board of the museum (11) is largely comprised of retired loggers. A paid manager supported by a paid supervisor, two paid part-time assistants, an HRDC intern, and about 20 volunteers runs the operation. The budget has been reduced from about \$80k to just over \$62k between '03 and '04. This year budget pressure forced the Museum to delay opening for a month, until June 25. BC Interior Forestry Museum cooperates with the Revelstoke Museum & Archives, the Revelstoke Railway Museum and Revelstoke Visual Arts Centre on joint marketing and fundraising initiatives. The BCIFM is developing a plan to build a new facility in a new location closer to the downtown action. There appears to more support for this notion than there is for continued operations at the existing location. Of the four members of the consortium, the BCIFM is the least solid.

Nickelodeon Museum

David Evans, a recent immigrant to Canada from Britain, searched throughout the English speaking world for four years to find the right place to found his museum of mechanical instruments and entertainment devices. His collection, which has been more than thirty years in the making, dates from 1750 to 1920, and ranges from pocket watches to chamber organ and from nickelodeons to magic lanterns. He believes the museum will do well in a town of museums on the Trans Canada Highway. He expects to open late in 2005, in time to be operationally ready for the 2006 tourist season.

Parks Canada - Mt Revelstoke, Glacier National Parks

http://www.pc.gc.ca/pn-np/bc/revelstoke/index_E.asp

http://www.pc.gc.ca/pn-np/bc/glacier/index_e.asp

<http://friendsrevglacier.com/>

Mt Revelstoke National Park is a taxi ride from downtown Revelstoke. Glacier National Park is a little further away (about 45 miles – 72 km - east). While these are not “cultural” attractions in

the narrower sense, they appeal to seekers of all sorts of cultural experiences. Indeed, Parks Canada offers extensive programs with a cultural/historical bias at both Parks. Both Parks have supportive relationships with The Friends of Mt Revelstoke and Glacier, a non-profit organization with an international membership. The Friends have offered programs for a number of years aimed at fulfilling people's interest in the Parks. The Nels Nelsen Interpretive Site, commemorating the internationally famous ski jump that operated from the early 1900s until 1971, will be opened in August of 2005 in Mt Revelstoke Park, a short hike from downtown Revelstoke.

Revelstoke Dam Visitor Centre

<http://www.bchydro.com/recreation/southern/southern1205.html>

Finished in 1984, the Dam and its Visitor Centre have been an attraction ever since. At its peak, the Dam drew 70,000 visits a year. In the last few years, traffic has dropped to about 40,000 per year. An admission fee was initiated this year.

Revelstoke Firefighters Museum

<http://www.revelstoke.worldweb.com/SightsAttractions/Museums/>

The Museum was added to the fire hall in 1990 to accommodate a classic fire truck. The Department operated a 1923 International Bickle until 1957, when the Revelstoke Historical Society acquired it for \$1. It wound up languishing in a barn until 1982 when it was liberated by off duty firefighters, then lovingly restored to running order. The Department now has the truck on permanent "loan", and it sallies forth on a regular basis to participate in parades.

Revelstoke Museum & Archives

<http://www.revelstokemuseum.ca/>

Located in the former Post Office in downtown Revelstoke, the Museum & Archives comprises over 7,000 sq ft on three floors of exhibition and storage space along with a heritage garden. Governed by a board of eight and managed by a full time manager/curator, the Museum's annual budget is about \$70,000, of a little more than half is provided by the City. Annual attendance is about 3,000. Efforts are being made to increase this number through programming (Brown Bag History, Heritage Cemetery Tours and regular appearances on local cable TV are examples) and through the museums co-operative group.

Revelstoke Railway Museum

<http://www.railwaymuseum.com/>

Located on “Track Street West” across from the downtown area, the Museum comprises 10,000 sq ft of program space and 1,600 sq ft of support space. The property includes parking and a picnic area. Governed by a board (8), the Museum is managed and operated by paid staff and volunteers. The Museum attracts about 25,000 visitors per year in Revelstoke, and a further 20,000 at “The Last Spike” rest area and gift shop at Craigellachie, not quite 30 miles west of town. The Museum’s operations are funded largely through gate receipts and gift shop revenues, with government and private contributions being earmarked for programming projects. The Museum’s principal current objective is to improve its museological standards.

Revelstoke Visual Arts Centre

<http://www.revelstokevisualarts.com/>

Located off Victoria Road just beyond the rail underpass south of the Trans Canada Highway, the VAC occupies the 8,000 sq ft building that served as the RCMP’s local headquarters. The intelligent adaptive re-use results in three galleries, pottery and photographic studios, classrooms and a community wood working shop. The Centre is governed and managed by a non-profit society and its board of seven people, all of whom have specific “worker bee” responsibilities. The Centre, which has been open since 2003, is challenged to raise the funds to allow it to engage a professional manager. It’s annual non-staff operating costs are in the range of \$25,000.

Heritage Architecture Walking Tours

The City promotes self-guided walking tours of heritage buildings in the community/

Attraction notions that may have potential**Avalanche Centre**

For good reason, the Canadian Avalanche Association makes its home in Revelstoke. Avalanches to the east and west of the town can isolate it completely during winter. The notion, to create an interpretive centre with entertainment technology that can give visitors an avalanche “experience”, is an attractive one.

Mining Museum

The needs of the mining industry for a transportation and supply centre in the late 19th century were instrumental in the establishment of Revelstoke. Though mining is no longer a major

economic generator for Revelstoke, there is a notion that the role of mining in the development of the community should be acknowledged and celebrated.

Ski Jump Museum

From 1915 to 1971, international ski jumping competitions were held on Mt Revelstoke. In the early days, Nels Nelsen, a Revelstoke resident, was the world record holder in ski jumping. The Judges Tower is still a prominent local landmark, and the notion is to develop a museum around it to celebrate Revelstoke's place in the history of international ski jumping.

Commercial attractions

The Enchanted Forest

<http://www.enchantedforestbc.com/>

Three Valley Gap Heritage Ghost Town

<http://www.3valley.com/>

Beardale Castle Minitureland

<http://www.beardaleminatureland.com/>

These attractions testify to the strength of both the rubber tire and destination tourism strength of the area.

Performing Facilities

Grizzly Plaza

<http://www.revelstokeecc.bc.ca/vacation/griz.htm>

The outdoor bandstand near the corner of Victoria Road and MacKenzie Avenue is the focus of the Plaza, home of the Summer Street Festival.

Mt MacKenzie Playhouse

Located at the foot of Mt MacKenzie just south of the Revelstoke Airport, the City-owned Playhouse, formerly a ski chalet, has been transformed into a good home for the Revelstoke Theatre Company Society. The facility comprises a 90 seat capacity performance area, supported by a lobby and bar, greenroom, backstage, shop, office, and four storage rooms for costumes props. Revelstoke Theatre Company has been leasing the building from the City (\$1 plus heat and maintenance) for about 5 years. The Society's lease with the City expires at the end of June when Mt Mackenzie Resorts Ltd takes over as owner of the building. The Theatre Company has been told they can stay on, but the long-term future is not clear.

Revelstoke Community Centre

<http://www.cityofrevelstoke.com/> > Parks & Rec

The multi-purpose rooms have been used as a performance space. At one time it was hoped that a performance space could be added to the Community Centre, but it is now generally acknowledged that the completion of the Aquatic Centre precludes this possibility.

Revelstoke Forum

<http://www.cityofrevelstoke.com/parks-rec/facilities.htm>

The Forum seats 1000 for hockey and has a curling rink attached. It can be (and has been) used for popular music concerts.

Revelstoke Secondary School

<http://142.23.41.19:16080/~rss/>

The Secondary School gym was transformed into a performance space for the big community musical produced over a number of years. It retains the potential to host some events, the school consenting.

Revelstoke Visual Arts Centre

<http://www.revelstokevisualarts.com/>

The main gallery of the Centre can be used for small (capacity 65) concerts.

The Roxy Theatre

<http://www.roxytheatre.info/>

The Roxy is a privately owned cinema of 280 seats capacity that can be used for small concerts. Scheduling can be difficult, and the cost of using the space can be prohibitive for some non-profit groups.

Other indoor spaces

Begbie Room at the Regent, Backroom Books, lounges, etc have all been used for various performances.

Outdoor facilities

Concerts are presented at Queen Elizabeth and Centennial Parks.

Notions for facilities that may have potential

Performance Centre, perhaps in concert with SD19

There is a possibility that School District 19 will be able to find the funding to add a performing space to the school, and it appears that the School will cooperate with the community to ensure the facility meets community as well as school needs. While the school is not ideally located (from a tourist's point of view), this seems to be the best chance currently for a performance space in the community.

Digital Arts Recording Studio

Revelstoke lacks recording facilities, apart from what individuals are able to achieve on their own. The notion that a video/sound recording/editing facility be established is interesting, though it is acknowledged that this is something that might be more appropriately achieved through the private sector or a co-op arrangement.

Timber Days Show

Timber Days must erect the equipment needed for its lumberjack competition every year. The notion is that a permanent facility could be developed. This event moved from Queen Elizabeth Park to Centennial park this year.

Galleries

Prior to the establishment of the **Revelstoke Visual Arts Centre** in 2003, there was no exhibition space for local artists. The Centre currently focuses on exhibitions

Commercial galleries include,

Ambience Gallery & Frames

<http://www.revelstoke.worldweb.com/Shopping/ArtGalleries/>

Nanimahoo's Native Art Gallery

Talisman Fibre

In addition, the weekly **Farmers Market** provides a good opportunity for artisans to exhibit and sell their work.

Notions for the exhibition of art that may have potential

Empty storefront windows

Museums

Both the Railway Museum and the Revelstoke Museum & Archives have plans to increase the exhibition of art within their facilities. There is an opportunity to develop themed art exhibits that span multiple facilities.

Restaurants

Revelstoke has an unusual number of good restaurants. A number of local restaurants make contributions to the cultural life of the community, because they celebrate international/multicultural cuisine, offer live entertainment or exhibit fine art.

Good restaurants are indicative of a community that is culturally “with it”. Their clients tend to be people who enjoy and participate in cultural activities. This barometer is meaningful, for the restaurants themselves are in business to make money, and their number and variety says that Revelstoke has cultural strength.

Organizations

City of Revelstoke

<http://www.cityofrevelstoke.com/>

The City of Revelstoke supports the cultural life of the community in a number of ways. It provides grants in aid, notably to the Revelstoke Museum and Archives and for the Summer Streetfest program. The City supports the strong heritage character of the community through the Heritage Commission. It provides services through the Community Economic Development Office as well as resources to undertake projects like the “cultural scan”.

Community Futures Development Corporation

<http://www.revelstokeecc.bc.ca/rcdc/>

Federally funded, Community Futures assists with business development in the community. Members of its staff are active in the cultural field.

Revelstoke Art Council

The Revelstoke Art Council is a presenter, producer, funding mechanism and leader for the arts in the community. Its board is elected from among those who represent the Revelstoke Museum & Archives, the Community Band, the Revelstoke Visual Arts Centre, the Revelstoke Art Group, Revelstoke Theatre Company, the Revelstoke Canadian Club, and the Revelstoke Community Art Project. Committees of the RAC produce the Mountain Arts, Beats and Blues and Summer Streetfest festivals, as well as the winter season concert series and the November craft fair. Finally the RAC administers Revelstoke's involvement in the Columbia Kootenay Cultural Alliance grant program. RAC's annual budget is in the \$115,000 range.

Revelstoke Community Foundation

<http://www.seerevelstoke.com/communityfoundation>

With assets in excess of \$600,000, the Foundation is able to award grants of about \$25,000 per years. Arts and culture is one of ten categories which qualify for the Foundation's support.

Revelstoke Art Group

This group of visual artists partnered with the City of Revelstoke and the Revelstoke Art Council to establish the Revelstoke Visual Arts Centre. The group remains active through its participation in the Revelstoke Visual Arts Centre and the Revelstoke Art Council.

Revelstoke Theatre Company Society

The Society produces a season of theatre in Revelstoke, as described above under "events" and "performing facilities".

Friends of Mount Revelstoke and Glacier

<http://friendsrevglacier.com/>

The "Friends" support the two national parks in the area, as described above under "events" and "attractions". Two hundred members strong, "Friends" are found abroad in the US and throughout Europe, as well as in Alberta and BC.

Music & Dance***Community Band***

The band plays for ceremonial occasions (eg, Canada Day) and is a major music resource in the community.

Community Choir

Pipe Band

Like every community throughout the world where Scots have settled, Revelstoke boasts Pipes and Drums.

Scottish Country Dancers

There is no Performing Arts BC festival in Revelstoke. The nearest is in Nelson. The BC Registered Music Teachers Federation does not list any music teachers by "Revelstoke". We're told there are half a dozen piano teachers in the city.

The Just for Kicks Dance Studio of Salmon Arm comes to give a weekly dance class. The year-end recital is a big show performed at the Secondary School.

Guilds

Quilters Guild

Potters Guild

Literary Groups

The Women's Writers Group is the only literary organization we have been able to identify in Revelstoke.

2010 Committee

<http://www.spiritofbc.com/Content/Community%20Directory/Community%20Directory%20Main.asp?cr=2&cm=76>

Co-chaired by Alan Mason (Community Economic Development) and City Councillor Matt Singh, this committee will be looking to identify how the community can take advantage of the opportunities that will come with the 2010 Winter Olympic Games.

What about heritage and culture for kids?

The drama workshops as part of the Mountain Arts festival have been successful, as was the circus workshop (Alex Alixir) and the drumming workshop with Bill Usher. There are kids arts activities at Beats & Blues, Mountain Arts (which is family oriented) and Chickadee Festivals. Miranda Allen, a high school student does drama workshops for kids 5 to 7 and is developing a program for kids up to 14.

People

In any community, the people who make things happen, the “movers and shakers”, usually represent a small percentage of the total population. This is as true in Revelstoke as it is anywhere else, but in this mountain community, the population is small and static. It follows that a few people are the ones who produce the cultural activity in the town. An analysis of who are the people involved on boards and volunteer committees of cultural organizations and activities reveals a small number of people in leadership as well as “worker bee” positions, in many cases helping multiple organizations.

A problem can arise when a community has to rely on too few people to do all the cultural work. Burnout and succession become issues.

MARKETPLACE

The principal competitors for people’s time (both residents and tourists) are the recreation opportunities that abound in and near Revelstoke. Some are indoor, most are outdoor. Some are for spectators, most are participatory. Some are supported by the City and Federal agencies, a great number are offered by the private sector. What they all have in common is the extent to which their adherents are loyal to the activities. Because the market is small, cultural activity schedules have to take particular account of what is going on in recreation. It follows that the community’s strategy should embrace both the cultural and recreational sectors.

The following list summarizes recreation facilities, events and groups.

Recreation Facilities

Revelstoke Community Centre

<http://www.cityofrevelstoke.com/parks-rec/events2002.htm>

Revelstoke Aquatic Centre

<http://cityofrevelstoke.com/pool/>

6 City parks

5 tennis courts

Okanagan Regional Library

Revelstoke Golf Club

<http://www.revelstokegolfclub.com/>

Powder Springs Ski Resort

<http://www.catpowder.com/indexsprings.html>

Mt McPherson; x-country

Boulder Mountain, Frisby Ridge; snowmobiling

Revelstoke Forum (curling, skating, hockey)

<http://www.cityofrevelstoke.com/parks-rec/facilities.htm>

Bocci pitch

2 gyms are privately operated

Sports Events & Activities

Revelstoke Glacier Challenge Slowpitch Tournament, July 29 August 1

www.glacierchallenge.com

140 teams, mixed slowpitch

Security costs are becoming a problem

Cougars Invitational Baseball Tournament

www.revelstokeminorball.com

Big Bear Classic Soccer Tournament

(date conflicts with Beats & Blues)

Youth Soccer Invitational Tournament

In addition, there are hockey, mountain biking, running and curling events

Sports groups

There are a large number of well-organized sports groups in the community. There are also a number of informal groups that participate in outdoor and sports activities.

Mt MacKenzie

<http://www.skirevelstoke.com/>

The development of Mt MacKenzie into a major international ski resort has been talked about for a long time. Earlier this year, approvals and agreements were put in place that bring the project closer to reality than it has ever been. If it goes ahead, it is hard to imagine how the community will not be enormously impacted. Given the number of accommodation units that are proposed to be built and sold to fund the development of the ski hill, the population of

Revelstoke could virtually double in high season. Clearly this would change the marketplace utterly. It would make some dreams come true (a performing arts facility perhaps) but it might create nightmares in terms of other community objectives (sustainability, retain small town feel).

The development of the community's economic, social and cultural strategies will follow very different paths once the project is real. It will have to be watched closely.

DEMOGRAPHICS

BC Stats (Revelstoke local health area) shows that the population of Revelstoke has been basically static for the past ten years.

1995 8,821

2000 8,516

2005 8,570

The population is not expected to grow more than about a percent a year for the next fifteen years.

2010 8,852

2030 9,859

This forecast does not take into account the possibility of the development of Mt MacKenzie. If this project goes ahead, the population will increase if only in terms of the people who will be needed to work at the hill.

Local anecdotal observation says that the average age of the population seems to be declining. Younger people (under 35) dissatisfied with the pace of growth in places like Whistler and Canmore, are looking for a mountain lifestyle at a more affordable rate and choosing to settle in Revelstoke to build their businesses (and families) in a somewhat quieter setting. This group is beginning to attend cultural events and is encouraging new activities not connected with the established ones. This observation is not supported by the raw age distribution numbers from BC Stats (see appendix). This can probably be explained by the fact, as we have seen, that a very few energetic people can create activities in the community disproportionate to their number.

POTENTIAL

This project's objective is to determine whether Revelstoke has sufficient cultural assets and activity to warrant the development of a Cultural Masterplan for the community.

We've seen that there is a busy and diverse program of events, staged in facilities that are not always optimally suited to the purpose. There are a number of good attractions as well, including a disproportionate number (4) of museums for a community this size. The visual arts have improved their situation with the move to a permanent facility, the new Revelstoke Visual Arts Centre. A significant number of organizations, both public and non-profit, support and work in the cultural field. The principal distracting factor in the marketplace is the range and quality of recreational opportunities that abound. The demographic forecast for the community is for very slow growth, however the prediction does not take into account the possibility of the development of Mt MacKenzie, which, if it happens, will change the community's future markedly.

Assets

Sense of independent community

Revelstoke has an historic sense of geographic independence. Its community based energy projects, its community owned forestry operation, the opera house built nearly a century ago, all testify to this town's sense that it is "a suburb of nowhere!" This powerful sense of an independent community is Revelstoke's first asset.

Great natural beauty

The mountains, the great natural beauty of the area, the access to the outdoors, the proximity to two National Parks, all combine to offer an unrivalled experience to the adventurous resident or visitor.

Attractive to energetic, entrepreneurial, youthful people

Together, these assets provide for a lifestyle that is attractive to energetic, entrepreneurial, youthful people.

Strengths

Clean, friendly and inviting

The character of Revelstoke is clean, friendly and inviting.

Pride in Heritage

Rightfully, Revelstoke takes pride in its heritage. After all, the Canadian mountaineering tradition had its origins in the Revelstoke area. For more than fifty years Revelstoke was one of

the premier ski jumping venues in the world. The pride in heritage is manifested in how urban renewal is handled architecturally and by the scope of quality museums that have developed in the community.

Challenges

Retain the character and small town feel

Previous studies and our recent interviews and workshops with people in Revelstoke reveal a constant desire to retain the character and small town feel of the community. How this desire is reflected in cultural planning and programming will be strategically important. This challenge will become greater if the development of Mt MacKenzie goes ahead.

Balance strategic targets

Programming strategy will need to strike a balance between events, attractions and activities which appeal to

- local residents
- destination tourists
- rubber tire traffic

This will be as important for the cultural sector as it is for recreation.

Where will resources to pay for programs and people come from?

Resources, both cash and human, are tight in a small community like Revelstoke, which is already pushed to the limit of what its mainly volunteer cultural workforce is able to maintain. If a Cultural Masterplan calls for an increase in activity, then the Cultural Masterplan's action plan will need answer questions about where the resources to pay for programs and people will come from.

Recruit people to positions of leadership

Communities need people who can champion segments of community life. These people are passionate about their favourite field, and in their commitment to their town. Revelstoke does not lack for these champions. The town is small, however, and finding successors for these champions is difficult. A Cultural Masterplan needs to deal with this.

Aspirations

New Performing Arts Centre

A place for the performing arts has been on the community's wish list for a decade or more, and the need was reiterated in the workshops and interviews, as evidenced by the "notions" section of the Facilities chapter. If the possibility to create this space with SD19 doesn't come to pass, a Cultural Masterplan will want to propose an alternative way to achieve this aspiration.

Extend Grizzly Plaza

This aspiration is more than a notion or a dream. Plans are actually being made to extend Grizzly Plaza west on MacKenzie another block or two. A Cultural Masterplan will want to figure out how to provide resources for the additional programming that will be required.

Lively cultural offerings

The people who are involved in Revelstoke's cultural life work hard to make it lively because they want to live in a vibrant place. They know too, that the cultural life of the community attracts interesting and interested people to the community, both as residents and visitors. The people who participated in the project are all committed to making the community as culturally rich as it can be.

RECOMMENDATION

The quantity, diversity and vibrancy of Revelstoke's cultural offerings suggest they could become even more effective in serving the community and its citizens if a Cultural Masterplan for their growth and development is created that focuses on culture for local residents, destination visitors, and rubber tire traffic.

- We recommend that Revelstoke make a Cultural Masterplan.