



COMMONWEALTH

A CULTURE AND HERITAGE PLAN FOR THE CITY OF CAMPBELL RIVER



FINAL REPORT

SEPTEMBER 2007

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

TABLE OF CONTENTS

1. Setting the Stage: Introduction	1
1.1 Background	1
1.2 Method	2
1.3 Cultural Plans	4
1.4 Heritage Plans	5
1.5 The Benefits of 2 in 1	7
2. The Producers: The Municipality	9
2.1 Culture and Heritage Administration	9
2.3 Vision 2025	14
2.4 Demographics	15
2.5 Community Values	17
3. The Lead Players	18
3.1 Community Organizations	18
3.2 Cultural and Heritage Facilities	19
3.3 Heritage Places	21
4. The Supporting Cast	25
4.1 City and District Organizations	25
4.2 Other Cultural Organizations	27
5. Other Venues	28
5.1 The Four Comparable Communities	28
5.2 Table	30
5.3 Conclusions	34
6. Opening Night	37
6.1 Visions for Campbell River	37
6.2 A Vision for Culture and Heritage	38
6.3 Strategies and Actions	39
6.4 Implementation Plan	46
6.5 Monitoring the Plan	50
APPENDIXES	51
Appendix A: Visioning Workshop	52
Appendix B: Request for Public Input	58
Appendix C: Open House Survey & Feedback Results	59
Appendix D: Lists of Heritage Resources	63
Appendix E: People Consulted	70
Appendix F: Project Team	72

1. SETTING THE STAGE: INTRODUCTION

1.1 Background

Campbell River is a Vancouver Island community of about 30,000 residents, located half-way up the east coast. It is the last large community passed when travelling northward along the Island Highway. The region has long been home to First Nations: Captain George Vancouver recorded the existence of Salish-speaking seasonal villages when he visited in 1792. A few decades later, the Salish were displaced by Laich-Kwil-Tach (Laichwiltach) people. Some of their descendents are members of the local Cape Mudge and Campbell River Bands, whereas Salish-speakers are represented by the local Homalco Band, who have come here from Bute Inlet.

Europeans arrived shortly after the middle of the nineteenth century. They began to cut logs and soon organized logging camps. Homesteaders began to settle and farm here as well. The waters provided abundant fish for both First Nations and Europeans.

Campbell River was transformed from a quiet fishing and logging community into an organized industrial town in the middle of the twentieth century. It was incorporated in 1947. The large Elk Falls Pulp and Paper Mill was established here in 1952. Campbell River achieved ‘City’ status in 2005. The City is a regional trading centre, a destination for sport fishing – it is known as the Salmon Fishing Capital of the World – and is developing a reputation as an ideal retirement location. It faces both Discovery Channel and the Campbell River, and is surrounded by coastal forest.



Campbell River is situated on Discovery Passage, with a backdrop of forest and mountains. (Photo provided by Roger McDonnell)

The community has developed a number of important cultural and heritage institutions.

The community has developed a number of important cultural and heritage institutions. The offerings are varied. Numerous venues showcase the area’s Aboriginal culture, from the Museum at Campbell River to the Wei Wai Kum House of Treasures. Other venues include the Campbell River & District Public Art Gallery, whose mandate is to showcase contemporary works from mid-career and senior Canadian artists, and the Tidemark Theatre, which shows locally-produced and travelling performances by amateurs and professional alike. The Haig-Brown House is the best known heritage landmark. This said, culture and heritage do not occupy a central part of life for most residents.

The municipal infrastructure supports numerous arts, cultural, and heritage activities. For example, the City owns many of the cultural facilities and provides grants-in-aid to arts organizations. Nevertheless, it currently lacks the capacity to manage cultural or heritage affairs and has no organized heritage program.

Recognizing the growing importance of culture and heritage, and their potential to stimulate community and economic development, the City of Campbell River has determined to produce a Culture and Heritage Strategic Plan. The plan is intended as ‘a ‘blueprint’ that describes how Campbell River will meet the arts, culture, and heritage needs of the future.’ The plan is intended to reflect community values and establish policies in a number of strategic areas.

The City of Campbell River, through the Department of Parks, Recreation and Culture has retained Commonwealth Historic Resource Management Limited to prepare the plan. This document is the Final Report.

1.2 Method

The Culture and Heritage Plan began with an inception meeting with the project Steering Committee on 24 April 2006, during the consultants’ initial three-day visit to Campbell River. The Steering Committee, which comprises representatives of the Parks, Recreation and Culture Department and leading heritage and cultural organizations, gave the consultants an overview of the community’s culture and heritage offerings, the current community and political climates, and the essentials of what the plan can bring to Campbell River.

Phase 1 of the plan comprised interviews with a broad range of community stakeholders (the stakeholders are identified in Appendix E), a visioning workshop, (reported in Appendix A) and research on Campbell River’s cultural and heritage organizations and activities as well as that of four comparable communities (Section 5 of this report). The consultants subsequently developed a draft vision with 10 strategies for Culture and Heritage. All information was presented in the form of an Interim Report, posted on the City’s website and discussed at a public Open House in October 2006.

Work recommenced in spring of 2007, with the City’s receipt of the remaining funding. The product of Phase 2 was the Implementation Plan, which revised the strategies and provided a series of recommended actions, each with an indication of its priority, implementing agency, and relative cost. This was presented in workshop form to the Steering Committee on 17 May 2007, modified, and presented to invited stakeholders at the Museum at Campbell River on that same evening.

This report contains the results of all the work done for the plan. It comprises six chapters, whose names have been borrowed from the theatre:

- Chapter 1. Setting the Stage. Introduction, including background, method, and the nature of the plan
- Chapter 2. The Producers. Overview of municipal administration, policies, demographics, and community values with respect to culture and heritage
- Chapter 3. The Lead Players. An overview of the principal culture and heritage organizations, facilities, and events
- Chapter 4. The Supporting Cast. Municipal and independent organizations that support culture and heritage

- Chapter 5: Other Venues. Description and analysis of cultural and heritage organization and activity in four comparable communities
- Chapter 6: Opening Night: Complete Vision and Implementation Plan along with a timetable for implementing the Plan.

The Culture and Heritage Plan is ultimately intended to answer five questions, which have been posed by the BC Heritage Branch with respect to heritage strategic plans:

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 Interim Report answered Questions 1 and 2 and began the discussion on Question 3. This Final Report completes the inquiry. It was presented to City Council in draft form on June 26th 2007.

Campbell River, like every other community, is unique. Understanding the community and engaging its residents and decision-makers in a consultative process is integral to the success of the Culture and Heritage Plan. Based on the City's and Steering Committee's direction, the community's articulation of its wants and needs, and the background research provided by all of the cultural and heritage institutions, the Culture and Heritage Plan will provide a framework for municipal cultural and heritage policy and a pragmatic blueprint for action.

1.3 Cultural Plans

A Cultural Plan is a document that proposes a set of strategies to enable the development and enhancement of arts and culture in a community.

‘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. The cultural component of this Culture and Heritage Plan 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), museums (which are also considered heritage institutions), and crafts (e.g. pottery and weaving). This report generally uses the terms ‘arts’ and ‘culture’ interchangeably.

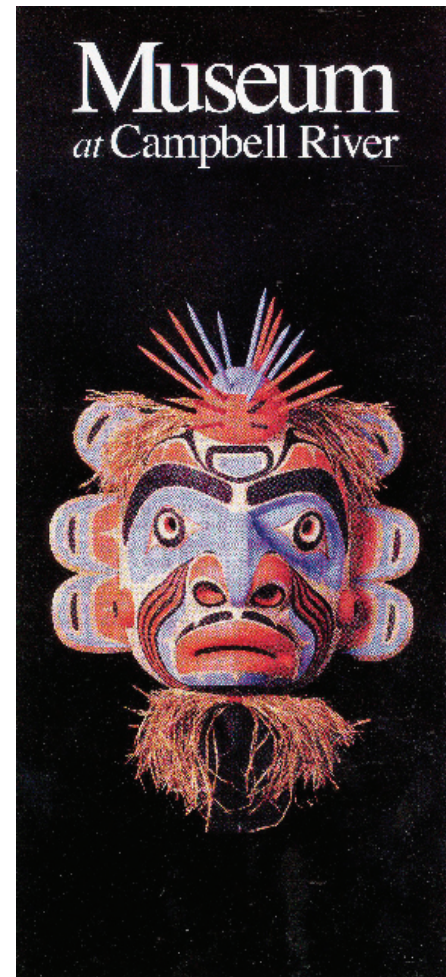
The Benefits of Cultural Development

Cultural development has long been recognized as a critical aspect of community development. 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. This includes roles in health and welfare, as well as in youth and skills development.

More recently, cultural development has been further appreciated for its strong contributions to economic development. This occurs in a number of ways. A community with strong cultural institutions attracts a more highly educated and diverse workforce, which is essential as Campbell River’s economy evolves from a resource base (because of changes in the forestry and fishing industries) to a broader, service-oriented base. Cultural activity also attracts tourism, which is becoming the world’s leading industry. Cultural tourism complements recreational tourism, which is already well developed in Campbell River, with its sport fishing and outdoor activities. Together, cultural and recreational tourism provide a vital, diversified, and lucrative tourism product.

In general, the increasing demand for cultural planning and the enhancement of cultural institutions reflect ‘the long-term global shift from economies based on the production of goods and services to knowledge-based economies focused on *creativity and innovation*’.¹

City Council recognizes the potential community and economic development benefits of cultural development, and therefore has commissioned the present Culture and Heritage Plan.



The cultural treasures of First Nations are central to the collection of the Museum at Campbell River. (Photo: Museum at Campbell River)

¹ Greg Baeker. *Municipal Cultural Planning – Combating the ‘Geography of Nowhere,’* p.2..

1.4 Heritage Plans

A Heritage Plan is a document that proposes a set of strategies to manage urban development that would impact on heritage resources.

‘Heritage’ has been defined by the BC Heritage Branch as ‘that which we have inherited, value, believe in and wish to keep.’ ‘Heritage’ may refer to immovable heritage resources (or ‘built’ heritage), particularly historic buildings and landscapes; and also to moveable heritage resources, particularly artifacts in a museum. The former (historic buildings and landscapes) are managed with a heritage plan; the latter (museums and their artifacts) are usually also considered as a sector of ‘culture’, and are managed with a cultural plan. Heritage also refers to the natural heritage – the forest, the river, the flora, and the fauna. Natural heritage is highly valued in Campbell River.



*The Campbell River Men’s Club, built in 1919 as a private residence and later used by the Sisters of St. Ann, is one of many heritage resources.
(Photo: H. Kalman)*

Heritage conservation is the management of change. Just as a municipality has an Official Community Plan to manage overall growth and change, so too do municipalities have heritage management programs to ensure that changes to non-renewable heritage resources are consistent with the community’s values and the local government’s policies. Responsible heritage management preserves places that the residents value and helps to make an attractive, liveable, and sustainable community.

The Benefits of Community Heritage

Communities everywhere recognize the many benefits of heritage conservation. Most important are:

- *Community Pride.* A heritage program inspires a strong sense of pride in a city’s built environment, its institutions, and the people themselves. Civic pride and morale, in turn, contribute countless tangible and intangible benefits to the well-being of a community.
- *Community Development.* Heritage conservation, like cultural development, enhances the quality of life and thereby makes a place more attractive for long-time residents, newcomers, and visitors alike. Heritage programs can stimulate dialogue that is fundamental to people understanding where they have come from, who they are, how they relate to their neighbours, and where they are going – all of which contribute to producing a healthier and more cohesive community.
- *Economic Development.* A heritage program fuels the local economy in many ways. By enhancing the quality of life, it attracts a stronger and more educated work force. Heritage and cultural institutions and activities not only create direct employment, but countless studies have shown that they have economic impacts far beyond their direct benefits. And the preservation of historic buildings and the presence of cultural institutions and programming attract tourism, which is rapidly becoming the world’s – and British Columbia’s – leading industry, as the service sector overtakes the resource sector. Tourism will become all the more important as the resource industries lose dominance in Campbell River.

- *Sustainable Development.* The retention and upgrading of old buildings contributes to environmental sustainability by reducing both solid waste (the end product of demolition) and the energy-demanding production of new materials. It is economically sustainable by directing money to local labour rather than materials brought in from a distance. And it is culturally sustainable by retaining our connection to our past.

There is a widely-held perception that protecting heritage property reduces property values. Studies have shown that this is not so. Moreover, in some contexts the opposite is true. Professor Robert Shipley of the University of Waterloo looked at almost 3,000 properties in 24 communities across Ontario between 1998 and 2000. He found that heritage protection could not be shown to have a negative impact on property values. In fact there appears to be a distinct and generally robust market in designated (protected) heritage properties. They generally perform well in the market, with 74% doing average or better than average. The rate of sale among designated properties is as good as or better than the ambient market trends. Moreover, the values of heritage properties tend to be resistant to downturns in the general market.²

Studies have shown that protecting heritage property does not reduce property values; indeed, the opposite may be true.

This perception – or misperception – is reflected in British Columbia’s heritage legislation. A clause in the *Local Government Act* that states that a municipality may be required to compensate the owner of a designated property where heritage designation is proved to reduce the market value of the property. While BC municipalities do not accept that designation necessarily reduces property values, they choose not to test the litigative waters. Many municipalities offer property owners financial or non-financial incentives for heritage compensation, in lieu of the legislated financial compensation. There may be an opportunity for adopting an incentive strategy in Campbell River.

Maintaining a community’s strong heritage character can provide positive economic benefits.

Maintaining a community’s strong heritage character can provide positive economic benefits. In a study of the economic impact of arts and heritage in Nelson, BC, it was shown that the city’s arts and heritage appeal leverages spending far greater than the value of goods and services provided by the supply side of the economy. Granted, Nelson may be a different kind of community from Campbell River, in that its economy is largely geared to tourism; nevertheless this study (and many others) demonstrated that arts and heritage have real economic value.³

In Victoria, the municipal government makes a significant investment in heritage conservation work through grant programs and tax incentives. Research has shown that the City’s investment has yielded many tangible paybacks, including leveraging private investment far in excess of the municipal outlay, and that the tax base is rising through assessment increases attributable to investments in heritage conservation.⁴

² Robert Shipley, ‘Heritage Designation and Property Values: Is there an Effect?’ *The International Journal of Heritage Studies*, Vol. 6, No 1, 2000. See also D. Listokin and M. Lahr, ‘Analyzing the Economic Impacts of Historic Preservation,’ *Cultural Resource Management*, Vol. 20, No. 6, 1997, pp 34-35.

³ Harold Kalman and Dennis McGuire, ‘Economic Impact of the Arts in Nelson, British Columbia,’ *Municipal World*, Vol. 114, No. 2, February 2004, pp. 11-14, 33.

⁴ Commonwealth, *A Heritage Strategic Plan for the City of Victoria*, 2002, pp. 12-13.

Conventional wisdom used to say that communities were faced with a choice between development and conservation. New, innovative heritage management programs in municipalities across British Columbia have shown that development and conservation can be partners and not opponents. This is the spirit in which heritage conservation is the management of change. This Culture and Heritage Plan will provide constructive approaches to manage, preserve, and enhance built and natural heritage resources, as well as neighbourhood character, in Campbell River.

1.5 The Benefits of 2 in 1

Campbell River may be the first community in British Columbia to combine the scopes of a Cultural Plan and a Heritage Plan into a single document. This provides positive opportunities to integrate policies, administration, planning, and programming for the two disciplines. Most communities treat the two independently, with the consequent loss of coordination and efficiencies.

The harmonization of the two disciplines is encouraged somewhat by the provincial bureaucratic structure. Within the BC Government, culture and heritage have tended over the years to reside in separate ministries. The present Government has recently taken a positive step by combining them within the Ministry of Tourism, Sport and the Arts – one in its Cultural Services Branch and the other in the Heritage Branch.

The arrangement within municipal departments varies from city to city, but the two disciplines are almost always in separate departments. Victoria's arrangement is representative of many municipalities, with culture managed by the Department of Parks, Recreation and Community Development and heritage by the Department of Planning and Development. Sometimes they are combined, as in the Township of Langley, where Cultural and Heritage Services falls under the Community Development Division.

In Campbell River, culture is the responsibility of the newly re-named Department of Parks, Recreation and Culture. Heritage is, in theory, the responsibility of the Planning and Development Department; although at present the City has no active heritage programs. This separation occurs because arts and culture are seen as leisure activities, in many ways paralleling recreation; whereas Part 27 of the *Local Government Act* presents heritage conservation as a planning activity. This Culture and Heritage Plan makes recommendations for how culture and heritage might be administered by the City.

Creating 'Place'

Cultural and heritage development contribute together 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.⁵

⁵ 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.

Enhancing and promoting the authentic culture and heritage of a community help 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’.⁶

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.⁷

Municipal cultural policy analyst Professor Michel de la Durantaye defines some of the specific properties of municipal cultural and heritage 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.⁸

De la Durantaye stresses the need for political will and public buy-in at the same time. The consultant’s have found through their interviews and workshops that Campbell River is ready to commit to culture and heritage in this way.

Canada’s relative youth and resource-rich history have made culture and heritage relatively new priorities. 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 Campbell River’s history – the forestry, mining, and fishing industries built Campbell River. Today, culture and heritage will continue to build it, creating a new, vital, and inviting ‘place’ for residents and visitors alike.

⁶ Glen Murray, quoted in Baeker. *Municipal Cultural Planning – Combating the ‘Geography of Nowhere*.

⁷ Glen Murray, in Baeker, p.1.

⁸ Michel de la Durantaye’s *Municipal Cultural Systems in Canada and Quebec, Systematic Modeling and Cultural Planning*. p. 11. 2002.

2. THE PRODUCERS: THE MUNICIPALITY

2.1 Culture and Heritage Administration

Where are
we now?

The City of Campbell River

The City of Campbell River, with a population of about 30,000, is the third-largest city on Vancouver Island. These numbers reflect the amalgamation with the neighbouring communities of Campbellton, Quinsam, and Willow Point. The City falls within the jurisdiction of the Comox-Strathcona Regional District.

Municipal administration and Council recognize that Campbell River is edging away from being dependant on its natural resources and that its residents are demanding ever more services. Culture and heritage appear prominently in the City's new Vision 2025 document which will be included as an amendment in the City's Official Community Plan. The Parks, Recreation and Culture Department has identified 24 Service Objectives.⁹ Some refer to culture and heritage:

- Special events
- Exposure to the arts (both performing and visual)
- Protecting community natural resources (natural heritage)
- Leisure skill development
- Protecting heritage resources

Support for heritage and culture is also seen indirectly in the current initiative to undergo major Community Beautification, as a priority from the 2004 Strategic Plan. The primary goal of the Beautification Plan is 'To create a Community, known world wide for its unique maritime heritage.'



A portion of Campbell River's fishing fleet, with the Canadian Fish Company facilities in the background. (Photo: H. Kalman)

For the most part, cultural activities in Campbell River are operated by non-profit community organizations, many of which receive municipal financial support. The City owns many of the cultural facilities. The City provides more than \$500,000 in grants-in-aid to cultural organizations and for the maintenance of City-owned buildings used for cultural purposes. The City spent a respectable \$17.49 per capita on arts and culture in 2003 – up from \$12.43 only two years earlier. This is comparable to some major urban centres. It is, for example, on a par with Vancouver, which spent \$17.71 per capita in the same year – but with a population some 20 times the size.

⁹ Brian L. Johnston, *A Rationale for the Delivery of Municipal Leisure Services*, Professional Environmental Recreation Consultants Ltd., n.d., pp. 22-26. The consultants proposed 21 objectives and the City added three.

Campbell River has a limited administrative capacity to manage cultural or heritage affairs, nor is there any municipal heritage program. The present Culture and Heritage Plan will address these service gaps.

Parks, Recreation and Culture Department

The Parks, Recreation and Culture Department, which until March 2007 was known as the Parks and Recreation Department, oversees cultural initiatives in part by operating the Community Centre, which presents cultural programming (e.g. drawing, painting, and dance classes), and by renting the facilities to non-profit arts organizations. The Department is also responsible for the Sybil Andrews Cottage (see Chapter 3) and used to operate the Tidemark Theatre. The primary skills and experience of its large and diverse staff lie with sport and recreation, and not with culture. The Department has a Supervisor for Recreation and Culture, but the person's strengths are with the former. Most senior-level positions involve programming to some degree, but none have a mandate to plan or develop arts and culture. The Department also organizes festivals through the facilitation of venues and staff working and/or volunteering for them. Staff sees the community as 'a young one' that values sports above culture and believes that its natural heritage very much outweighs its built heritage. The Department as a whole acknowledges that it needs direction with respect to culture and heritage initiatives and a stronger relationship with delivery groups such as the Community Arts Council and the Museum.

Planning Services Department

The primary functions of the Planning Services Department address urban planning and development. Like the Parks, Recreation and Culture Department, it falls under the Operations Division. Generally speaking, the work of the Planning Department is growth-driven. Although in many BC municipalities heritage planning is the task of the Planning Department, no municipal staff in Planning (or any other department) is charged with this responsibility. The Planning Services Manager is aware that in the near future heritage issues may arise, and that his small staff will be charged with addressing them.

Community Advisory Commission

The Community Advisory Commission makes recommendations to Council, as requested, on matters concerning parks, community beautification, recreation, sports, and cultural issues. The following matters are within the advisory function of the Commission:

- Promote the sponsorship of cultural arts and special events by community and civic organizations
- Stimulate greater public awareness and appreciation of the importance of parks, recreation and cultural arts and community beautification
- Assist in the formulation of leisure activities and cultural programs for all ages and abilities
- Provide recommendations on landscaping and community beautification projects

This entity combines and replaces the former Parks, Recreation and Cultural Commission and Community Beautification Commission. Members of the former PRC Commission, interviewed in Spring 2006, reported that most of its considerations addressed sports and recreation, and that culture comprised only a small part of its agenda.

Community Partnership Commission

The Community Partnership Commission was established in 2006 to provide stable and reliable funding to arts (and other) organizations. The Commission is an arm's-length body that makes recommendations to Council on applications for grants-in-aid and service contracts, as well as being responsible for recommending tax exemptions for non-profit culture and sports groups. The Commission is charged with exploring ways that community partnership funding can best meet the needs of a growing community and assisting Council in managing and stabilizing the funding of not-for-profit groups. The adoption of a policy that establishes the funding as a percentage of the City budget and provides funding agreements of up to three years for established groups, most of which are in the culture sector, achieves the goals of the Commission. Council has delegated to the Commission the power to approve grants not exceeding \$1,000. The Commission's authority to approve grants-in-aid is limited to the amount approved by Council in the annual financial plan. Until now funding had been on a year-by-year basis with the exception of the Museum, which has had a three-year operating agreement since the year 2000.

2.2 *The Official Community Plan*

The Official Community Plan (OCP), adopted by Council in 2005, recognizes the value of culture and heritage. Chapter 1, the Introduction, defines three Principles and Values with respect to Cultural Fabric:

- Honour and support our unique history;
- Celebrate the diversity of our Community;
- Promote a dynamic arts and cultural community.

Chapter 11 of the OCP is devoted entirely to culture and heritage. It is reproduced here in full to show its scope and its details:

Chapter 11: Cultural Development

The purpose of this chapter is to provide the general goal, principles and policies for cultural development in the City of Campbell River.

11.1 Goal

It is the goal of the City of Campbell River to sustain our unique cultural fabric by honoring and supporting our unique history, celebrating our diversity, and promoting a dynamic arts and cultural community.

11.2 Principles

- The City recognizes that arts, culture and heritage are integral to all aspects of a healthy, vibrant community.

- The City recognizes that cultural facilities and services contribute to a diversified economy, and are to be valued as assets of a desirable community in which to live.
- The City recognizes that culture engages diverse sectors, lifelong learning, and contributes to development of the community's unique identity.
- The City encourages and supports opportunities for learning, participation in and appreciation of arts, culture and heritage for all residents of Campbell River.

11.3 Policies

1. Honour our history by protecting the heritage assets of our community, including the preservation of unique heritage resources.
2. Encourage the promotion and awareness of our heritage, and the preservation of heritage buildings, structures and sites.
3. Encourage and support volunteer organizations in the identification of heritage resources, and the establishment of a community heritage register for buildings, structures, sites or features, to be used as the basis for the management of these heritage resources.
4. Encourage and support the preservation and enhancement of publicly owned heritage assets.
5. Encourage and support the protection of sites with identified historic or archaeological value, including by means of future parkland acquisition, where appropriate or feasible.
6. Consider the development of heritage designation protection bylaws for privately owned lands in accordance with the provisions of Part 27 of the *Local Government Act*, where the landowner has offered up or otherwise requested the designation protection.
7. To encourage and support the arts and cultural community, including the performing, visual, literary, historic, and multimedia arts.
8. Encourage the use of theatres, spaces and venues for public participation, education and enjoyment of culture through the planning and design of buildings, open spaces and public areas, including the street environment.
9. Encourage the development and promotion of cultural activities that generate real and valuable economic and social benefits.
10. Encourage the development and promotion of cultural activities and facilities which benefit tourism, and which contribute to the social, emotional and physical well being of residents of all age and income levels.

11. Encourage and support cultural activities that promote the growth and development of community spirit and identity.
12. Recognize and promote cultural excellence and diversity within the community, including the professional and amateur, the traditional and innovative, the aspiring and the established.
13. Encourage opportunities and resources for education, participation and enjoyment of arts, culture and heritage for all residents.
14. The building and lands known as Centennial Park at 230 4th Avenue, Campbell River Museum at 470 Island Highway, and Sequoia Park at 431, 471, 481 and 491 Island Highway, are hereby designated as a Heritage Conservation Area in accordance with the provisions of Section 971 of the *Local Government Act*. The subject lands are legally described as Lot 1, Lot 2, and Park, District Lot 73, Sayward District, Plan 11693.
15. The building and lands known as the Maritime Heritage Centre at 621 Island Highway, are hereby designated as a Heritage Conservation Area in accordance with the provisions of Section 971 of the *Local Government Act*. The subject lands are legally described as Lot 1, District Lot 73, Sayward District, Plan VIP72566.
16. The following alterations may be undertaken within a designated Heritage Conservation Area without requirement for a heritage alteration permit:
 - i) Regular maintenance and construction of recreation or heritage-related facilities;
 - ii) Regular maintenance, installation and or removal of trees for safety or environmental reasons as well as other landscaping features; and
 - iii) Regular maintenance, construction and repair of public works by the City or its authorized agents, providing the works are completed in accordance with the overall objectives.

The key principles in Chapter 11 merit paraphrasing:

- Arts, culture, and heritage are recognized as benefiting both economic and community development.
- Arts, culture, and heritage should be accessible to all residents.
- The City will encourage the preservation of ‘unique’ heritage resources by means of:
 - Increasing awareness
 - Identifying heritage resources (by volunteer organizations)
 - Establishing a community heritage register
 - Preserving publicly-owned heritage properties as well as historic and archaeological sites
 - Encouraging voluntary protection of privately-owned heritage properties

- The City will encourage and support the arts and cultural community by means of:

- Encouraging the use of indoor and outdoor spaces for performances and public participation
- Encouraging cultural activities that generate economic and social benefits, including tourism, social well-being, and community identity
- Recognizing and promoting ‘cultural excellence and diversity’
- Encouraging opportunities for education



The Maritime Heritage Centre has been designated a heritage conservation area. (Photo: H. Kalman)

In addition, the City has designated two Heritage Conservation Areas, both of which are municipal property:

- Centennial Park, the Campbell River Museum, and Sequoia Park
- The Maritime Heritage Centre

The City has not designated any individual heritage resources, either publicly or privately owned.

Aside from the OCP, Campbell River has no formal culture or heritage policies. It does however include culture and heritage in its recently approved Vision 2025 document.

2.3 Vision 2025

Vision 2025 was approved by Council on 22 May 2007. This Community Vision will be incorporated into Chapter 1 of the OCP. Culture and Heritage figure prominently, ranking number five out of eight values which anchor the City’s vision.

**CAMPBELL RIVER VISION 2025
IN KEEPING WITH CAMPBELL RIVER’S MOTTO
THE VALUES THAT ANCHOR OUR VISION ARE:**

Economic prosperity
Natural environment
Recreation
Inclusivity and diversity
Culture and heritage
Health and safety
Excellence in Local Government
Dynamic families

BY LAND AND SEA

The document elaborates on culture and heritage:

Campbell River has an interesting and unique culture and heritage which needs to be nurtured and supported. This needs to be something that is a focus as our vision for the future. We need to build from our past strengths as we build a new future for Campbell River, enriching our culture and heritage.

There are many synergies throughout the Vision 2025 document that are aligned with the recommendations in this report. Vision 2025 is reflecting the changing ideals held by residents – culture and heritage are gaining prominence and therefore value. Those with the power to change policy to reflect this are listening and responding accordingly.

2.4 Demographics

A look at the demographics of Campbell River provides some guidance as to the directions that cultural and heritage policy might take.

It is generally accepted that the ideal profile for consumers of culture and heritage is people of middle age with a post-secondary education and a disposable income higher than that of the general population. This holds true for both the resident and visitor markets.

Campbell River's historical demographic is quite the opposite: it is a relatively young community with – compared to BC as a whole – low educational attainment and only average income. This is seen in available population data:

- The median age of the Campbell River population in 2001 was 38.5, almost identical to the BC median age of 38.4.¹⁰
- Some 9% of Campbell River residents have some university background, compared to the BC average of 18%.¹¹
- The median household income in Campbell River was \$54,289 in 2005, slightly below the provincial median household income of \$54,840 in 2005.¹²

Although Campbell River does not currently fit the ideal culture and heritage demographic, several factors indicate a strong potential for improving and growing the demand for cultural and heritage services. Considerable statistical and anecdotal data support this:

- Campbell River is currently promoting itself strongly as a retirement destination, and retirees appear to be heeding the call.
- The City's population is rapidly aging, as increasing numbers of retirees settle here. The 2001 median age represented a significant 4% increase over the City's median age in 1996 of 34.5, which was well below the BC median age of 35.9.¹³

¹⁰ Statistics Canada, 2001 Census data.

¹¹ BC Stats, 2005 data.

¹² BC Stats, 2005 data.

¹³ Statistics Canada, 2001 Census data.

- School population is declining, as it is throughout BC.
- Population projections indicate that the BC's population (like that of Canada) is aging – between 2001 and 2031 the median age will have increased from 37.9 to 46.2 years – and that the population of Comox-Strathcona Regional District will age slightly faster than the provincial average.¹⁴
- The share and size of those aged 55-64 in BC will increase strongly in the next 12 years. If greater numbers of this age group opt for early retirement, the effect may be felt by increased turnover in the labour market and greater demand for retirement housing and services.¹⁵ This includes looking for things to do. Early retirees often volunteer much of their time and many are looking for opportunities to contribute the community. Culture and heritage organizations are usually well represented by retirement-age volunteers.
- More than 30,800 residents live and work in the City of Campbell River. Another 42,000 people live within a 20-minute drive. This is a substantial base residential market for diverse cultural programming.
- Campbell River currently hosts about 40,000 visitors each summer, although representatives of the tourism industry say that few come for arts and culture.
- Cruise ships are beginning to stop at Campbell River at the new cruise ship terminal near Discovery Harbour. Cruise ship passengers generally fit the culture demographic described above, and should provide a large new tourism market for cultural attractions.
- The 2004 Survey of Canadian Heritage Institutions reports that attendance is up, with more than 35 million visitors passing through the turnstiles in 2004, compared to 31.6 million in 2002.¹⁶

With a growing and aging local population, the influx of retirees from other communities, and increasing visitor numbers, Campbell River is moving towards a population that regularly attends cultural activities. This conclusion is further supported by anecdotal data that Commonwealth learned from interviews with members of the community:

- 'A change in demographics is happening. There is declining school enrolment and youth, the 40-60-year-old group is growing, and the gay community is growing or becoming more visible'
- 'Campbell River was a young community, but it is aging.'
- 'Campbell River is in transition; it is becoming more polished and professional.'

The indicators of demographic change all point to the appropriateness of increasing investment in cultural development now. Programming should be diverse, directed at both the established working population base and the new retired population.

¹⁴ BC Stats, Ministry of Labour and Citizen's Services. *P.E.O.P.L.E. May 2006*, Accessed on August 20, 2006 at www.bcstats.gov.bc.ca. The provincial and federal data do not exactly coincide.

¹⁵ BC Stats, Ministry of Labour and Citizen's Services. *P.E.O.P.L.E. May 2006*, Accessed on August 20, 2006 at www.bcstats.gov.bc.ca.

¹⁶ Canadian Museums Association, *Canadians Love Heritage: Attendance Up!* Accessed on August 21, 2006 at www.museums.ca/Cma?WhatsNew?ADVOCACY/2006

2.5 Community Values

The consultants' interviews and research have revealed a number of commonly-held community values. Some are listed here, along with some proposed ways of satisfying those values. Since several statements are quotations, repetitions occur.

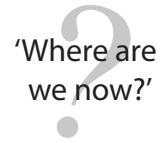
- The Campbell River community is 'a young one' that values sports above culture.
- Sports and sports-related pursuits dominate the recreational landscape of Campbell River, relegating culture to the back seat. As we were told:
 - 'People would rather throw axes than play a violin.'
 - 'If you are not interested in sports, there is not much for you to do.'
 - 'The newspaper reports sports, not arts.'
- 'Culture is something a lot of people don't know about ... something that is lacking, but people are trying to get more involved in it.'
- The City has a lot of artistic talent, but needs more places to display art.
- There is poor communication about culture: nobody knows what is going on.
- The community believes that the value of its natural heritage very much outweighs that of its built heritage.
- 'Heritage' in Campbell River is not considered to just be arts, culture, and historic buildings; it also refers to trees, heritage trees, the Campbell River (a 'heritage' river), and other natural resources.
- There is an appetite for heritage protection, although there are not very many significant buildings.
- 'Our heritage is First Nations.'
 - The Vision 2025 Project says, 'Campbell River must seek better relations between all peoples and especially our founding/first citizens.'
- The mainstream community does not take advantage of First Nations culture.
- There is little recognition and awareness by local residents of the unique character and heritage of Campbell River.
- As people come from elsewhere to retire in Campbell River, they bring expectations about culture and heritage.
- It is acceptable to use public funds if the results benefit a significant portion of the community.

The present plan will attempt to respond to community values.

This Culture and Heritage Plan endeavours to respond to these community values in a measured and systematic way. We understand that a solid foundation, i.e. capacity within the City structure and the cultural and heritage organizations themselves is just as important, if not more so, than the funds needed to realize Campbell River's culture and heritage goals.

3. THE LEAD PLAYERS

This and the following chapters identify the principal cultural and heritage organizations and facilities in Campbell River.



3.1 Community Organizations

The Campbell River Community Arts Council

The mission of our society is to foster awareness and interest in all the arts within our community, and to empower, support and validate the creative efforts of local artists. (May 1998)

The Campbell River Community Arts Council was established in the 1970s ‘to promote the visual and performing arts.’ The intention was to give artists a voice, recognition, and opportunity in a hard-core logging town. The Community Arts Council has undergone many changes over the years. It hired its first Executive Director in 1994. In 1998, it adopted a new vision that carries through to its current daily operations. Today the Arts Council runs an amazing range of activities and programs including the Community Banner Project, Grants To Members Program, Student Bursary Program, Youth Identity Project, Writers Series and the New Media Lab. In addition, the Arts Council manages the Sybil Andrews Cottage (It serves as its administrative and programming space) and Walter Morgan Shed, as well as organizing art exhibitions in the Tidemark Gallery. Most of its 150 members are individuals, but member organizations include the Driftwood Club, which it financially and morally supports, the Campbell River Children’s Choir, and the Showcase Festival Theatre. The Arts Council is committed to fostering community partnerships that contribute to creating a vibrant and sustainable quality of life in Campbell River. These partnerships recognize the role that the arts can play in promoting positive economic, social and cultural development for the entire community. Members and the current Executive Director also see the Arts Council growing to take the leadership role as the umbrella organization for the arts in Campbell River.

The Arts and Culture Alliance

An informal alliance has existed over the last eight years among the four largest cultural groups in the City: the Museum at Campbell River, the Tidemark Theatre, the Campbell River and District Public Art Gallery, and the Campbell River Community Arts Council. A recent effort by the Alliance was the successful lobbying for a chapter on culture and heritage in the Official Community Plan of 2005 (see above, Section 2.2). Working together on community cultural initiatives and guiding smaller organizations, while taking advantage of their communal knowledge resources for individual achievement, are their main reasons for coming together.

Heritage Organizations and Programs

The City of Campbell River has no active broadly-based organizations or historical societies that focus on the preservation of the built environment, nor does it maintain any heritage programs outside of those undertaken by the Museum. Some existed in the past. In the late 1990s the City had a Heritage Committee, which reported to the Parks, Recreation and Culture Commission. It began an inventory of historic sites and

buildings at that time. At least one building (the Sibyl Andrews House) was designated as a 'Legacy Landmark' by the City (in 1997), a program that commemorated resources but imposed no regulatory constraints. The only current, active organization concerned with the built heritage is the Sibyl Andrews Heritage Society, a single-purpose advocacy group that is described below with the Sibyl Andrews Cottage. There is a genealogy society, but it takes no interest in heritage affairs.

The one major exception to this is the Museum at Campbell River which started as a historical society nearly 50 years ago and during that time has grown to be a model of community cultural and heritage development, services and programs. It is discussed in-depth in the following section.

3.2 Cultural and Heritage Facilities

The Museum at Campbell River

The mandate of the Museum is 'to collect, preserve and interpret the human history of our area.' This is done through prize-winning exhibits, an active role as a cultural centre for the community, and year-round public and school programs for all ages through community partnerships and collaborations. It is Campbell River's only A-class exhibition facility. It occupied the same building as the Art Gallery for some time, but in 1994, after 10 years of fundraising, a new purpose-built facility opened. The collection is regional in scope, although the museum operates primarily with a municipal mandate. It offers many history-based public



programs for all ages, as well as special events such as the Haig-Brown Festival, Steamin' Days, and Seniors' Honour Role. The Museum has a gift shop, a library / research centre, and offers space rentals. The archival and educational functions have been growing and it serves as the cultural mentor and go-to organization for residents and organizations with a culture or heritage question. Further to this, the Museum manages the Haig-Brown House and its interpretive programming and assists community groups like the Sybil Andrews Society, the Maritime Heritage Society, the Haig-Brown Institute, Hamatla Treaty Society, and historical, educational and development societies of the region. It has representation on Provincial organizations and is considered exemplary across the Province. In 2004 the Museum had more than 136 volunteers, 10 students with work placements or employment, and 8 staff positions under the Executive Director. About 24,000 people visited the Museum in 2004, an 88% increase in its first ten years. More than half the total student body of Campbell River come to the Museum for its programming.

The City owns the building and a non-profit society operates the facility. The Museum and its two adjacent parks – Sequoia Park and Centennial Park – have been designated a heritage conservation area.

Tidemark Theatre

Built as the VanIsle cinema, the 434-seat Tidemark Theatre is a cultural and heritage resource located near the waterfront (at the old high-‘tidemark’). It re-opened as a theatre in 1987 under municipal management, but it is now operated by the non-profit Tidemark Theatre Society. The City owns the building and does major maintenance. More than 85% of the programming is local. The theatre produces an annual fundraiser and Tidemark Youth Theatre Arts, six to twelve presentations yearly; hosts a new summer theatre school for youth and children; otherwise it operates as a roadhouse. The lobby is often used as a gallery space that showcases art by high school students and other members of the community. The theatre averages about 200 rental nights per year and has an audience of more than 30,000 a year. The Society employs 4 permanent and 6 part-time staff and has 100 regular volunteers. The building is currently undergoing some major repairs and improvements. The Tidemark Society would like a facility with two stages: a mainstage with 600 seats that includes a flytower, and a second stage with 150-200 seats that may double as a rehearsal space as well as a scene-shop/storage space. The Society says that this might be justifiable in the middle or long term (perhaps 10 years).



Campbell River & District Public Art Gallery

Created in the mid-1990s by the Arts Council, the Gallery is now a separate non-profit organization. It holds 20 exhibitions a year (including a juried members’ exhibition) in two gallery spaces, employs 3 permanent part-time staff, provides student placements, is assisted by 60 volunteers who put in almost 1,900 hours, and attracts more than 16,000 visitors a year. The Gallery shares the Centennial Building, owned by the City, with the Tourist Information Centre. Its facilities include a gift shop, a studio space that holds workshops for students and adults (70 programs and classes were held in 2006), a small library, and a large lobby with four large exhibit cases used for corporate advertising and to display community art. The Gallery is developing an art rental program. Admission is currently by donation. Every other Saturday it runs a family activity day called *Super Saturday* and also hosts several outreach programs - including the popular Garden and Art Tour and *Street Art*, designed to engage youth and the general public with the Gallery. The Gallery, the Tidemark Theatre, and the Library are located close together and form the nucleus of an arts precinct.



Maritime Heritage Centre

The Maritime Heritage Centre is a marine interpretive centre and a venue for meetings and conferences. The prime exhibit is BCP 45, a former BC Packers fishing vessel and a National Historic Site, which was displayed on the back of the Canadian five dollar bill from 1973 to 1986. It has a strong local First Nations connection through its longest-serving captain. The collection of maritime artifacts comprises the Dr. Somerville Collection and the Arthur Twigg Collection. The BC



Centre for Aquatic Health Sciences and the Campbell River Genealogy Society have their offices here. The Rotary Club financed the adaptation from a former sewage-treatment plant. The Maritime Heritage Society maintains the building for the City as a self-sustaining operation. The attractive location on the waterfront along with the ample parking makes this a desirable site for special events. The annual Words on the Water Festival is held here. The building and its property have been designated as a Heritage Conservation Area.

Campbell River Regional Library

Located along Shopper's Row on the Campbell River waterfront, the Library is a part of the Vancouver Island Regional Library system, which serves 36 Island municipalities. Its mission statement is: 'The Vancouver Island Regional Library values information, recreation, and learning.'

Nuyumbaless Cultural Centre

This museum, formerly the Kwagiulth Museum and Cultural Centre, is located on Quadra Island and operated by the Cape Mudge Band. It opened in 1979 with a superb collection of Aboriginal art, much of it repatriated from major museums in Canada and the U.S. It closed temporarily five years ago for repairs and renovations, and re-opened in May 2007. The Museum and its collection belong to 15 bands. The Museum has the potential to once again be a significant part of the Campbell River region's array of cultural facilities.

Wei Wai Kum House of Treasures

The Wei Wai Kum House of Treasures, located on the waterfront, is a commercial gallery that specializes in Aboriginal art and gifts. It is owned and operated by the Campbell River Band and features the cultural traditions of the Laichwiltach people of Vancouver Island.

Gildas Box of Treasures Theatre

Operated by the Campbell River Band, the Theatre features dance and performances by local Aboriginal youth. It is moving in Winter 2006-07 from its 90-seat facility adjacent to the Wei Wai Kum House of Treasures to the new Big House, which will accommodate 1,500 people. The primary audience is visitors, and the new facility will focus on serving the cruise ship market.

3.3 Heritage Places

The Haig-Brown House

This historic property along the Campbell River was the home of renowned conservationist and fisherman Roderick Haig-Brown and his wife, Ann. The house was built by Reginald and Dolly Pidcock in 1923 and purchased in 1936 by the Haig-Browns. They sold it to the provincial government, which in turn passed ownership on to the City. It is provincially designated heritage property. The house was operated by the Haig-Brown Society for a time and is now operated by the Museum at Campbell River. It supports a Canada Council writer-in-residence program; interpretive programs, an annual festival, and a specialty market B&B.



The Sibyl Andrews Cottage

The Sibyl Andrews Cottage is the former home of visual artists Sibyl Andrews and her husband, Walter Morgan. They lived here from 1947 to 1992. Located at 2131 South Island Highway in Willow Point, the Cottage is owned by the City and has been threatened by possible park or parking development. It has accommodated the office of the Campbell River Community Arts Council since 1997, is used for events rentals, and displays reproductions of some of Andrews' work. The responsibility for maintenance is variously ascribed to the Arts Council, the City, and the Sibyl Andrews Heritage Society, and as a result little has been done and the house is in need of repairs. Its future remains uncertain.



Pier Street Farmer's Market

Bringing vibrancy to Campbell River's downtown every Sunday from April to September, the Pier Street Farmers Market takes place along Pier Street, one of the oldest streets in the City. A host of vendors from fresh food to quality clothing are available, including artists. The Market animates the downtown core, creates 'buzz' for local products, and adds to the social family atmosphere of Campbell River. The operators have played up the heritage value of Pier Street to support marketing.

Other Heritage Properties

Campbell River has a wide variety of buildings, sites, and neighbourhoods with heritage value, which means that they are of architectural, historical, and/or cultural interest. No systematic inventory has ever been carried out, although several preliminary lists have been made. In the 1990s the former Heritage Committee identified a number of heritage sites and properties. In 2001 the Museum provided a preliminary list of potential heritage sites and properties to the Heritage Committee of the Parks, Recreation and Culture Commission. A second working list of historical, archaeological, and ethnographic sites was submitted by the Museum on request to the District Greenways Plan. Both lists are reproduced in Appendix D. The Youth Advisory Committee has also identified some historic sites.



The Grotto built by the Sisters of St. Ann and the post-War housing on Fir Street are two potential heritage resources. (Photos: H. Kalman)

The City and the Museum are currently developing a city-wide interpretive program, which will comprise signs and a self-guided walking tour. It will include both heritage and natural features.

Some important landmarks that recur when community members are asked include the Quinsam Hotel, Willow Point Hall, and the Tyee Clubhouse on Tyee Spit. Other sites include the surviving portions of the former Hospital operated by the Sisters of St. Ann, including the former nurses' residence (the present Campbell River Men's Club) and the Grotto. Hudson's Farm, north of the bridge, is a privately-owned heritage attraction that is visited by school groups. The City also has some areas of heritage value, which should likewise be identified. These might include the older commercial areas along Shoppers Row and the Old Island Highway, as well as some residential areas, such as the post-War houses on and near the 900-block of Fir Street. Natural heritage sites include Big Rock and the Campbell River estuary. Some archaeological sites are listed on the Provincial inventory; some others have been identified by the Museum.

Campbell River is a young community, incorporated only 60 years ago, and so it has a relatively modest inventory of built heritage resources compared to older Island communities. Nevertheless those resources should be identified and the most significant ones protected. Strategies will be developed to fill this gap. This will likely include the preparation of a Community Heritage Register, which is an inventory with Council approval. Buildings on the inventory are identified and not protected; however, they can be made eligible for heritage planning incentives and can also be designated (protected).

3.4 Festivals and Major Events

The Haig-Brown Festival

This festival celebrates the life and times of renowned author and conservationist, Roderick Haig-Brown, a long-time resident of Campbell River well-known for his writings on fishing and the environment. The event takes place in September, on BC and World Rivers Days, on the banks of the Campbell River. It involves a book fair, demonstrations of food and fly-casting – the fishing method preferred by Haig-Brown. Initiated by a community committee in 2002, the Museum at Campbell River began to present the festival in 2006. A garden party on the Haig-Brown property usually caps off the Festival.

Words on the Water

A 3-day festival of 'writers for readers', Words on the Water presents BC authors and has the following 4 objectives:

- To develop festivals of the written arts in Campbell River and area
- To promote a high level of community literacy and reading
- To contribute to and support lifelong education in our communities
- To offer writing workshops

Having started only 4 years ago, and modelling itself on the Sunshine Coast Festival of the Written Arts, Words on the Water prides itself on being accessible to all festival goers. It intends to keep its intimate scale of fewer than ten authors. Its venue at the Maritime Heritage Centre offers a good environment for participants, both audience and authors.

Campbell River Children's Festival

Organized by the Tidemark Theatre Society, with the help of many volunteers, the Children's Festival takes place on July 1st along Shoppers Row. Lots of hands-on activities, vendors, food, and entertainment mark these Canada Day celebrations for the whole family. It is Vancouver Island's largest and longest-running one-day Children's Festival.

Transformations on the Shore Wood Carving Contest

Shoreline Arts has been presenting the 'Transformations on the Shore' Wood Carving Contest since 1997. Encouraged by the great outcry that came from the community after vandals made off with the head of 'Octy', a octopus carving by Max Chickite, the event was formed by the artist and has had a great following ever since. It brings novice, amateur, and professional wood carvers to the shoreline of Campbell River for five days at the end of June to transform discarded log tailings into works of art. Cash prizes are given out in each category and the sculptures and then enjoyed by the public the year around.

The Showcase Festival

The Showcase Festival, with noted actor Jeff Hyslop as founding artistic director, has brought actors from across Canada to Campbell River. The festival has a core cast of professional actors and provides the opportunity for community performers to audition and join the professionals. It pairs two performances in repertory, with a musical and a classical play. The Festival occurs over the summer months in both Campbell River and Courtenay. It is about to complete its third season.

Other Festivals and Events

Campbell River's calendar is full of other community events, such as the annual Canada Day celebrations, which include a BBQ, pancake breakfast, and fireworks; the Salmon Festival, with its many Logger Sports events; and Painters at Painter's, celebrating prominent BC artists at Painter's Lodge. All these take place at outdoor venues during the summer months. Winterfest Market and the Christmas Market profile local artists and offer residents the chance to support their local economy under a festive atmosphere. Campbell River hosted the BC Festival of the Arts in 1994.

4. THE SUPPORTING CAST

4.1 City and District Organizations



Campbell River & District Chamber of Commerce

The Chamber of Commerce's Mission Statement is to 'Provide our members an environment which promotes quality service and fosters economic prosperity through more education and effective communication'. The Chamber of Commerce is a membership organization that is open to any business or organization. It has 460 members at present. The Library, Theatre, Museum, Arts Council, and MISA (Multicultural and Immigrant Services Association) are all members. The Chamber acts as their tie to the business community providing marketing and networking opportunities as well.

Tourism Campbell River and Region

The municipal organization is keen to increase its culture and heritage offerings to the public. Visitors, such as those here for fishing and other leisure activities, are always looking for 'other' things to do. Availability of information both online and at the Visitor Centre (which opened Saturdays all year around for the first time in 2004) is integral to tourist satisfaction. Analyses of visitors and activities will help the City meet the needs of its diverse and complex visitor and resident populations. The organization provided observations with regard to heritage and culture:

- Little appreciation for the benefits of our industrial links
- Our heritage is First Nations
- Little recognition and awareness by local residents of the unique character of Campbell River
- A coordinated marketing plan is needed to promote and create cultural events

Rivercorp, A Campbell River Company

Rivercorp is the municipal economic development corporation, which is owned by the City but operates independently from it. Three staff deliver services that retain existing business, encourage business expansion, and recruit new business to the Vancouver Island North and Campbell River areas. Its objective is to diversify and strengthen the economy. In March 2005 the corporation published an Economic Environment Scan, consisting primarily of quantitative data on population statistics and spending habits, with a focus on the sectors that Rivercorp has chosen to feature. These are identified as 'the manufacturing / processing, transportation / warehouse, professional / technical and the recreation / accommodation sectors inside Campbell River.'¹⁷ It is in Rivercorp's interest to encourage investment in heritage and culture, in order to make Campbell River a more liveable and attractive community.

¹⁷ *Campbell River, Economic Environment Scan – A consolidation of resources*. Campbell River EDC Rivercorp, District of Campbell River, February 2005.

Campbell River Band

The Campbell River Band is a member of the Hamatla Treaty Society, formerly the Kwakiutl Laich-Kwil-Tach K'ómoks Nations Treaty Society. The Band owns Discovery Harbour Plaza, which is the location of its Wei Wai Kum House of Treasures (described above). It has built the Big House on its reserve land. The Gildas Box of Treasures Theatre (also described above) is moving from Discovery Harbour Plaza to the Big House during the winter of 2006-07. The Band recently developed a cruise ship terminal, which is expected to have a strong and positive economic impact on Campbell River.

Cape Mudge Band

The Cape Mudge Band (the Wei Wai Kai Nation) is also a member of the Hamatla Treaty Society. Members of the Cape Mudge Band live both in Quinsam, in the northern part of Campbell River, and near Cape Mudge, on Quadra Island. The Band also operates the newly re-opened Nuyumbaless Cultural Centre on Quadra Island. The Band is active in teaching its traditional language and culture (e.g. dancing and button-blanket-making), and hopes to attract more non-Aboriginal residents to its classes. A new Quinsam Community Hall was opened by the Lieutenant-Governor in July 2006.

Homalco Band



Source: <http://www.atbc.bc.ca/index.html>

The members of the Homalco Band (Xwemalhkwa) are Coast Salish people who are affiliated with the Naut'sa mawt Tribal Council. The Band relocated to a reserve in Campbell River in 1992. Its economic development – including culture, where appropriate – is the responsibility of the Bute Inlet Development Corporation. The Band is active in eco-tourism. Homalco Wildlife Tours Ltd. offers Bears of Bute tours within its traditional territory at Bute Inlet; guides include information on First Nations culture. The Band teaches its culture through classes in language, drumming, traditional crafts (e.g. cedar baskets and hats), and traditional ecological knowledge. It is planning for a future learning centre, theatre and museum complex.

School District No. 72

The School District teaches art at all school levels. The art curriculum includes pottery, drawing, painting, and other media, while drama is taught at the middle and senior levels. Student work is frequently exhibited in the lobby of the Tidemark Theatre and the arts teachers organize *Taste of the Arts* to showcase teen talent, which takes place over two evenings in February and brings out strong audience support. Timberline Secondary School has a fully-equipped theatrical facility and auditorium, which seats about 200 people. The schools find the cost of renting space at the Tidemark Theatre prohibitive. The School District is very supportive of

First Nations cultural education. It has a teacher who gives instruction in the Kwakw'ala language, which is the traditional language of the Cape Mudge and Campbell River bands. Policy is developed with the help of First Nations Advisory Committees, and the District employs some First Nations aides, who help Aboriginal students navigate the school system. In another cultural area, it may be noted that the School District no longer has full-time librarians, which constrains access to literature and to education generally.

Volunteer Campbell River

This organization is responsible for the recruitment of volunteers for all sectors in Campbell River. Started in 1988, it operates with both paid and voluntary staff. It also maintains a resource library and provides educational opportunities for volunteers and member agencies alike. Having such a central organization in place can be beneficial to the ongoing success of heritage and culture organizations, which often rely heavily, if not exclusively, on volunteers. A central volunteer organization helps to alleviate volunteer 'burn-out' – an all too common phenomenon in smaller communities – where a few people often contribute their time to multiple events and organizations. This organization is regarded extremely well by Campbell River's culture and heritage groups for the resources and support they provide.

Multicultural and Immigrant Services

This strong community organization addresses 'culture' as meaning 'ethnic origins' and 'way of life,' which is not the meaning of 'culture' used in this study. Hence MISA (as it is known) is not a cultural organization in the sense of the present plan.

4.2 Other Cultural Organizations

Many other groups and organizations contribute to the cultural life of Campbell River. Some are local in scope, while some are widely known and respected. An outcome of this Culture and Heritage Plan should be to create a better environment in which groups and venues such as these may thrive. They include:

- Campbell River Children's Choir
- Campbell River Singers
- Pacifica Ukes
- Driftwood Club
- River City Players
- Shoreline Musical Theatre Society
- Independent Film Festival
- Theatre BC
- Island Voices

- Belcanto Voice Studio
- Antique Car Club
- Campbell River Gun Club
- Glacier Heritage Power and Antique Equipment Club
- Several private dance studios including Danette’s School of Dance and Salice Dance Studio

In addition, Campbell River has many venues that can be used for cultural events, including churches and church halls; the theatre at Timberline Secondary School.

5. OTHER VENUES

5.1 The Four Comparable Communities

As another way of coming to understand Campbell River and its cultural and heritage landscape, the consultant team has researched four comparable communities, with the intent of learning from their successes. Three are in BC and one in Ontario. Two are Vancouver Island communities and the other two are widely recognized for their cultural offerings. The four communities are:

Comox Valley, BC

Three communities make up the Comox Valley: Courtenay, Comox, and Cumberland. All three are included in this survey. We see this as an important comparable, since many people who were interviewed for this project compared Campbell River to Courtenay and, of the two, saw Courtenay as the more ‘cultured’ community. The three communities, located about 50 kilometres south of Campbell River, have a combined population of 36,300.

Nanaimo, BC

The largest community among the comparables is Nanaimo, with a population of 78,000. It is located 150 kilometres south of Campbell River. Both cities service a large region, but Nanaimo’s hinterland has a higher population. Nanaimo profits from a stronger cultural and heritage infrastructure in venues and facilities, and also in administration. It was chosen to see what the benefits of a larger population base could achieve.

Nelson, BC

Nelson has been praised as ‘the best small art town in Canada.’ The City of 10,000 is located about 400 kilometres east of Vancouver, in the West Kootenay region. Nelson was chosen for its popularity as a BC culture and heritage destination. It demonstrates that a community need not be large to choose to showcase the arts and heritage. Both the municipality and the business community are avid supporters of this direction.

Orillia, Ontario

Perhaps best known as the home of humorist Stephen Leacock and the venue for the Mariposa Folk Festival, Orillia is renowned as a place for the arts. It was chosen as a comparable city because its population is similar to that of Campbell River and it is currently phasing-in a new Culture and Heritage Department under its municipal administration. Located between Lake Couchiching and Lake Simcoe in southern Ontario, it is north of Barrie and 135 kilometres from Toronto.

Within each community we looked at the following areas:

- Festivals – Types of festivals and who operates them
- Cultural Venues – Owners and operators
- Heritage Program – What components of a heritage program are in place
- Governance – Whether responsibility for culture and heritage lies with the municipality, and if not, what community kinds of organizations are responsible for culture and heritage
- Audience – Where audiences come from
- Funding – Sources of money for programming, maintenance and administration
- Vision – The Vision for each municipality; what kind of future it is striving for, and whether or not it highlights culture and heritage

5.2 Table

COMPARABLES

	Comox Valley, BC Courtenay, Comox, Cumberland Total Population – 36,300	Nelson, BC Population – 10,000	Nanaimo, BC Population – 78,000	Orillia, Ontario Population – 33,000
<p>Festivals</p> <p>50+ Festivals¹, Culture and Heritage ones include:</p> <p>Winter Festival World Community Film Festival Highland Games, Vancouver Island MusicFest, Comox Valley Exhibition Fall Fair, all in Courtenay</p> <p>Courtenay Rodeo</p> <p>Empire Day celebrations, Cumberland</p> <p>Filberg Festival – heritage based fair at Filberg Heritage Lodge and Park in Comox</p> <p>Comox Valley Art Gallery Studio Tour – throughout Valley</p> <p>High on Chocolate Festival, BeerFest, Wine Festival - all on Mount Washington</p> <p>KidsFest, Art in the Park, Local Colours Festival, The Fibre Arts Symposium 2007 – Arts Council Run</p> <p>Showcase Festival – @ Sid Williams Theatre in Courtenay. Also in Campbell River @ Tidemark</p>	<p>Promoted as the ‘Number 1 small arts community in Canada.’</p> <p>Artwalk –Businesses pay \$200 each to participate in hosting art, 15 in all this year with 47 artists</p> <p>Kootenay Artisan’s Christmas Market</p> <p>Artists Alive! – Arts Council in partnership with Kutenai Art Therapy Institute of Nelson.</p> <p>Nelson International Streetfest (own society; cancelled 2006)</p> <p>Nelson Garden Festival</p> <p>Nelson Summer Songfest - Amy Ferguson Institute</p> <p>Nelson Community Opera</p> <p>Festival Nelson - Music Fest B.C. Registered Music Teachers Assoc.</p>	<p>JazzFest -All Festivals are 1 day+</p> <p>Maple Sugar Festival</p> <p>International Children’s Festival</p> <p>Island Showcase and Songwriters Festival</p> <p>Nanaimo Marine Festival and World Championship Bathub Race</p> <p>Summertime Blues – all of August</p> <p>Nanaimo ArtsFest</p> <p>Festival of Banners</p> <p>Christmas Bazaar</p>	<p>Mariposa Folk Festival</p> <p>Orillia Winter Carnival</p> <p>Orillia Perch Festival</p> <p>Orillia Jazz Festival</p> <p>Orillia Spring Blues Festival</p> <p>Orillia Doors Open</p> <p>The Sunshine Festival</p>	

¹Comox Valley is known as the Valley of Festivals. During the summer months there is at least one special activity every weekend.’ Comox Valley Tourism, Arts and Culture. http://www.comox-valley-tourism.ca/arts_culture_events_culture.asp Assessed on July 1st 2006.

	<p>Comox Valley, BC Courtenay, Comox, Cumberland Total Population – 36,300</p>	<p>Nelson, BC Population – 10,000</p>	<p>Nanaimo, BC Population – 78,000</p>	<p>Orillia, Ontario Population – 33,000</p>
<p>Cultural Venues</p> <p>Comox Valley Art Gallery, Courtenay, Originally started by the Arts Council</p> <p>Sid Williams Civic Theatre –550 seats, Society operated and City owned in Courtenay</p> <p>The Muir Gallery, Arts Council Run in Courtenay</p> <p>Pearl Ellis Gallery, Comox Arts Society</p> <p>Rainbow Youth Theatre</p> <p>Old Church Theatre, Courtenay, Society</p> <p>The Abbey, Cumberland, Independently owned and operated</p> <p>All Society Run: Firehall Arts Centre, Courtenay</p> <p>The Courtenay & District Museum & Palaeontology Centre</p> <p>The Comox Air Force Museum and Heritage Airpark</p> <p>The Cumberland Museum & Archives</p> <p>The Comox Archives & Museum</p> <p>Many private artists’ studios and galleries</p> <p>Policy goal is ‘protecting and preserving the downtown core.’</p>	<p>Oxygen Art Centre, Non-profit</p> <p>Nelson and District Museum, Archives, Art Gallery and Historical Society, City owned and Society operated</p> <p>Capitol Theatre, City operated, 426 seats</p> <p>The Living Room Theatre, Non-profit, 40 seats</p> <p>Private galleries: Mermaid Gallery+ The Craft Connection, a co-op, + Figments</p>	<p>CIBC Nanaimo Arts Centre, City owned and Society managed. It includes the Nanaimo Art Gallery and Nanaimo Community Archives as major cultural tenants.</p> <p>Port Theatre – 800 seats. Society operated and City owned. Over 225 events are held in the theatre each year attracting over 95,000 people.</p> <p>- Vancouver Island Symphony performs in the Port Theatre.</p> <p>Nanaimo Art Gallery, Malaspina College operates Campus and Downtown locations</p> <p>Gallery 223, Barton Leier Gallery and Hills Native Art – All the major private galleries</p> <p>Nanaimo District Museum, City owned and Society operated</p> <p>The Nanaimo Bastion Site, City owned and Society operated by the Museum</p> <p>Vancouver Island Military Museum, Society</p>	<p>Leacock Museum, City operated</p> <p>OPP Museum, Province</p> <p>Orillia Museum of Art and History, City owned and Non-profit operated</p> <p>Orillia Opera House, City operated, 700 seats with 104-seat studio theatre</p> <p>Various private artist-run galleries</p>	<p>Department of Culture and Heritage Municipal Heritage Committee Designated (protected) properties</p>
<p>Heritage Program</p>	<p>Promoted as the ‘Heritage Capital of BC’ Heritage Commission; reports to Council via Planning Dept</p>	<p>Dedicated heritage planner (Planning Department) Community Heritage Commission Community Heritage Register Designated (protected) properties Heritage Strategic Plan</p>		<p>Department of Culture and Heritage Municipal Heritage Committee Designated (protected) properties</p>

	Comox Valley, BC Courtenay, Comox, Cumberland Total Population – 36,300	Nelson, BC Population – 10,000	Nanaimo, BC Population – 78,000	Orillia, Ontario Population – 33,000
Governance	The Arts Council of the Comox Valley City of Courtenay Town of Comox Various Societies	Nelson and District Arts Council – <i>gets \$2000/year from the City for project-based funding only</i> -BC Lotto and Gaming Commission, BC Arts Council City of Nelson is responsible for 2 venues and allots \$\$ of funding/year for many these City-owned sites Various Societies	City of Nanaimo, Parks, Recreation and Culture Department is responsible for programming and service delivery in its various venues. There is a Cultural Committee that advises Council on cultural issues Malaspina College Various Societies	Orillia and District Arts Council – Mariposa Folk Festival, Blues and Jazz Fests, Winter Carnival, Canada Day Committee, Mariposa Arts Theatre, Jubilee Chorale and other festivals City of Orillia’s Culture and Heritage Department (interim phase, est. 2003) currently runs the Leacock Museum and the Orillia Opera House as well as the Doors Open Event Various Societies
Primary Audiences	Local and Island, BC	Local, BC	Local, BC	Local, Muskoka, Barrie – Lake Country; Toronto
Funding	Through the Arts Council of Comox Valley, there is fundraising and funds from BC Arts Council, Coastal Community Credit Union, BC Lotteries Commission, The Government of Canada, Vancouver Foundation, Comox Valley Tourism City of Courtenay, Regional District of Comox-Strathcona	Through Nelson and District Arts Council; funds come from BC Arts Council, Canada Council, Columbia Basin Trust, Central Kootenay Regional District, BC Lotto and Gaming Commission to all its events City of Nelson Canadian Heritage Vancouver Foundation The Osprey Community Foundation Various corporate sponsors	Through Nanaimo Arts Council - the Govt. of BC, BC Arts Council, and City of Nanaimo gives funds Port of Nanaimo (Federal) funds Nanaimo Tourism Federal funds and various corporate sponsors	Through Orillia and District Arts Council - HRDC, Ontario Trillium Foundation, Ontario Arts Council, Canada Council, HRDC City of Orillia

<p>City VISIONS</p>	<p>Comox Valley, BC Courtenay, Comox, Cumberland Total Population – 36,300</p> <p><i>The vision for the City of Courtenay is for a City that is unique and different from other communities. It is to become the most liveable community in the province. It expresses this through 11 points. The second goal in this vision is:</i></p> <p>CULTURE, HERITAGE AND THE ARTS – Enhance Courtenay’s reputation as the premier regional centre for arts and culture.</p> <ul style="list-style-type: none"> • Adopt and implement the recently-prepared Arts and Culture Policy, which offers a series of specific actions for the City to take • Demonstrate how your community values, preserves and manages, for the benefit of the community, its cultural heritage and its built and natural, historical and national heritage. <p><i>Mission Statement of Comox:</i> Council will endeavour to manage growth in a way that maintains and enhances community liveability. It will ensure that the character of its residential areas are protected ... provide green spaces, recreational opportunities and facilities to meet the needs of its citizens. It will retain an ambiance as a village by the sea. ‘Yes, Comox has it all, culture, sports, education, scenic beauty the “great outdoors” ...’²</p>	<p>Nelson, BC Population – 10,000</p> <p>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.</p> <p>Nelson’s vision for the next decade is therefore based upon the following elements:</p> <ul style="list-style-type: none"> -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 are 3 more as well as: <p>-To keep its education and cultural functions strong</p>	<p>Nanaimo, BC Population – 78,000</p> <p>There is an extensive Community Vision for Nanaimo’s Cultural Development with the following goals:</p> <ol style="list-style-type: none"> 1) A Beautiful Community 2) Engaging Events, Festivals and Activities 3) Excellent Infrastructure and Amenities 4) Positive Communication and Awareness 5) Supportive Regulations and Policies 6) Social Environment <p>A Heritage Strategy was completed in 1994, an Action Plan was drafted in 1998 that included a survey of significant heritage resources (heritage inventory) as well as a blueprint for implementing a comprehensive municipal heritage conservation program.</p> <p>A Cultural Strategy was done in April 2005 which spoke to a Community Vision for Nanaimo’s Cultural Development and listed administrative, funding, marketing, programming and facilities strategies to achieve this Vision.</p> <p>‘Imagine Nanaimo’, a 1991 visioning process that is quoted in the 2005 OCP, ‘saw the City as a place of social and economic opportunity. The City should have a diverse economy and a range of social, recreational, cultural, and artistic amenities and services with the historic downtown as the heart of the city.’³</p>	<p>Orillia, Ontario Population – 33,000</p> <p>‘We see a city:</p> <ul style="list-style-type: none"> -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.
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² Comox Overview – Town of Comox, <http://comox.ca/discover-comox/overview> Assessed on May 31st 2006.

³ OCP, Nanaimo - Plan Context, http://www.nanaimo.ca/business/index_inside.asp?id=311 Assessed on June 1st 2006.

5.3 Conclusions

Culture

Of the four communities, Nanaimo and Orillia have substantially more municipal involvement in the delivery of cultural services by having municipal departments that are directly responsible for those activities. In Nanaimo it is the Parks, Recreation and Culture Department, while Orillia has a separate Culture and Heritage Department. Both cities own and operate a number of cultural venues. Orillia operates the Leacock Museum and the Opera House, while Nanaimo owns most of its venues but delegates operation to non-profit societies. The Arts Councils in both these communities are very involved in community culture, especially in organizing festivals and assisting with accessing grants.

Nelson also has no assigned staff or department responsible for culture. The City owns the Capitol Theatre and the Museum, both of which are run by non-profit societies. 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.¹⁸ The community actively promotes its heritage as a part of its overall culture. The Nelson and District Arts Council works closely with other organizations and coordinates the very popular three-month summer ArtWalk.

The Comox Valley has a vast number of festivals that are supported by volunteer-run, non-profit societies. The three Comox Valley municipalities have no departments or staff specifically accountable for culture, but they do fund a variety of organizations, festivals, and venues. The Arts Council of the Comox Valley is a well-run community organization that organizes festivals, runs the Muir Gallery, initiates other events, sponsors visiting performers and artists, and is a working partner in the new Firehall Arts Centre.

Campbell River and the three Comox Valley communities have about the same population, but the latter, and in particular Courtenay, seems to have a stronger, more diverse and eclectic arts scene, as well as more appropriate venues to support its programming. In addition, the Comox Valley has more festivals. Courtenay's City Vision for Culture, Heritage and the Arts calls for enhancing its reputation as 'the premier regional centre for arts and culture.'

The breadth of programming available in the Comox Valley may be in part due to there being post-secondary training in the arts. The Courtenay campus of North Island College has a fine arts program. And in Nanaimo, Malaspina College takes on the responsibility for two large galleries. Cultural institutions have successfully partnered with educational institutions. Corporate collaboration occurs in other communities; for example, Nanaimo has the CIBC Nanaimo Arts Centre.

In many situations across BC and elsewhere, a municipality pays a non-profit cultural organization a fee for services (rather than a grant-in-aid); in other words, contracting out municipal cultural service delivery. This provides long-term stability for the organization, enabling it to plan for sustainable growth. Recommendations for Campbell River are provided in Section 6.3, Action 3.2.

¹⁸ 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.

Culture is definitely seen as an integral and valuable sector in all four communities. Each community approaches it from its own unique and valid way. There is still a sense of struggle to give culture the place that its supporters – the Arts Councils in particular – feel is due, especially in the communities with smaller populations. Even the culturally dependent community of Nelson lost its very popular Street Festival this year.

Heritage

The four communities have heritage programs. All include the identification of heritage resources and the protection of those of particular significance.

Nanaimo's heritage program is the most developed, with a dedicated Heritage Planner (within the Planning Department), an appointed Community Heritage Commission, an extensive Heritage Register (which is accessible online), and a completed heritage strategic plan.

Nelson promotes itself as the 'heritage capital of BC.' and takes pride in its strong heritage character. This character attracts residents and visitors alike, and contributes strongly to the City's economy. Nelson has a Heritage Commission, whose staff liaison is the City Planner.

Orillia, as mentioned above, has a dedicated Department of Culture and Heritage. The stated responsibilities of the Department, however, generally address culture rather than built heritage. The City has a Municipal Heritage Committee, which includes a Councillor. Some 32 buildings have been listed as being of interest and are accessible online; some have also been designated under the provisions of the *Ontario Heritage Act*. Part 7 of the Official Plan addresses heritage policies; the objectives include 'to identify, protect and preserve heritage resources of significant value.'

The goals of Courtenay's City Vision for Culture, Heritage and the Arts include 'protecting and preserving the downtown core.'

Implications for Campbell River

Campbell River now has a municipal department responsible for culture, but the City still lacks the capacity for cultural management. Nevertheless, the community at large is making significant progress in increasing its cultural profile. The quality of its principal cultural facilities and their offerings is quite high and constantly improving. Organizations such as the Arts Council are working to enhance their professional capacity. The appointment of the Community Partnership Commission has added a measure of stability to funding community arts organizations, and the amount of municipal cultural funding is very respectable.

The built heritage sector is far less developed, with no municipal program in place. The City has no staff involved in heritage planning, no Heritage Commission, and no Heritage Register. The community still largely sees heritage protection as an impediment to development, an outdated view that ignores the economic, tourism, social, and quality-of-life benefits of heritage conservation, as well as the demonstrated compatibility of conservation and new development. While Campbell River's heritage resources may be fewer and less impressive than those of the comparable municipalities (perhaps other than Courtenay), the lists in Appendix D reveals that there is a strong heritage base.

Until Campbell River integrates culture and heritage more fully into its municipal service delivery, these sectors will remain marginal. For a community wanting to attract new residents – particularly older, educated people who comprise a prime market for culture and heritage – and to retain those residents it has, the development of culture and heritage would be a wise investment. With a diversifying and increasing population comes the call for diverse offerings and greater quality of life. The communities profiled here have evidently recognized how culture and heritage contribute to their tourism, their economy, and their overall attractiveness and liveability.

Knowing where to place culture within municipal government is an important consideration. The two models both seem to work – either with (Nanaimo and Orillia) or without (Courtenay and Nelson) municipal departments that are directly responsible for culture and/or heritage. The success of the latter model depends, however, on a strong and committed volunteer sector, and on sustained municipal support.

‘How do we get there?’

6. OPENING NIGHT

6.1 Visions for Campbell River



The Community Arts Council organizes art exhibits in the lobby of the Tidemark Theatre, often presenting work by school children. (Photo: H. Kalman)



Campbell River’s fishing heritage is commemorated by BC Packers 45, exhibited at the Maritime Heritage Centre. (Photo: H. Kalman)

Campbell River’s Vision Statement, according to Section 1.2 of the 2005 Official Community Plan, is:

Campbell River, the gateway & maritime centre for North Vancouver Island continues to grow as a diverse community with all of its elements working together to create a healthy environment and vigorous economy sustaining our natural areas and unique cultural fabric, and ensuring our social well being.

The City has prepared its new vision statement as part of the *Vision 2025 Project*. (See Section 2.3) It has been adopted by Council and will form part of the first chapter of the OCP.

- Economic prosperity**
- Natural environment**
- Recreation**
- Inclusivity and diversity**
- Culture and heritage**
- Health and safety**
- Excellence in Local Government**
- Dynamic families**
- BY LAND AND SEA**

6.2 *A Vision for Culture and Heritage*

A new vision for culture and heritage should express the values of the community while building on the present and the proposed municipal vision statement. The City's Vision Statement clearly enables culture and heritage policy, by its determination 'to create a healthy environment and vigorous economy sustaining our natural areas and unique cultural fabric.' This is supported by Chapter 11 of the Official Community Plan (see Section 2.2). As this report has shown, cultural and heritage programs, and facilities reinforce community pride, celebrate diversity, and generate economic and community development benefits.

An objective of the visioning workshop for the Culture and Heritage Plan, held on 25 April 2006, was to develop a vision for culture and heritage development in Campbell River. Each of four breakaway groups proposed such a vision. They are:

- Our arts, culture and heritage inspire our diverse community spirit.
- Celebrate our diversity [in arts, culture and heritage and the environment].
- To develop, enhance and promote a thriving and vibrant diversity of arts, culture, heritage and the natural environment for all of Campbell River.
- Foster participation and awareness in the diverse arts, culture, heritage and the natural environment of Campbell River.

The consultants have taken aspects of all four vision statements, as well as public, stakeholder and client feedback, to develop the following vision.

The City of Campbell River, in partnership with the broad Campbell River community, will foster and support a vibrant cultural program that is promoted and accessible to all residents and visitors. The City and the community will also celebrate its built and natural heritage by developing programs for its conservation and commemoration.



Big Mike, the Logger atop a 15m pole, downtown Campbell River (Photo: H. Kalman)

6.3 Strategies and Actions

With this proposed Vision in mind, Commonwealth has developed nine strategies for developing culture and heritage in Campbell River.

STRATEGY 1

Increase the awareness of culture and heritage and the perception of their value among residents of Campbell River by encouraging and undertaking programs of education and interpretation.

ACTIONS

- 1.1 Encourage cultural and heritage organizations to increase their outreach programs beyond their facilities, to attract new and first-time audiences.
- 1.2 Commemorate and communicate the values of heritage resources with guided and self-guided walking tours, and with interpretive signs and plaques.
 - This includes completing the current interpretive signage initiative undertaken by the City and the Museum.
- 1.3 Encourage School District No. 72 and North Island College to increase cultural and heritage content in their curricula.
- 1.4 Encourage and support community and student projects and competitions that raise awareness of cultural and heritage values.

STRATEGY 2

Ensure that culture and heritage activities, attractions, and sites are accessible and affordable to all segments of Campbell River society.

ACTIONS

- 2.1 Develop one reliable, closely managed, well-publicized, and easily accessible community cultural calendar that is available online and also has a presence in hard copy in the downtown core and in the local newspaper; and which is available to all residents.
 - This may be a stand-alone calendar or may be integrated with a broader community calendar.
- 2.2 Encourage cultural organizations and facilities to develop programming that is targeted to all segments of Campbell River society.
- 2.3 Support a community discount for short-run, easy-to-set-and-strike shows from local performing groups wanting to book the Tidemark Theatre for theatrical events or other meetings or happenings.

- 2.4 Extend the current municipal program of reduced rental rates for community organizations at City-owned recreation facilities to include City-owned cultural facilities.
- 2.5 Hold a residents' day at local cultural institutions once a month, in which public admission to all facilities and programs is free.

STRATEGY 3

Reinforce the provision of cultural and heritage services as municipal responsibilities, consistent with the Vision for Campbell River and the Official Community Plan, providing policy and resources as necessary to deliver these services.

ACTIONS

- 3.1 The City of Campbell River should develop policy with respect to the delivery of cultural and heritage services.
 - The policy should be reflected in the OCP.
 - These 9 Strategies should be reflected in the OCP.
- 3.2 The Parks, Recreation and Culture Department (for culture) and the Planning Services Department (for built heritage) should build their administrative capacity and/or outsource services from community organizations to enable the provision of an appropriate level of culture and heritage service delivery.
 - The City has recently acknowledged its responsibility for encouraging and providing cultural services by creating the Parks, Recreation and Culture Department.
 - Responsibility for the administration of the program of preserving significant built heritage resources (see Strategy 7) should rest with the Planning Services Department.
 - The City will work towards developing the expertise in house, and staff will bring a recommendation forward for Council's consideration at the 2008 financial planning meetings. Until such time as the municipality takes full responsibility for delivering culture and heritage services, it should consider outsourcing these services on an interim basis (for a fee) from community culture and heritage organizations.
- 3.3 The Community Advisory Commission will advise Council on heritage matters, fulfilling the role of a community heritage commission pursuant to Part 27 of the *Local Government Act*, and also on cultural matters.
 - A sub-committee can be formed to deal specifically with heritage and culture matters. This sub-committee should be representative of the City's heritage, arts, cultural, business, and ethnic communities.
 - The Arts and Culture Alliance may become expert advisors to the City on matters of cultural policy.

- Consideration should be given to having a member of City Council and a member of the Development Advisory Commission sit on the Commission.
 - Sufficient staff time should be provided to support the Commission.
- 3.4 Consider the adoption of creative funding structures to assist with culture and heritage development and sustainability.
- This may include the provision of sustainable long-term funding for well-established culture and heritage organizations, and may include one-time renewable grants for new and emerging organizations.
 - Funding for public art may also be included.
 - Consideration should be given to adopting a certain percentage of the City's overall budget towards new culture and heritage initiatives. The Community Advisory Committee should recommend the appropriate amount.
- 3.5 Develop a plan for ongoing monitoring of the implementation of this Culture and Heritage Plan.
- See Section 6.5

STRATEGY 4

Foster excellence in cultural activity by facilitating the building of community organizational capacity, coordination among cultural organizations, and collaboration with the business community.

ACTIONS

- 4.1 Look for ways to engage the City's community in culture and heritage. Mutual benefits can derive from linking culture and heritage to retail, dining, and other consumer experiences.
- Rivercorp and the Chamber of Commerce can have a positive impact by encouraging local businesses to promote culture and heritage as part of marketing themselves, and by encouraging cross-marketing between cultural and non-cultural entities.
 - Encourage local arts and crafts to be displayed in places of business; and encourage musical or theatrical performances in a business, especially in local cafés or restaurants.
 - Encourage sponsorship of culture and heritage organizations and activities by local businesses.
- 4.2 Encourage volunteerism across all age groups, thereby increasing the pool of volunteers, reducing volunteer burn-out, and encouraging community 'ownership' of culture and heritage.
- Encourage Volunteer Campbell River to continue its culture and heritage recruitment campaign.

STRATEGY 5

Encourage effective communication and collaboration on cultural and heritage opportunities among the City of Campbell River, local First Nations, and the community as a whole.

ACTIONS

- 5.1 Expand the dialogue among the City of Campbell River and local First Nations (the Campbell River Band, the Cape Mudge Band, and the Homalco Band) with respect to developing and enhancing heritage and cultural programming and facilities.
 - This initiative is encouraged by the current 2007 Council Priorities Work Program under First Nations Relations: ‘Mutual understanding of our working relationships.’
 - Provide municipal support to these programs and facilities where appropriate.
 - Invite each of the three First Nations to join the Arts and Culture Alliance.
- 5.2 Look for opportunities to link city-wide culture and heritage activities with arrivals at the new cruise ship terminal.
- 5.3 Expand on the innovative aboriginal educational opportunities within Campbell River’s curriculum – whether through formal or informal instruction – to build cross-cultural exchange and understanding.



*Big Rock, at south end of Campbell River
(Photo: H. Kalman)*

STRATEGY 6

Identify the City’s built, natural, and intangible heritage resources.

ACTIONS

- 6.1 Create an official Community Heritage Register pursuant to Part 27 of the *Local Government Act* and begin the process of nominating built heritage resources to the Register.
 - The Register is created by municipal bylaw.
 - The list in Appendix D may provide a starting point to identify candidate resources for nomination.
 - The Heritage Branch of the Ministry of Tourism, Sport, and the Arts currently offers funding to assist municipalities with establishing Registers.
- 6.2 Create an inventory of significant natural resources and identify mechanisms for conserving the most important ones.
 - The *Local Government Act* does not provide mechanisms for protecting significant natural resources.

- 6.3 Create an inventory of significant intangible heritage resources, (i.e. practices, representations, expressions, knowledge, skills – as well as the instruments, objects, artefacts and cultural spaces associated therewith – that communities, groups and, in some cases, individuals recognize as part of their cultural heritage¹⁹) including traditional use sites.
- This will include sites of value to Aboriginal people. The inventory should be compiled in co-operation with local First Nations.
 - This will include festivals such as the Transformations on the Shore Wood Carving Contest, the Haig-Brown Festival and the Salmon Festival – all indigenous to Campbell River.

STRATEGY 7

Institute a program of preserving and protecting the most significant built heritage resources by using the protection tools enabled by Part 27 of the *Local Government Act*, including the provision of heritage incentives to encourage voluntary protection.

ACTIONS

- 7.1 Convene a seminar, which could be facilitated by the B.C. Heritage Branch and/or a private contractor, to familiarize the City and all interested parties in learning about the regulations, incentives, and other opportunities enabled by the legislation.
- 7.2 Protect publicly-owned properties on the Community Heritage Register through heritage designation.
- The City should lead by example.
- 7.3 Seek opportunities to designate private properties listed on the Community Heritage Register.
- Negotiate with owners to identify appropriate incentives or benefits in order to secure the owners' consent, commensurate with the City's policies and resources, in order to secure their agreement to designate their properties.

¹⁹ Definition taken from *Intangible Heritage 2003 Convention, Paris, UNESCO. Text of the Convention for the Safeguarding of Intangible Cultural Heritage. Article 2 – Definitions, 1*. Accessed 24 May 2007. Available <http://www.unesco.org/culture/ich/index.php?pg=00022>.

This definition is manifested inter alia in the following domains:

- a) Oral traditions and expression, including language as a vehicle of the intangible cultural heritage
- b) performing arts
- c) social practices, rituals and festive events
- d) knowledge and practices concerning nature and the universe
- e) traditional craftsmanship

STRATEGY 8

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

ACTIONS

- 8.1 Capitalize on the fact that Campbell River has the start of an arts precinct by developing and marketing this as a cultural district.
 - The Gallery, the Tidemark Theatre, and the Library are located close together and form the nucleus of an arts precinct.
 - If plans are made to add or build any more venues, consideration should be given to locating them here, to add to the critical mass.
 - Build upon the proposed Campbell River Village Commons.
- 8.2 Encourage the Tidemark Theatre Society to test the viability of its renovation and expansion plans.
 - Support the Society in doing a feasibility study to verify whether its goals are viable.
 - Ensure that the study identifies community needs for performance spaces and considers the potential for using other existing facilities.
- 8.3 Consider the development of additional gallery space, either affiliated with or separate from the Campbell River and District Public Art Gallery, to showcase community arts and crafts.
- 8.4 Support local culture and heritage organizations with their cultural facility plans as appropriate.
 - Some projects which were identified by the City during this study and which may merit consideration are the Xwemalhkwa Heritage Learning Centre Complex feasibility study, the Nuyumbalees Cultural Centre, the Museum at Campbell River's *Gathering Place*, the Haig-Brown House's shed, and the Sybil Andrews House.
- 8.5 Monitor attendance at cultural events and facilities in order to determine whether there are opportunities for expansion and renovation.

STRATEGY 9

Market culture and heritage offerings effectively to residents of Campbell River and also to visitors from the region, the nation, and the world.

ACTIONS

- 9.1 Encourage Tourism Campbell River, the Chamber of Commerce, and the City of Campbell River to increase the marketing of the City's and region's culture and heritage offerings
 - A 'creative economy' leads to economic advancement, diverse development and competitive growth in communities.
- 9.2 Develop a City-wide 'brand' in relation to culture and heritage, to be used by the City and by community cultural and heritage organizations.
- 9.3 Market the fine natural landscape to attract artists to live and work in Campbell River.
- 9.4 Increase local participation in cultural and heritage activity both as consumers and as volunteers.
 - Encourage residents to be a 'cultural tourist in your own town'.
 - Retirees are often the largest group of volunteers in a community.
- 9.5 Ensure that city-wide culture and heritage opportunities are promoted as part of the marketing of the cruise-ship terminal



View of Shoppers Row (Photo: H. Kalman)

6.4 Implementation Plan

The table that follows provides a strategic guide for implementing the actions recommended in Section 6.3. The table provides the following information for each action:

Importance

The importance as a component of the City's developing and following a culture and heritage program is indicated as being high, medium, or low (H, M, L).

Phase

Recommendations as to whether the action should be introduced in Phase 1, 2 or 3 of implementation. While no precise timeline is proposed, it is recommended that Phase 1 be implemented immediately, while Phase 2 should be undertaken in the next 1 to 2 years and Phase 3 – in the next 2 to 5 years.

Responsibility

This column identifies the entity that should be responsible for implementing the action. These provide opportunities for not only the City, the many arts and heritage organizations as well as the business and commerce communities of Campbell River.

Abbreviations we have used are listed below:

- ACA Arts and Culture Alliance
- CAC Community Arts Council
- CAdC Community Advisory Commission
- CHC Community Heritage Commission
- CityC City: Parks, Recreation and Culture
- CityP City: Planning Services
- COC Chamber of Commerce
- FN First Nations – as listed
- TCR Tourism Campbell River and Region

Resources

This column indicates the scale of the financial resources requires:

- \$: low or no cost
- \$\$: moderate cost
- \$\$\$ high cost

The Campbell River Culture and Heritage Plan recommends many actions. Some are simple, others quite complex. The consultants believe that the program is achievable and affordable, meets municipal policy directives, will benefit community and economic development, is compatible with existing programs, and reflects community values. We therefore recommend that the City of Campbell River approve and implement this Culture and Heritage Plan at an early opportunity.

Culture and Heritage Implementation Plan

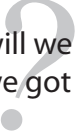
STRATEGY	ACTION	IMPORTANCE	PHASE	RESPONSIBILITY	RESOURCES
1 Increase the awareness of culture and heritage and the perception of their value among residents of Campbell River by encouraging and undertaking programs of education and interpretation.	1.1 Encourage cultural and heritage organizations to increase their outreach programs beyond their facilities, to attract new and first-time audiences.	M	1	Culture & heritage groups	\$
	1.2 Commemorate and communicate the values of heritage resources with guided and self-guided tours, and with interpretive signs and plaques.	H	1	CityC, CityP, Culture & heritage groups	\$\$
	1.3 Encourage School District No. 72 and North Island College to increase cultural and heritage content in their curricula.	M	2	School District, North Island College	\$
	1.4 Encourage and support community and student projects and competitions that raise awareness of cultural and heritage values.	L	3	School District, North Island College	\$
	2.1 Develop one reliable, closely managed, well-publicized, and easily accessible community cultural calendar that is available online and also has a presence in hard copy in the downtown core and in the local newspaper; and which is available to all residents.	H	1	CityC and/or CAC	\$\$
2 Ensure that culture and heritage activities, attractions, and sites are accessible and affordable to all segments of Campbell River society.	2.2 Encourage cultural organizations and facilities to expand programming that is targeted to all segments of Campbell River society.	H	1	CityC, Culture & heritage groups	\$
	2.3 Support a community discount for short-run, easy to set and strike shows from local groups wanting to book the Tidemark Theatre for theatrical events or other meetings or happenings.	M	2	Tidemark Theatre	\$
	2.4 Extend the current municipal program of reduced rental rates for community organizations at City-owned recreation facilities to include City-owned cultural facilities.	M	2	CityC, Culture & heritage groups	\$\$
	2.5 Hold a residents' day at local cultural institutions once a month, in which public admission to facilities and programs is free.	M	2	Culture & heritage groups	\$
	3.1 The City of Campbell River should develop policy with respect to the delivery of cultural and heritage services.	H	1	Council	\$
3 Reinforce the provision of cultural and heritage services as municipal responsibilities, consistent with the Vision for Campbell River and the Official Community Plan, providing for policy and resources to deliver those services.	3.2 The Parks, Recreation & Culture Department and the Planning Services Department should build their administrative capacity and/or outsource services to enable the provision of an appropriate level of culture and heritage service delivery.	H	1	CityC, CityP, perhaps CAC, other groups	\$\$\$
	3.3 The Community Advisory Commission will advise Council on heritage matters, fulfilling the role of a community heritage commission pursuant to Part 27 of the <i>Local Government Act</i> , and also on cultural matters.	H	1	CAdC	\$
	3.4 Consider the adoption of creative funding structures to assist with culture and heritage development and sustainability.	M	3	CityC, CAdC, Culture & heritage groups	\$\$\$
	3.5 Develop a plan for ongoing monitoring of the implementation of this Culture and Heritage Plan.	M	2	ACA, CityC, CityP	\$

Culture and Heritage Implementation Plan

STRATEGY	ACTION	IMPORTANCE	PHASE	RESPONSIBILITY	RESOURCES
4 Foster excellence in cultural activity by facilitating the building of community organizational capacity, coordination among cultural organizations, and collaboration with the business community.	4.1 Look for ways to engage the City's business community in culture and heritage. There are mutual benefits acquired by linking culture and heritage to retail and dining, and other consumer experiences.	M	1	BIAs, COC, Businesses	\$
	4.2 Encourage volunteerism across all age groups, thereby increasing the pool of volunteers, reducing volunteer burn-out and creating 'ownership' of culture and heritage.	M	2	Volunteer Campbell River, other groups	\$
5 Encourage effective communication and collaboration on cultural and heritage opportunities among the City of Campbell River, local First Nations, and the community as a whole.	5.1 Expand the dialogue among the City of Campbell River and local First Nations with respect to developing and enhancing heritage and cultural programming and facilities.	M	1	CityC, FN	\$
	5.2 Look for opportunities to link city-wide culture and heritage activities with arrivals at the new cruise ship terminal.	H	1	Campbell River Band, Culture & heritage groups, TCR	\$
	5.3 Expand on the innovative aboriginal educational opportunities within Campbell River's school curriculum – whether formal or informal instruction – for cross-cultural exchange and understanding.	L	2	School District, North Island College	\$\$
	5.4 Invite each of the three First Nations to join the Arts and Culture Alliance.	M	1	ACA, First Nations	\$\$
6 Identify the City's built, natural, and intangible heritage resources.	6.1 Create an official Community Heritage Register, pursuant to Part 27 of the <i>Local Government Act</i> , and begin the process of nominating built heritage resources to the Register.	H	1	CityP, CHC	\$\$
	6.2 Create an inventory of significant natural resources and identify mechanisms for conserving the most important ones.	M	3	CHC, Natural history groups	\$
	6.3 Create an inventory of significant intangible heritage resources, including traditional use sites.	L	3	CHC, FN	\$

Culture and Heritage Implementation Plan

STRATEGY	ACTION	IMPORTANCE	PHASE	RESPONSIBILITY	RESOURCES
7 Institute a program of preserving and protecting the most significant built heritage resources by using the protection tools enabled by Part 27 of the Local Government Act, including the provision of heritage incentives to encourage voluntary protection.	7.1 Convene a seminar, which could be facilitated by the B.C. Heritage Branch and/or a private contractor, to familiarize the City and all interested parties in learning about the regulations, incentives, and other opportunities enabled by the legislation.	H	1	CHC, BC Heritage Branch	\$\$
	7.2 Protect publicly-owned properties on the Community Heritage Register through heritage designation.	H	2	CHC, CityP	\$\$
	7.3 Seek opportunities to designate private properties listed on the Community Heritage Register.	M	2	CHC, CityP	\$
8 Ensure that Campbell River has adequate cultural facilities in which to present the community's cultural offerings.	8.1 Capitalize on the fact that Campbell River has the start of an arts precinct by developing and marketing this as a cultural district.	M	2	CityC, COC, TCR	\$
	8.2 Encourage the Tidemark Theatre Society to test the viability of its renovation and expansion plans.	M	2	CityC, Tidemark Theatre	\$\$
	8.3 Consider the development of additional gallery space, either affiliated with or separate from the Campbell River and District Public Art Gallery, to showcase community arts and crafts.	L	3	CityC, Art Gallery, Culture groups	\$\$\$
	8.4 Support local culture and heritage organizations with their cultural facility plans as appropriate.	M	3	CityC	\$\$\$
	8.5 Monitor attendance at cultural events and facilities in order to determine whether there are opportunities for expansion and renovation.	L	3	TCR, CAC, CityC	\$
9 Market culture and heritage offerings effectively to residents of Campbell River and also to visitors from the region, the nation, and the world.	9.1 Encourage Tourism Campbell River, the Chamber of Commerce, and the City of Campbell River to increase the marketing of the City's and region's culture and heritage offerings.	H	1	TCR, COC, CityC	\$\$
	9.2 Market the fine natural landscape to attract artists to live and work in Campbell River.	M	3	TCR, Rivercorp, CityC	\$
	9.3 Develop a City-wide 'brand' in relation to culture and heritage, to be used by the City and by community cultural and heritage organizations.	L	3	CityC, TCR, CAC, ACA	\$\$
	9.4 Increase local participation in cultural and heritage activity both as consumers and as volunteers.	M	2	TCR, Rivercorp, COC, CityC	\$
	9.5 Ensure that city-wide culture and heritage opportunities are promoted as part of the marketing of the cruise ship terminal.	H	1	TCR, Campbell River Band	\$

‘How will we know
when we got there?’


6.5 Monitoring the Plan

As recommended in Action 3.5, above, provision should be made for ongoing monitoring of the implementation and success of this Culture and Heritage Plan. This might take the form of a verification of what in the Implementation Plan has and has not been done, noting where implementation is ahead of or behind the proposed three-phase schedule; as well as an assessment of the success of each component. The review should also revise aspects of the plan as may become appropriate over time.

This might best be done by the Arts and Culture Alliance in partnership with management in the Parks, Recreation and Culture Department and the Planning and Services Department.

APPENDIXES

Appendix A: Visioning Workshop

On the evening of April 25th 2006, the consultants facilitated a visioning workshop at the Campbell River Parks and Recreation Community Centre. Participants worked together to identify the ideas and agendas of Campbell River's Culture and Heritage Community. In attendance were managers and directors of various cultural organizations, municipal staff, educators, representatives of the business and retail sectors, and other interested citizens, many of which serve on various Boards of cultural organizations. Following is a summary of the proceedings, which have served as guidelines for this Culture and Heritage Plan.

What do we value in Campbell River?

- Natural beauty (strength) – H [*H* denotes *Heritage*]
- Access to beauty and waterfront – public access
- The River
- Its people (strength)
- Opportunities to volunteer are open (strength)
- Demographics – average age 36
- Proximity to Beaver Lodge Lands
- 27 km of cycling/walkway paths
- Gateway to North Island/Strathcona Park
- 25 minutes to bottom of ski hill
- C.R. = natural destination
- Boating
- 'Still some fishing'
- Public art gallery, museum, theatre...and they are 'quite good'
- Few heritage homes
- Professional repertory theatre
- Downtown core accessible by bike and bus
- Council understands value of arts and culture as economic driver and having social values
- 'People are insanely friendly'

What is Campbell River's Culture?

- Chainsaw Carvings, reflect forest heritage
- Marvelous art, weaving etc.
- Outdoor based (strength)
- First Nations art and culture – H
- Primary Industries – Logging and Fishing
- Maritime Centre
- Theatre – H as Tidemark
- Art Gallery
- Museum
- Haig-Brown House - H
- Library
- Small arts groups/individual artists (strength)
- Arts council: making a directory of artists
- Recreation/Outdoors (strength)
- Ecological responsibility
- Amazing art/music teachers
- Registered music teacher association
- Continuing education system
- Young mothers school
- Native associations/schools
- Campbell River Children's Choir, perform internationally
- Friday and Saturday nights at the Quinnie – H
- Entertainment/Spare time (?)
- Proximity to offshore islands esp. Cortez and Quadra where there are many writers and artists
- Last bastion of coming West, history and stories associated with that
- Sports: C.R. Storm, jr. hockey, Swimming Club, Masters Badminton, Many tournaments

- Huge Community Pride
- People contribute to projects
- Commitment to quality (strength)
- Twinning Society and Tory Gate
- Volunteer sector, envy of BC (strength)
- Very successful alternative film club
- Painters @ Painters
- Words on the Water
- Haig-Brown Festival
- Loggers Sports – H
- ‘Top museum in BC under 50,000’
- Seawalk
- (Start of) murals
- Friendship quilting guild
- Marine– H (strength) /whale watching
- Birders/ Eagle Group Festival

What is Campbell River’s Heritage?

- Our history and our stories – built and natural
- Heritage buildings
- Maritime/fishing
- Logging
- First Nations
- Sybil Andrews Cottage
- Elk Falls Park
- Iaci building (St. Ann’s + Highway)
- Men’s Club Bldg (Nurses’ residence)

- The Grotto – near Men’s Club behind City Hall
- Mill Manager’s House / Exec Buildings
- Pier House (old police bldg)
- Pier (H/C access)
- Tidemark
- Quinnie
- Tyee Club
- Lighthouse/Foghorn
- Willow Point Hall
- Big Rock
- Ripple Rock (story)
- Strathcona Park, 1st provincially designated park
- S. Park outdoor education centre

SWOT (Strengths / Weaknesses / Opportunities / Threats) Analysis

Strengths of Culture and Heritage

- Volunteer sector
- Quality
- Tremendous # of artists of all types
- Diversity of offerings
- Diversity of population
- Emerging population of active retirees from ‘away’ is broadening
- Strong connection to the outdoors and the maritime culture – year-round and diverse
- Golf
- Young people (go away and come back, weakness in having to go away)
- Connection to outdoors – family groups
- 2 semi-weekly/daily papers
- Supportive community TV station that cover the arts

Weaknesses of Culture and Heritage

- Lack of connectedness, not aware of what is available
- Lack of money/funding
- Many groups compete for same small pie
- Lack of awareness
- Council priorities
- Can't keep youth here
- Don't always work together well
- Lack of topnotch bookstore – 'More readers on Quadra'
- Winter weather – can't enjoy natural beauty
- U.S. tourism dropping, down 11% last summer – Visitor Info.
- Lack of competitiveness
- Lack of synergy
- Same people on all boards /burn out
- Lack of funding in schools for arts
- Town spread out

Opportunities for Culture and Heritage

- More intense use of Tidemark in summer/summer stock?
- More collaboration with First Nations
- Municipal Events Coordinator (V.I.C. will record/ do this, visitor-info centre, goes province wide)
- More effective coordination
- Play off passion for the outdoors, e.g. permanent exhibition of natural history
- Better utilization of North Island College campus in the summer
- Don't have a CYMC (Courtney Youth Music Centre), C.R. could bring that kind of event here)
- Better use of Timberline theatre
- More collaboration e.g. Arts + Culture/Sports/Outdoor pursuits
- Incorporate environmental movement into arts
- People in arts + culture community (educated, etc.)

Threats to Culture and Heritage

- Time
- Money
- Volunteers hours/Burn-out
- Aging facilities
- Lack of communication
- Competitiveness / Possessiveness / Turf-protection
- Competition with Courtney – Courtney was farming + logging, attracted British settlers
- Small thinking
- Hard work to get Council to see what this town has become
- Communications gap (Council – Arts community – Rest of us)
- Can get degree in arts in Courtney
- Need incentive program to get people to stay
- Few opportunities
- Few incentives
- Poor bus system (weakness)

Proposed Vision Statements

Our arts, culture and heritage inspire our diverse community spirit.

Celebrate our diversity. [In arts, culture and heritage and the environment].

To develop, enhance and promote a thriving and vibrant diversity of arts, culture, heritage and the natural environment for all of Campbell River.

Foster participation and awareness in the diverse arts, culture, heritage and the natural environment of Campbell River.

Appendix B: Request for Public Input

The following notice was posted and circulated in June 2006:

CULTURE AND HERITAGE PLAN FOR THE CITY OF CAMPBELL RIVER

The **Parks and Recreation Department** is an undertaking an in-depth study of the people, places and programs that make up arts, culture and heritage in Campbell River.

Commonwealth Historic Resource Management Limited, a private consulting firm from Vancouver, has been contracted to do the study.

Public consultation forms an important part of the work. At this early stage, we want to know what you – the citizens of Campbell River – have to say about your own Culture and Heritage. Have a voice in shaping your future by taking the time to answer any or all of the following questions:

- What is Campbell River's Culture?
- What is Campbell River's Heritage?
- What are some opportunities you see for Culture and Heritage in Campbell River?
- What would you like the Culture and Heritage Plan to address?

Two public open houses will be held in the early autumn, providing the community an opportunity to comment on draft recommendations.

Please send your ideas, preferably by June 1st, to:

Maria J. Cruz
Commonwealth Historic Resource Management Limited
308 - 2233 Burrard Street
Vancouver, BC V6H 3J9
e-mail: mcruz@chrml.com
fax: 604-734-7991

Thank you for participating.

Arts, culture, and heritage are driving forces in community and economic sustainability. They have the power to bring citizens together.

Appendix C: Open House Survey & Feedback Results

PUBLIC SURVEY QUESTIONNAIRE

1

The questions that follow are directly related to the work done to date on the Culture and Heritage Plan. This information is available to you tonight through the panels on display, and copies of the Interim Report available for review. Your answers to these questions will help determine the City's future actions with regards to how culture and heritage should be delivered, managed, and marketed in the City of Campbell River.

Please answer the questions, and feel free to insert your comments in the space provided or on the back of the sheet.

1. Do you agree with the 'Community Values'?

- Yes - 7
 No - 2

Please list other suggestions:

- Money should be used to 'seed' innovative projects – 3 ½ acres should be retained for a cultural precinct
- Belief that people are coming for the culture as well, i.e. financially stable retirees
- Disagree with 1, 3, 8 – not sure what those are

A Culture and Heritage Plan for the City of Campbell River

Public Open House, 17 October 2006

Tidemark Theatre Lobby, 4-7pm

8 responses - 07/05/07



COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED



PUBLIC SURVEY QUESTIONNAIRE

2

2. Are there other local cultural and heritage organizations, facilities or festivals that you feel belong on the inventory?

- Yes -
- No - 3

Please list:

- Need more time to ponder
- not sure
- John Hart Dam
- Ripple Rock
- Hospital as a facility
- Logger sports as an event
- First Nations Welcoming Poles @ Robert Ostler Park
- Totem @ Ferry Terminal
- Sister City
- Tyee Club

3. Do you support the **Draft Vision for Culture and Heritage?**

- Yes - 8
- No

Please expand:

- Culture and Heritage programs can be done at low expense
- Important to educate community and its youth

A Culture and Heritage Plan for the City of Campbell River

Public Open House, 17 October 2006

Tidemark Theatre Lobby, 4-7pm

8 responses - 07/05/07



COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

PUBLIC SURVEY QUESTIONNAIRE

3

4. Do you agree with the **10 Proposed Strategies** for developing culture and heritage in Campbell River?

- Yes – 7 ½
 No – ½

If you have additions or comments, please list them here with their corresponding Strategy numbers:

- Feel a lot of work needs to be done in order to sell the idea of spending – maybe use word – investing – feels worthwhile in the end
- #7 must be done – IDing heritage resources
- Make sure that the present facilities are in good shape before building more
- #6 –*Adequate cultural facilities should be enhanced by building a larger performing arts theatre, preferably on the '3 ½ acre site' on the waterfront* – a referendum should be presented to the public to determine our willpower to fund such an enterprise
- Comments include – #2-not necessarily making all aspects of cultural activities accessible to all segments of society
- #3 – could be an affiliate like RiverCorp to coordinate delivery
- #5 – No, use what we have better, i.e. Arts Alliance
- #6 – No, make better what we have, i.e. Painters @ Painters
- #8 – could be handled by Museum
- #10 – yes, be a 'tourist' in your own town

Other comments:

A Culture and Heritage Plan for the City of Campbell River

Public Open House, 17 October 2006
 Tidemark Theatre Lobby, 4-7pm
 8 responses - 07/05/07



COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

PUBLIC SURVEY QUESTIONNAIRE

4

Thank you very much for your participation. The results of the Survey will be incorporated into the Final Report of the Culture and Heritage Plan for the City of Campbell River, and will become available later in the year.

Your Name:
(Optional)

Occupation:

The information collected through this survey will be compiled for summary purposes only, and will remain confidential.

We ask that you complete and return this Survey. If you are unable to finish it this evening, please return by fax or mail to:

Maria J. Cruz
Commonwealth Historic Resource Management Limited
308 – 2233 Burrard Street
Vancouver, BC
V6J 3H9
Fax: 604-734-7991

*All questionnaires need to be received on or before **October 31st 2006.***

A Culture and Heritage Plan for the City of Campbell River

Public Open House, 17 October 2006
Tidemark Theatre Lobby, 4-7pm
8 responses - 07/05/07



COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

Appendix D: Lists of Heritage Resources

Appendix D reproduces two previously-prepared preliminary lists of heritage resources in Campbell River. The first was drawn up in 2001 by the Museum at Campbell River for the Heritage Committee of the Parks, Recreation and Culture Commission. The second is a list of historical, archaeological, and ethnographic sites that was prepared by the Museum for the District Greenways Plan.

**Please note* - Some sites listed are outside the municipal boundaries of the City of Campbell River and as such would not be the City's responsibility to administer.

Museum at Campbell River

Locations and structures of historic or cultural interest.

Please note: This list should not be considered comprehensive as no systematic inventory of heritage buildings has yet been conducted.

A number of buildings are not included because their present owners have requested that they not be listed. It should also be noted that the owners of most of the buildings that are included on this list **have not** been contacted.

Alec McLean House.

Campbell River Lodge. Built between 1945 and 1948 using fire killed cedar poles from the Iron River area. Though now obscured by new siding material and later additions, the original part of the lodge followed a design based on the old Hudson's Bay posts.

Campbell River Men's Club. Built in 1919 as the residence of a local doctor, the building was later used by the Sister's of St. Anne, during which time it became known as Floracita Cottage. The nearby "grotto" (now on a private lot I believe) is also of interest.

Centennial Apartments. On Peterson Road. This is one of the oldest remaining structures in Campbell River. Built in 1912, it was once the International Timber freight shed.

Eleanor Cliffe's Home

Dubeau House. Originally situated near the present site of the Bingo Palace, this structure was the home of one of the area's first doctors. It was later sold to the Dubeau family who in turn sold it to the municipality in 1956. From 1956-1958 it served as the Village Office. Later moved to the corner of Thanet and Munsen where it stands now.

Farwell House. 162 S. Dogwood. Formerly situated at Echo Lake where it served as Elk River Timber's guest house.

Foreshore between 2nd Ave and 6th Ave. Archaeological site. A number of interesting artifacts have been recovered from this site.

Gagne home. This building is currently occupied by Kask Graphics.

Haig-Brown House. This is a provincially designated Heritage Site. Built 1923 by Herb and Reg Pidcock. Roderick and Ann Haig-Brown purchased in 1936; study addition; sold to Province as Greenspace in 1975.

Heritage Pavillion.

Hudson's Farm. Tom Hudson established "Rivermouth Farm" in 1925.

Iaci Building. Art Deco “office building cum home” constructed in 1951 for Joseph Iaci. Features intricately patterned oak floors (different in each room) inlaid by a master shipfloor layer. Home to the Iaci family for over 30 years.

Island in the mouth of the Campbell River. Very important archaeological site.

Keith Hudson house. Formerly belonged to the Bell’s and later the Parkins. Was put on a raft, taken down river and moved onto the present site.

Nunns property. Named after Frederick Nunns who emigrated here from Ireland in 1888. The Nunns brother’s preemption included 500 acres of what is today District Lot 66. City should inventory this area for potential heritage buildings.

McAlpine House. Located adjacent to the Pier House Bed & Breakfast. Built about the same time.

Oscar Thulin house. Now the Bundy residence. Built in the 1920’s this home was originally located at the present site of the Bank of Montreal. It was later moved to its present location on 14th Ave.

Palmer House. 3454 Island Highway. Constructed in 1932 by Paul Palmer, a Swedish cabinet maker who emigrated to Canada.

Pease House.

Original site of Page Eleven. This building used to be the old Courier office.

Perkin’s farmhouse. Moved from its original location. Now situated on Perkin’s Road.

Pier House Bed & Breakfast. Built in the 1920’s. This structure once served as the local police station, jail and courthouse.

Pioneer Bakery Building. Established 1927.

Quinsam Hotel. Construction began on this hotel in 1917. It is one of the few old building left in Campbell River.

Storries’ barn. Storries beach. This is actually the old Storrie house. May be the oldest standing structure in Campbell River.

Sybil Andrew’s home. On Island Hwy. At Willow Point.

Thulin Motorcourt. Only one of the original cabins is left. It is situated at 1171 Cedar.

Tyee Spit and CR estuary. This area is highly significant from both an ethnological and a historical perspective. A number of significant archaeological sites have been

documented within the estuary. Ned Painter established a tent camp for sport fishermen on the spit in 1922.

Tyee Pool.

Historical Sites

1. Duncan Bay - An oxen logging camp was located in Duncan Bay in the late 1800s. In 1893, timber cruiser Mike King purchased land at Duncan Bay and surveyed a townsite (which he proposed to call Duluth). At the time, Duncan Bay had been selected as the terminus for a promised extension of the Canadian Central Western Railway .
2. Middle Point - site of an early Horse logging camp.
3. Hudson's Farm. Tom Hudson took up land and established "Rivermouth Farm" in 1925 area.
4. Tyee Clubhouse - old and new site. The Tyee Club, dedicated to the protection and sporting catch of the tyee salmon, came into being in 1924. One of the club's founding members was J.A. Wiborn, a companion of popular author Zane Grey. (Wiborn was the man ^{referred to} known as the "Lone Angler" in Grey's books).
5. CR Estuary and Tyee Spit - This area is highly significant from both an ethnological and a historical perspective. A number of significant archaeological sites have been documented within the estuary. In 1906 the estuary served as booming grounds of the International Timber Company. Ned Painter established a tent camp for sport fishermen on the spit in 1922.
6. Nunn's Creek - Named after Frederick Nunns who emigrated here from Ireland in 1888. Nunn's property included 500 acres of what is today District Lot 66. City should inventory area for potential heritage buildings.
7. Quinsam Hotel - Construction began on this hotel in 1917. It is one of the few old buildings left in Campbell River.
8. Campbell River Men's Club . Built in 1919 as the residence of a local doctor, the building was later used by the Sister's of St. Ann as the Nurse's Residence. During this time it became known as Floracita Cottage. The nearby "grotto" (now on private lot) is also of interest.
9. Codfish Flats. This term was formerly applied to the downtown area between 11th Ave and Elm and along the highway - Oldtimers report that this area was once a slough and frequented by large no's. of ducks and geese.
10. Logging Camp around Homewood Rd. near escarpment - sections of the old foot trail connecting the camp with the waterfront may still exist along the escarpment. Logging artifacts still found in the vicinity.
11. Camp 1 of the International Timber Company, established in 1906 on the hill behind the present municipal building.
12. Pier House B&B - Built in the 1920's. This structure once served as the local police station, jail and courthouse.
13. Museum site - old forestry station. Plantings of non-native trees eg., the California Redwood in Sequoia Park, date to this period.

14. Oscar Thulin house. Now the Bundy residence. Built in the 1920's, this home was originally situated at the present site of the Bank of Montreal. It was later moved to its present location on 14th Ave.
15. Iaci Building - Art Deco "*office building-cum-home*" constructed in 1951 for Joseph Iaci. Features intricately patterned oak floors (different in each room) inlaid by a master shipfloor layer. Home to the Iaci family for over 30 years.
16. Old Community Hall on 11th Ave. - built in 1950's
17. Forbes Landing - Popular resort in the 1920's and 30's. Burned in the Sayward fire of 1938 and was rebuilt in 1939. With the flooding of Lower Campbell Lake the lodge buildings were moved to higher ground .
18. Centennial Apartments - On Peterson Road. Built in 1912, this building originally served as the International Timber Co.'s freight shed. It may be the oldest remaining structure in Campbell River.
19. Painters Lodge. An outgrowth of the Painter's tent camp on the Tyee Spit, the first cabins were built in 1930 - 31. The original lodge was destroyed by fire in 1985. The present structure opened in 1989.
20. The Pioneer Bakery. Established in 1927.
21. Campbell River Lodge. Built between 1945 and 1948 using fire killed cedar poles from the Iron River area. Though now obscured by new siding material and later additions, the original part of the lodge followed a design based on the old Hudson Bay posts.
22. Fishmongers - Formerly the McAlpine House. Built about the same time as the Pier House B & B.
23. Palmer House - 3454 Island Highway in Willow Pt. Constructed in 1932 by Paul Palmer, a Swedish cabinet maker who emigrated to Canada.
24. Haig-Brown House - built 1923 by Herb and Reg Pidcock. Rodrick and Ann Haig-Brown purchased in 1936; study addition built in 1949; sold to Province as greenspace in 1975; H-B's lived their till their deaths (R-1978; A-1990)
25. Farwell House - 162 S. Dogwood. Formerly situated at Echo Lake where it served as the Elk River Timber Co.'s guest house.
26. Sybil Andrews House -Willow Point - Cottage - last old one from period; world famous artist; she influenced and taught a huge number of artists
27. Van and Maxine Egan's property
28. Houses along Haig-Brown side of Campbell River
29. Shops of Shoppers Row

Notes:

- Campbell River's Historical Buildings need to be further researched.

Ethnographic/Historical/ Cultural Data

Archaeological sites not listed on Provincial Site Inventory (Refer to map for location)

1. Hudsons Farm - petroglyph was found at location shown on map.
2. Portable petroglyph found at/near location shown on map.
3. Midden deposits observed along old stream channel.
4. Midden deposits. These may correspond to a Salish Village mentioned in a number of ethnographic accounts.
5. Projectile point . Find is reported to have come from unbuilt lot across street from Mac's store. Site needs verification.
6. Remains of what Rodrick Haig-Brown thought was a wing dam (gone now according to Kevin Brown)
7. Stone fish traps reported on Beach in RDCS. Site needs verification.

Note

- all fish weir sites to be checked by Linda

Ethnographic Sites

- A. Duncan Bay - g^wag^omlis - meaning facing North - historic location of a fish camp
- B. Middle Point - p^olpaqolis - another important fish camp
- C. Tl'^omatexw- name for CR estuary and Tyee Spit (in Island Comox language (Coast Salish) - 3 different Villages in this area - Very important area for resources
- D. Kwaniwsan - Quinsam - Important resource area for Island Comox (Coast Salish) - and Lewiltok people. - Part of this area is presently included in the Quinsam Reserve
- E. Tyee spit cemetery
- F. See Map from Meade Book - Re location of Lewiltok sites in the vicinity of the estuary and spit.

Appendix E: People Consulted

Andrew J. Adams	Councillor, City of Campbell River
Vic Anderson	Vice-President, Maritime Heritage Centre Society
Don Assu	President, Kwagiulth Museum and Cultural Centre
Christopher Bate	Former Manager, Tidemark Theatre Society*
Carolyn Belanger	Secretary, Sybil Andrews Heritage Society; Director, Campbell River Community Arts Council*
Ken Blackburn	Executive Director, Campbell River Community Arts Council
Martin Brooks	Executive Director, Campbell River and District Chamber of Commerce
Richard Calver	Campbell River Community
Lesia Davis	Executive Director, Museum at Campbell River*
Ralph Dick	Chief, Cape Mudge Band
Kealy Donaldson	Pier Street Farmers Market*
Norm Fair	President, Museum at Campbell River*
Susan Fry	Campbell River Community*
Ted Fry	Campbell River Community*
Jacque Gordon	President, Tidemark Theatre Society; Community Partnership Commission*
Warren Harley	Trustee, School District No. 72
Rhonda Harper	Manager, Visitor Centre, Tourism Campbell River & Region
W.T. Halsted	City Clerk, City of Campbell River
Bill Henderson	Campbell River Band
Lorraine Henderson	Manager, Wei Wai Kam House of Treasures
Fred Jiles	Director, Campbell River Community Arts Council
Fran Jones	Willowpoint BIA*
Judith Koeleman	Campbell River Community*
Graham Lindenbach	Parks, Recreation and Culture Commission
John MacKay	Director of Operations, City of Campbell River
Patrick N. Marshall	GM & Corporate Secretary, Rivercorp
Ron Martin	Technical Director, Tidemark Theatre Society
Roger McDonell	Mayor, City of Campbell River
Rob McKerracher	Director, Museum at Campbell River
Trevor McMonagle	Words on the Water Committee
Miro Micovsky	Executive Director, Tourism Campbell River & Region
Joanne Mills	Manager, Tidemark Theatre
Morgan Ostler	Councillor (Cultural Portfolio), City of Campbell River*
Andy Paul	Councillor, Homalco Band
Laird M. Ruehlen	Councillor, City of Campbell River
Carol Seeley	Campbell River Community*
Fern Seaboyer	President, Sibyl Andrews Heritage Society
Manon Staiger	Exhibitions and Programs Manager, Campbell River & District Public Art Gallery
R. Paul Stanton	Planning Services Manager, City of Campbell River*

Lisa Steele	Land Code Development Coordinator, Cape Mudge Band
Mary Storry	Councillor, City of Campbell River
Joanna Tancon	Director, Campbell River Children's Choir; Campbell River Community Arts Council*
Jeanette Taylor	Executive Director, Campbell River & District Public Art Gallery*
Mary Teer	Vice-President, Sibyl Andrews Heritage Society
Christine Thompson	Director, Campbell River Community Arts Council
Jim Van Tine	Executive Director, The Haig-Brown Institute

Staff, Department of Parks, Recreation and Culture, City of Campbell River

Megan Best	Programmer
Lorraine Davis	Office, SportsPlex
Mary Fast	Fitness Supervisor, SportsPlex
Linda Kubinec	Program Coordinator*
Arnie Linder	Operations Director (since retired)
Linda Nagle	Program Coordinator, SportsPlex
Jan Sandholm	Program Coordinator, Staff Liaison to Youth Advisory
Chris Schofield	Supervisor
Michele Sirett	Supervisor of Recreation and Culture*
Lynn Wark	Acting Supervisor

Youth Advisory Committee, City of Campbell River

Samantha Agnew
 Amber Baron-Tullet
 Anna Branchi
 Kathleen Garber, Chair
 Christopher Perrier-Evely

* Attended Visioning Workshop (many were also interviewed individually)

Appendix F: Project Team

Harold Kalman. Principal and Heritage Planner, project manager and co-author
Maria J. Cruz. Cultural Planner, co-author
Chris Jackel, Cheryl Wu. Production

Client Steering Committee:

Christopher Bate, Former Manager, Tidemark Theatre
Ken Blackburn, Executive Director, Campbell River Arts Council
Lesia Davis, Executive Director, Museum at Campbell River
Jacquie Gordon, Tidemark Theatre Society
Joanne Mills, Manager, Tidemark Theatre
Jeanette Taylor, Executive Director, Campbell River & District Public Art Gallery

Our thanks go to our client Michele Sirett, Supervisor of Recreation and Culture, who managed the project for the City; and to the many residents and municipal officials who participated in the process.

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