



**Advancing**  
**ARTS & CULTURE**  
**on Bowen Island**

**2017-2027 Cultural Master Plan**

2021 Update (DRAFT 3.0)

This update re-summarizes and refreshes the award-winning Cultural Master Plan developed jointly by the Hearth, the Municipality, and artist volunteers in our community, and promulgated in October 2017 as municipal bylaw 446.

The original Plan as promulgated can be downloaded at <https://www.bowenislandmunicipality.ca/cultural-master-plan>

This update can be downloaded at the Hearth's website at <https://thehearth.ca/>

Updates reflected in this version are shown herein in *green italics*.

"The Hearth", the new name for the Bowen Island Arts Council since 2019, is used in this update, replacing "Bowen Island Arts Council" throughout.

We are pleased to report substantial progress towards realizing many of the recommendations in the 2017 Plan, most notably on the nine recommendations that had been identified as Priorities.

We again extend our sincere thanks to all community members who responded to surveys, agreed to be interviewed, provided their comments and feedback, consulted with us on the Plan recommendations and otherwise contributed to the Bowen Island Cultural Plan and the projects and activities that have taken place to implement it. We look forward to continuing to work with all Bowen Islanders to build a strong creative community.

— Dave Pollard, Chair of the 2017 Cultural Plan Steering Committee,  
and editor of this update — June, 2021

# Introduction

Over the two years leading up to its release in 2017, the Cultural Plan Steering Committee conducted over 50 one-on-one interviews, conducted an extensive survey of residents that had over 300 responses, reviewed an exhaustive list of documents about our demographics, our culture, the nature and purpose of cultural planning, and the cultural Plans of many other communities, developed 38 recommendations for action, and communicated and consulted extensively with our community as the Plan evolved.

The resultant 86-page Plan was approved and adopted by the Municipality in 2017 as bylaw 446, replacing the previous Plan and bylaw. It received an honorary award of recognition at the Creative City Network of Canada conference, as part of its annual Awards of Excellence, later that year.

At the time, Council reiterated the role that the Hearth continues to play in developing and overseeing implementation of the Plan, saying:

“The Cultural Master Plan shall be a guide for Bowen Island’s arts and cultural development. Council recognizes the Bowen Island Arts Council (now the Hearth), as the leading advisory organization to Municipal Council for arts and culture development and delegates to the Bowen Island Arts Council responsibility to direct the implementation, in consultation with Bowen Island Municipal Council, of the Cultural Master Plan.”

The Plan described why the arts and culture are so important to the well-being of our community and its residents (see summary figure below). Per the 2016 census, about one in six Bowen Islanders receive revenue from arts and cultural activities; about 10% depend significantly on the arts and culture for their livelihood. Between 70-80% of residents report regularly using our island’s arts and cultural resources for work or recreation.

## REAFFIRMING

### Why the Arts and Culture Matter

Please see pages 18-20 of the 2017 Cultural Plan for the full description of the reasons arts and culture are so essential to our island

- They Promote Health and Healing, Identity, Meaning, Self-Expression and Self-Worth
- They Help Build a Vibrant Local Economy
- They Enhance Our Quality of Life and Help Us Dream What’s Possible
- They Enable Continuous Learning and Capacity-Building
- They Bridge the Generation Gap
- They Promote Connection and Social Cohesion
- They Build Community
- They Enable Us to Discover the Power of Noticing and the Virtue of Slowness

The Plan also outlined the guiding principles that govern how we approach the work of supporting, stewarding and advancing the arts and culture on Bowen Island:

**REAFFIRMING**

**Supporting the Arts & Culture:  
Our Guiding Principles**

These principles guided the creation of the Plan and our subsequent implementation:

1. Creativity is the hallmark of arts and culture, and it is through arts and culture that we experience the world and engage others in conversations to address social fragmentation, alienation and the other challenges we face in our modern world.
2. We are all artistic, creative people; the challenge is to get those who don't see themselves as such to discover and recognize it.
3. Arts and culture permeate everything we do.
4. Arts and culture are essential to our health, wellness, social cohesion, life and identity; they are how we express ourselves beyond language and engage the world at every level of our being.
5. The best way to understand the needs of, and to support, arts and culture is to ask our people important questions, and record and listen carefully to their stories.
6. The best way to let people discover their artistry is to enable them to practice and demonstrate it.
7. Arts and culture bring us together; they embrace and transcend politics.
8. Arts and culture are essential to helping us overcome inequality of wealth and income, and coping with severe economic downturns.
9. Our work should invite and enable a conversation on what we can all do to enrich our culture, our creative activities and opportunities, our capacities, our social and economic well-being, our connection to each other and to this place, and our awareness of all this island and its citizens have to offer.
10. *NEW: Our arts and cultural activities should strive to enable and encourage equity, diversity and inclusivity in everything we do.*

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## Our Culture

The Plan included an extensive review of our island’s culture, which we defined as “the collective identity, beliefs, behaviours, activities and aspirations of Bowen Islanders”, and asserted that the arts are the means by which these elements of our culture are expressed. To that extent “culture is who we are and what we do”, and we are in a sense all artists.

The essential elements of our unique culture were captured in the following Wordle:



### REAFFIRMING

## Our Unique Culture

Please see pages 22 to 27 of the 2017 Cultural Plan for a full description of these essential qualities of Bowen’s culture, which have had and will continue to have a profound impact on our artists’ and residents’ perceived priorities, appetite and appreciation for artistic and cultural activities.

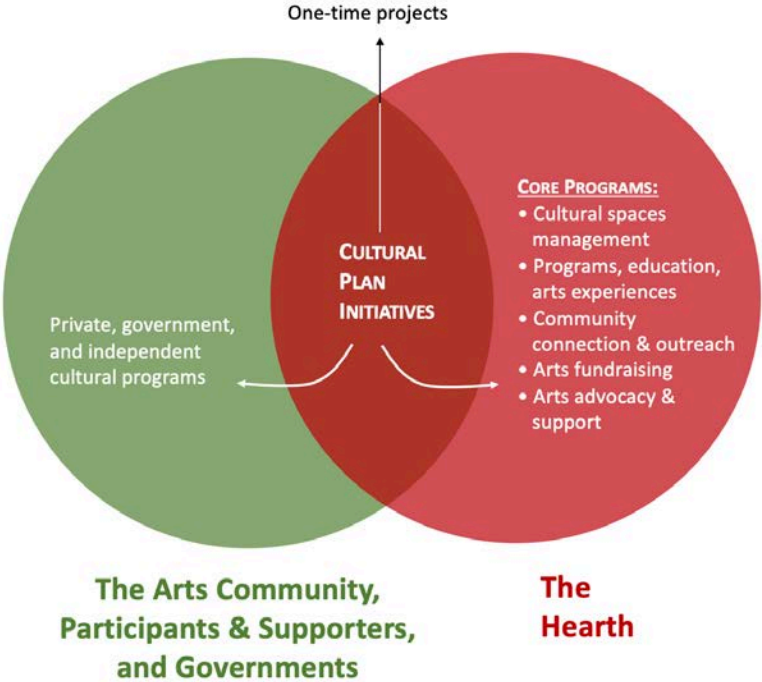
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## Recommendations

The 2017 Plan included a total of 38 recommendations, which are spelled out on pages 29 through 59 of the Plan. We have reorganized and grouped these recommendations in the update below, without altering their substance. References in brackets are to the original recommendation numbers in the 2017 Plan.

It is important to note that these recommendations are the entire community’s assessment of what actions they believe should be taken to enhance the arts and culture on Bowen Island. While the Hearth will often be stewards or project leaders of these actions, their prioritization, resourcing and achievement are the joint responsibilities of the Hearth, the Municipality, and the artists, cultural workers, amateur and professional, of Bowen Island and their patrons and supporters.

As the chart below illustrates, some of the Cultural Plan recommendations may eventually evolve to be part of the Hearth’s core programs, while others will be one-shot activities, and still others may evolve to be private, government, or independent cultural programs or partnerships. Some, while good ideas, may be abandoned due to lack of sponsorship or resources.



As this chart indicates, this Plan and its recommendations describe just a part of the extensive and important ongoing work of the Hearth, its members and staff. The many other activities of the Hearth are described in the organization’s Operations Plan, which is reviewed monthly by

the Hearth's Board of Directors and also by the Municipality in conjunction with the quadrennial review of its provision of core funding to the organization.

Also, as a reminder, while the purview of this Plan is the decade from 2017-2027, it is not expected that all of its recommendations will be completed by 2027, and a few may not be pursued at all. A great deal depends on the energy, initiative and time availability of the champions of particular projects and initiatives, and on the availability of grants and other funding for these projects.

In developing the Plan, the Steering Committee and the Hearth identified nine of the 27 recommendations listed below as "Priority" recommendations. The titles of these recommendations are **shown in red** in the tables below. These Priority recommendations have been and continue to be the focus of the Hearth's staff, Board and volunteers whenever they are not working on ongoing Core Programs.

The recommendations have been grouped below into five sections by Strategic Objective. Text in black is directly from the 2017 Plan; **text in green** describes updates and developments since that time. Bracketed references are to the recommendation numbers in the 2017 Plan, some of which are now grouped together.

**Cultural Spaces Development:** 6 recommendations

<p><b>Hearth Gallery</b> (1.1)</p>	<ul style="list-style-type: none"> <li>• <del>Manage the move of our Gallery and BIAC offices to the Cove. Secure the financing, establish design, construct and move into the new space ensuring an on budget transition. Secure a lease with BIM that will allow for the management of the space in a way that is efficient and financially sustainable.</del> <b>DONE! Funded, designed, moved in and running!</b></li> <li>• <b>NEW: Utilize the new \$39,000 provincial grant to construct the "Cultural Corner" covered outdoor space adjacent to the Gallery for exhibiting and performing arts, and attracting and engaging the community. See Appendix 1 for Cultural Corner details.</b></li> </ul>
<p><b>Community &amp; Performance Centre</b> (1.2)</p>	<ul style="list-style-type: none"> <li>• <del>Work with the Municipality to explore opportunities for the construction of a community hall and performing arts space meeting our artists' longstanding needs.</del> <b>DONE! Grants obtained, referendum approved, and project underway!</b></li> <li>• <b>NEW: Work with the Municipality and developers to complete construction of the Community Centre, and ensure its full, diverse and efficient use upon completion. See Appendix 2 for Community Centre details.</b></li> </ul>
<p><b>New Cultural Sites</b> (16.1)</p>	<ul style="list-style-type: none"> <li>• Apply to have Lieben designated as a National Heritage Site, and promote awareness of its significance to the arts in Canada. <b>UPDATE: Lieben is included in the new Municipal Heritage Registry. See also Celebrating Heritage projects in Appendix 3.</b></li> </ul>
<p><b>Facilities Inventory/Strategy/Competencies</b> (1.3-1.5)</p>	<ul style="list-style-type: none"> <li>• Create an inventory, listing and map of island facilities that are or could be used for arts and cultural activities, including vacant spaces, with attributes and availability of each. Enhance our collective knowledge about the skills entailed in effective Place Making.</li> <li>• Convene a salon using this information to identify our current and projected arts and culture space needs and strategies to meet them.</li> </ul>
<p><b>Professional Arts College</b> (11.2)</p>	<ul style="list-style-type: none"> <li>• Convene a salon to explore creating a professional arts college on Bowen Island, appropriate partners and faculty, and a differentiating college focus, Consider MOOCs (Massive Open Online Courses) for college offerings, and review the potential for collaboration with the Gibsons School of the Arts.</li> </ul>
<p><b>Multi-Use Shared Space "Off the Rock"</b> (14.1)</p>	<ul style="list-style-type: none"> <li>• Convene a salon to explore opportunities for leasing a multi-use space showcasing Bowen Island and providing meeting, display, tourism, "moving to Bowen", emergency accommodation, and other capabilities, in Horseshoe Bay or another strategic mainland location.</li> </ul>



**Arts Programs, Education & Experiences:** 9 recommendations

<p><b>Public Art Program &amp; Land Art Project</b> (3.1-3.2)</p>	<ul style="list-style-type: none"> <li>• Encourage and assist the Municipality to adopt, develop and administer a Public Art Program and Policy, and create an oversight Committee and Guide for Public Artists that considers factors such as environmental impact, zoning, aesthetics, safety, durability, and maintenance; create an Inventory of current public art on Bowen. <i>UPDATE: Policy developed and adopted by the Municipality.</i></li> <li>• Convene a salon to explore the development of Community Land Art Project, a set of criteria to guide Land Artists, an introductory workshop and a possible annual Land Art Competition/Walking Tour. <i>UPDATE: Our community's Lock Block Wall project is now in the planning stages. Also, plans are to include Public and/or Land Art on the BIRCH housing site currently under construction.</i></li> </ul>
<p><b>First Nations Culture Programs/Awareness</b> (15.1-15.2)</p>	<ul style="list-style-type: none"> <li>• Review the Truth &amp; Reconciliation Commission's Final Report and Call for Action, and develop programs to implement specific calls for action. Work with First Nations to present artistic expressions of First Nation's culture and heritage via exhibit, celebrations and other activities. Explore developing an annual Heritage Fair incorporating events about past and present First Nations' culture on Bowen. <i>UPDATE: Events to raise awareness of and celebrate First Nations heritage and work, such as the recent Nexwlélexwm sign celebration, are now included in each year's Hearth programs. Also, NEW Celebrating Heritage projects — See Appendix 3.</i></li> </ul>
<p><b>Youth Participation</b> (10.1)</p>	<ul style="list-style-type: none"> <li>• Work with local schools, youth groups, and identified youth leaders in our community to create a Young People in the Arts program to include jointly-developed arts-related projects each year with a youth focus, profiling and celebrating young artists in our directories, newspapers, and newsletters. Encourage and sponsor non-school activities and venues that accommodate youth arts performances and youth involvement including Bowfest, "open mic" events, and dance, land art, improv, Eat Drink Paint-type and music programs. <i>UPDATE: Events to engage and showcase the work of young artists, such as the Primary Colours program and a planned high school art and music program are now included in each year's Hearth programs.</i></li> <li>• <i>NEW: Younger Voices projects — See Appendix 3.</i></li> </ul>
<p><b>Arts Innovation &amp; Digital Media Workshops</b> (9.1-9.2)</p>	<ul style="list-style-type: none"> <li>• Offer workshops on innovation and on digital media designed specifically for artists but appropriate for any creative enterprise. Participants would identify potential innovations in their artistic field that might help differentiate and promote the island and attract other artists, patrons and arts educators to Bowen Island. The workshop would explain the impact of digital media on the production, promotion, and consumption of artistic and cultural goods and services, and how to use digital media more creatively and effectively in their work, and would support film, broadcast,</li> </ul>

	multi-media artists and producers to develop their vocations locally.
<b>Arts Idea Incubator</b> (9.3)	<ul style="list-style-type: none"> <li>• Create a “virtual incubator” of new arts ideas by holding periodic meetings with some of Bowen’s most creative and imaginative minds to address the intractable issues facing local artists, and draw on “best practices” used by arts incubators in other communities.</li> </ul>
<b>Youth Mentorship &amp; Media Arts</b> (10.2-10.3)	<ul style="list-style-type: none"> <li>• Develop a program to support our youth by offering arts mentorship/ apprenticeship opportunities, including peer-to-peer mentoring, drawing on the mentorship model currently used in the Island Pacific School “masterworks” program.</li> <li>• Convene a salon of young people and video artists to identify opportunities to develop video and gaming arts skills including videography, video scripting, game design, programming and other skills related to the production of professional-quality video and video games and technologies on Bowen.</li> </ul>
<b>Arts Awards, Competitions, and Festivals</b> (12.1)	<ul style="list-style-type: none"> <li>• Create a Celebrations Committee to identify criteria for an annual Arts Awards event, ideas for an annual regional juried arts competition and ways to fund it, and ideas for an annual Bowen Island music festival with local musicians “hosting” selected regional bands, and a concurrent multidisciplinary Summer Arts Festival.</li> </ul>
<b>Pathways to Arts Mastery</b> (11.1)	<ul style="list-style-type: none"> <li>• Convene a salon, including aspiring arts professionals, arts educators, and artists who are acknowledged masters in their fields, to explore developing a “mentorship and mastery” program that could be personalized to meet each aspiring professional’s needs.</li> </ul>
<b>Arts as a Healing/Connecting Resource</b> (13.1-13.2)	<ul style="list-style-type: none"> <li>• Convene a salon to explore and discuss the benefits of the arts as a healing resource, with the goal of hosting a regional conference on the subject, and/or an event at the Gallery with this theme, and an ongoing initiative on this subject.</li> <li>• Convene a salon to explore the connection between art, spirit, meaning, mystery, and the land as it manifests itself through our island’s unique and evolving culture and connects us better with each other and our island and its history and ecology.</li> </ul>

**Community Connection & Outreach:** 5 recommendations

<p><b>Arts Council Rebranding</b> (8.1)</p>	<p><del>• Undertake a rebranding exercise for BIAAC, possibly adopting a new name, graphic identification and "story" more inclusive of its mandate and mission.</del> <b>DONE! BIAAC is now the Hearth, with a new identity, logo, website, and rebranding communications program.</b></p>
<p><b>Amateur &amp; Professional Artist Collaboration Support</b> (5.1-5.2, 6.1)</p>	<ul style="list-style-type: none"> <li>• Create online 'meet-up'-style features on our website that enable both amateurs and professionals to share their artistic or cultural passion, discuss current topics, share information and files, identify available grants and funding, and that help them self-organize, meet up, and invite others to participate in projects and collaborations. These could include regular monthly arts evenings, colloquia and retreats of professional artists, possibly held at artists' homes.</li> <li>• Convene one or more Salons to bring together as many of the above groups as possible to explore opportunities for more cross-pollination of projects across the arts spectrum and between artists, businesses and customers.</li> </ul>
<p><b>Artist-in-Residence Program</b> (6.2)</p>	<ul style="list-style-type: none"> <li>• Work with Bowen Heritage and other organizations to develop and establish an Artists in Residence program, possibly situated at the heritage cottages in the Orchard.</li> </ul>
<p><b>Arts &amp; Culture Messaging</b> (8.2)</p>	<ul style="list-style-type: none"> <li>• Invest in a set of durable, weather-protected bulletin boards in high-traffic areas across the island and on the ferry, with monitors to keep them neat and current, that can accommodate all arts-related posters and event brochures. Convene a salon to explore additional opportunities to improve publicity, messaging and notifications about Bowen Island arts and cultural events.</li> </ul>
<p><b>Transport to Arts Events</b> (8.3)</p>	<ul style="list-style-type: none"> <li>• Explore with other organizations options for booking shuttle buses to assist people in getting to and from special events.</li> </ul>

# Organizational Development, Management & Fundraising:

3 recommendations

<p><b>Multi-Year Core Funding / Financial Development Plan</b> (2.1)</p>	<ul style="list-style-type: none"> <li>• <del>Apply for and obtain multi year core funding from the Municipality, proportionate to the importance of the arts and culture on Bowen and in proportion to the budgets of departments of the Municipality that also offer specialized services to the community.</del> <b>DONE! Thank you to the Municipality for providing this funding, to be reviewed quadrennially.</b></li> <li>• <b>NEW: Create and implement a Financial Development Plan to tap into additional sources of new funding for Hearth activities to allow the organization to expand its mandate and services.</b></li> </ul>
<p><b>Volunteer Programs / Appreciation Strategy</b> (7.1-7.2)</p>	<ul style="list-style-type: none"> <li>• Consider creating a Bowen Island Volunteer Centre, modelled on similar centres in BC, working with the Bowen Island Foundation and other non-profits on Bowen, to match volunteer availability with needs, and offer information and workshops on volunteer leadership, volunteer energy management, development and organization.</li> <li>• Develop ongoing events to recognize and celebrate arts and culture volunteers.</li> </ul>
<p><b>NEW: Embracing Equity, Diversity and Inclusivity</b></p>	<ul style="list-style-type: none"> <li>• <b>NEW: In all arts and cultural programs and activities, including personnel, membership and programming activities, recognize and work to empower marginalized groups. enable and encourage equity, diversity and inclusivity.</b></li> <li>• <b>NEW: Embracing Diversity projects — See Appendix 3.</b></li> </ul>

## Arts Advocacy & Support: 4 recommendations

<p><b>Heritage Celebration Events</b> (16.2)</p>	<ul style="list-style-type: none"> <li>• Work with heritage and other groups to relate the history of Bowen, through heritage fairs or festivals, interpretive displays, media initiatives, publishing of books, exhibits, etc.</li> <li>• <b>NEW: Celebrating Heritage projects — See Appendix 3.</b></li> </ul>
<p><b>Heritage/Arts Walk</b> (3.3)</p>	<ul style="list-style-type: none"> <li>• Convene a salon to explore expanding the Cove Heritage Walk to be a cross-island walk that would connect to island trails, heritage sites, old photographs and artifacts, and the museum, and encourage creation and display of artworks related to our heritage by local artists, and notably by school children.</li> <li>• Continue to work with the Heritage Commission to create “virtual walks” and a driving tour route for inaccessible locations and for those with mobility challenges.</li> </ul>
<p><b>Enhance Income Opportunities for Artists</b> (4.1-4.3)</p>	<ul style="list-style-type: none"> <li>• Develop materials and programs that encourage placement of local art on the premises, walls, storefronts and websites of private sector businesses. Advocate for involvement of artists in the design and development of private spaces and pop-up exhibits.</li> <li>• Work with the Community Economic Development Committee in its programs to build community through a vibrant economy and projects that enhance opportunities for cultural enterprises.</li> <li>• Develop and promote existing and additional craft and artisan markets, studio tours and other opportunities for artist wares to be accessed and sold. Develop and promote an online commercial art gallery. Explore feasibility of developing a rental art program.</li> </ul> <p><b>UPDATE: Expanded gift shop in the Gallery, and expanded studio tours offered.</b></p>
<p><b>Guide to Marketing Cultural Enterprises</b> (4.4)</p>	<ul style="list-style-type: none"> <li>• Capture stories of local artists’ successes, strategies for finding sponsorship, financing, partnerships, venues, and resources, and compile this information into a Guide to Starting and Marketing a Cultural Enterprise on Bowen.</li> </ul>

## **Appendix 1: The new Cultural Corner addition adjacent to The Hearth**

This exciting project has been largely made possible by a grant from the BC Government's Community Economic Recovery Infrastructure Program (CERIP). Here's what it will entail:

The municipal lands surrounding the Cove Commons and Library are a large natural public green space, inviting locals and visitors to extend their stay while visiting the gallery or Library, to meet up with friends, or to enjoy a calm restful spot in the midst of Snug Cove traffic and business. The Hearth and the Library wish to complete the landscaping that was planned in 2018 around the Cove Commons building, and to add some sheltered seating areas for visitors and community members to use when our building capacity has reached COVID safe maximum.

The plaza areas in front of the library and the Gallery are natural gathering points and with the completion of the full landscaping plan, will provide space for entertainment opportunities, an area for outdoor reading sessions, art workshops, a shaded area to gather and more.

Work on the north and west sides will provide an accessible pathway between the Cove Commons and Boulevard Cottage, as well as plantings and benches.

As a result of COVID-19 we would like to include sheltered seating outside around the library and Cove Commons, expanding the options for outdoor programming, and providing COVID safe spaces for gathering, using the wifi, and enjoying the gateway to Bowen Island.

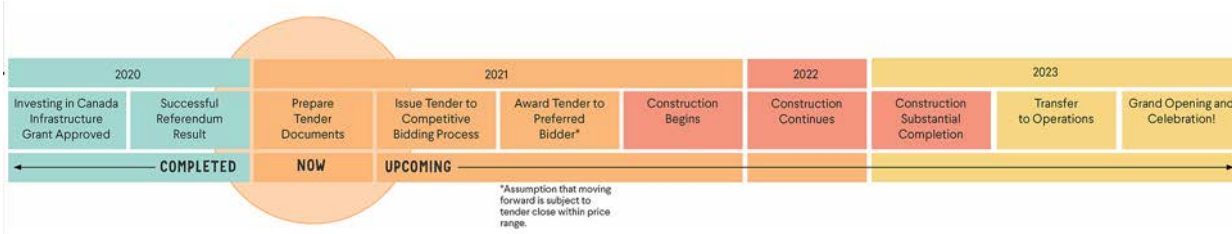
The project includes an extended plaza area (brick pavers), benches, and a raised platform (stage) that is protected by a timber frame roof structure (open on the sides) on the east side along Cardena Rd. Behind the Cove Commons to the north, an accessible pathway with low level lighting provides a safer route for pedestrians moving between Cardena Rd and Snug Cove. Further plantings on the north and west sides of the Cove Commons combined with seating creates functional, attractive public spaces for visitors and community members alike.

The landscape plan shown below includes:

- Raised stage platform. (These drawings don't include the timber frame roof structure, but plans will be brought to BIM planning and building departments for approval. The roof structure would be open sided with timber posts to hold a roof over the stage area.)
- Expanded brick paved areas
- Tree and shrub plantings areas
- Bollard lighting on pathways to and around the Cove Commons and library
- 4 to 6 covered seats around the property. These sheltered seats are provided to expand physically distanced seating that is usable during inclement weather.
- Accessible pathway with low level lighting to the north of the Cove Commons from Cardena Rd. to the west parking lot
- Drainage installed at walkway connecting Annex entrance with parking lot
- Completion of plantings on west side of Cove Commons

## Appendix 2: The new Bowen Island Community Centre

What was only a dream when the 2017 Cultural Plan was written, is quickly becoming a reality. After decades of proposals, discussions and setbacks, the Bowen Island Community Centre is now on-track to begin construction in 2021. Substantial grants have been obtained from the Federal and Provincial governments, and the project was approved by an island-wide referendum. Here is a summary:



Bowen Island Municipality will construct a multi-purpose facility in Snug Cove, adjacent to the Bowen Island Community School. The Community Centre will bring under one roof recreation and arts programs and services, and provide urgently needed facilities for a growing population. Everything is in place to move forward: Council leadership, an exciting design, financial and operating plans, a fundraising strategy, and a strong team of partners leading the project.

The Centre is imagined as a hive bustling with an array of activities. It is a place to entertain and be entertained. To take classes, hold meetings, and throw parties. To seek services and solutions - or just some friendly company on a rainy afternoon. It's a place to welcome all. A home for Islanders to connect and nurture a sense of belonging through programs aimed at enhancing health and wellness.

Designated in 2013, the building site on [Lot 2 of the Community Lands](#) was chosen for its proximity to Snug Cove and other village amenities. A key attribute is its accessibility to Bowen Island Community School, seniors housing, and existing recreation facilities such as the fields, tennis court and Bike Park. The addition of the Community Centre will enhance this already established activity hub, providing another public space for Islanders to gather and connect.

A total of 16,000 sq. ft. has been divided to reflect both the unique and the shared needs of key stakeholders, as cost-effectively as possible. 75% of the facility is exclusively devoted to community-use, for programs and classes, performances and events, as well as rentable spaces. The remaining 25% will be the home of Bowen Island Municipality, occupying about 4,000 sq. ft.

Now, the Community Centre project team is preparing to move forward to the market with a competitive tendering process.

Meanwhile, following the successful referendum result in September, our fundraising team has been reaching out to the donors who pledged a financial contribution. We anticipate the tendering process to be completed with an award to the preferred bidder in summer 2021, with construction beginning in early fall of 2021.



Evening scenario



### **Appendix 3: The Hearth's Post-Covid Special Projects**

While the Hearth has had to adapt many of its activities to the restrictions imposed by the pandemic, careful fiscal management, combined with access to some special grants and subsidy programs, has allowed us to save enough money to fund several one-time projects in areas that were identified as priorities in the 2017 Cultural Plan. These projects fall under four strategic 'umbrellas', and some of the possible (subject to change) activities being explored under each umbrella are as follows:

1. **Younger Voices:** For special non-recurring activities to engage and support young artists and musicians on Bowen. Funds may go to cover expenses to support a public art or land art event that might be open exclusively to our younger members, and may also go to help fund the planned Cleaning Up Sea-to-Sky project which we expect will be substantially led by our younger citizens. We might also include an honorarium for a steward to manage this project and increase connections between our community's cultural organizations and its youth groups.
2. **Celebrating Heritage:** For special non-recurring activities to further recognition of our cultural (including First Nations) heritage. Funds may go to provide a subsidy to the author/performers of a proposed performance piece about Lieben, which might be the opening performance in our new Community Centre, and might also include a special activity to recognize and celebrate our First Nations heritage. We might also fund the mentoring of student research into Bowen's First Nations heritage.
3. **Embracing Diversity:** For special non-recurring activities that encourage the arts and culture of Bowen to reflect equity, diversity and inclusion in the community. Funds may go towards:
  - a. Activities that collaborate with other Bowen Island organizations working towards an equity, diversity and inclusion culture in their organization and/or the whole community
  - b. Activities that support learning about an inclusive heritage of Bowen Island
  - c. Ensuring that barriers to participating in arts and culture activities on Bowen are minimized or removed.
4. **Audio-Visual Equipment** upgrades: For the purchase of a quality projector and screen for film viewings and presentations, and also some portable equipment to improve visibility, A-V quality and customer experience during performances at the Hearth, Annex and Cultural Corner.

Funds for these projects have been appropriated for each of these 'umbrellas' in the Hearth's budget, with the expectation they will be fully expended in the 2021-22 fiscal year.