



11255 Okanagan Centre Rd. W.
Lake Country, BC V4V 2J7

Business Plan

2025-2030

Lake Country Heritage and Cultural Society
operates the
Lake Country Museum & Archives

October
2025

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Executive Summary

The Programs	The Lake Country Museum & Archives (LCMA) provides special interest presentations and exhibits, research opportunities for those interested in genealogy, land ownership and the diverse history of Lake Country, plus critical programs for children and families . The Museum offers up to 13 weeks each year of unique day camp programs for children age 6-12 years old.
The Leadership	The Lake Country Heritage and Cultural Society was established as a charity to operate a museum in the Okanagan Centre School after it closed in 1984. The Society ensures the preservation and engagement with local history.
The Arts and Cultural Sector	Lake Country is home to an amazing museum and archives actively engaging our citizens in local history, a progressive art gallery providing year round access to local artists and numerous individuals undertaking all arts and cultural form. Culture is an essential component of our community and our identity . This diversity triggers economic development, tourism, placemaking and community spirit.
The Value Proposition	The Lake Country Museum & Archives offers a critical service for our community through programs which enlighten all residents regardless off ability about the significance of Lake Country. This in turn creates a sense of belonging and personal commitment. Citizens enhance their sense of community, which results in a drive to give back and ensures inclusivity.
The Financial Status	The Lake Country Heritage and Cultural Society operates the Lake Country Museum & Archives with minimal funding. This had been the case since inception and the lack of resources has drastically impacted operations. The goal is to obtain enough funds through a variety of revenue streams to ensure operational growth and stability.
The Future	By 2029, the Charity intends to be fully prepared for expansion of it's operation to the old BC Tree Fruits building on Bottom Wood Lake Road, in Winfield. Furthermore, it strives to achieve financially sustainability to ensure full operation of the museum and archives.

The Society, Staff & Volunteers

Meet our Leadership



Lynn Fanelli | Executive Director

Lynn oversees operation of the museum and archives as well as administers the Society’s business. She has managed operations since 2019 and has ensured that educational programs and day camps are a critical resource for local families.



Tiana Langedyk | President

Tiana joined the museum team in 2020 as a Canada Summer Jobs student. Since then she has volunteered with the museum and has worked on an array of projects including the new website launched in 2024. Currently Tiana is employed by Okanagan College in the marketing department.

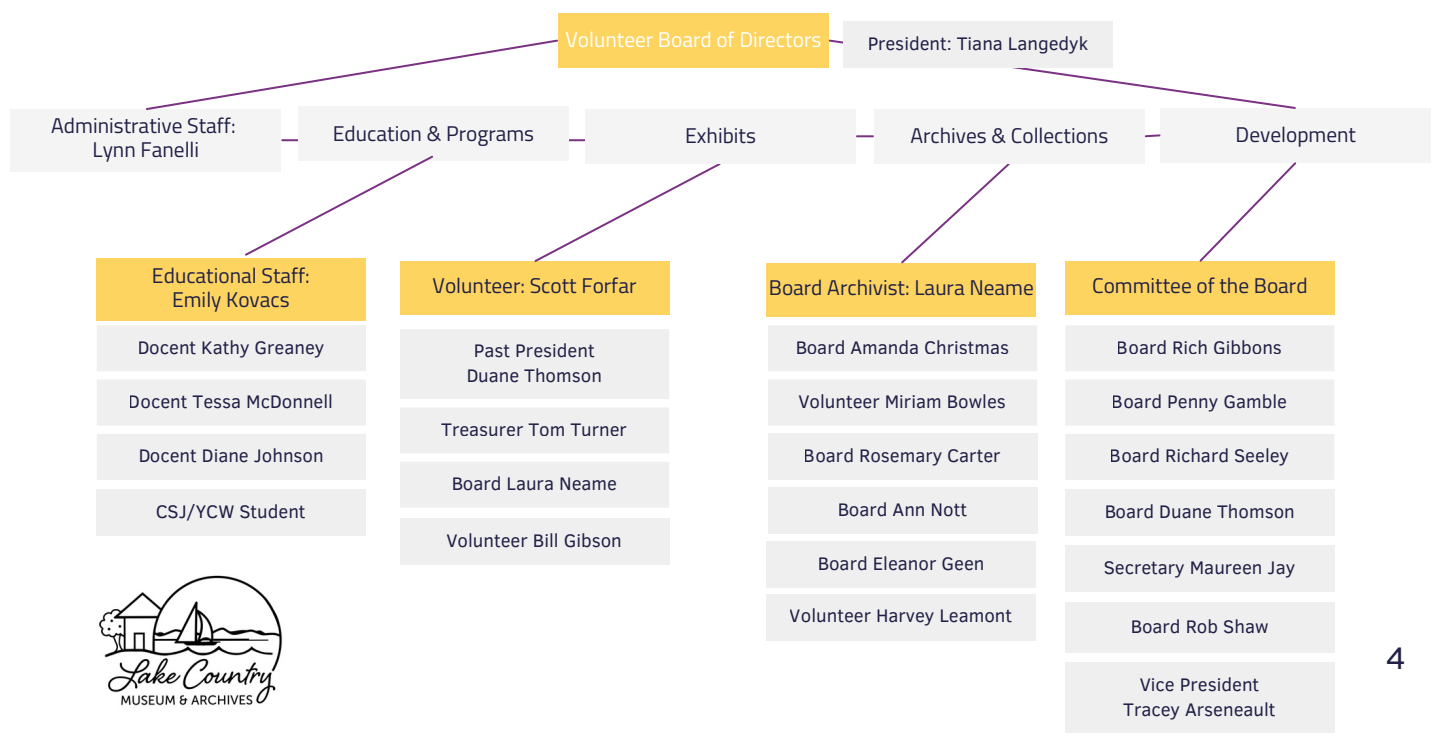
VISION

Since its inception in 1985, the Lake Country Museum & Archives has been active in collecting, preserving and presenting to the public, artifacts, manuscripts and photographs documenting the history of Lake Country.

MISSION

Our mission is to:
 “Tell the story of Lake Country’s region, while providing an opportunity to learn through research, education, and collaboration.”

LAKE COUNTRY HERITAGE AND CULTURAL SOCIETY



Charitable Purpose

OUR CONSTITUTION

The purpose:

- A) to collect, preserve, describe, exhibit, and act as a repository for materials and artifacts pertaining to the establishment and development of Lake Country; including, the collection and exhibition of natural and cultural materials of interest and significance to the residents of Lake Country, and
- B) to promote and enhance education and access opportunities through exhibits, events, publication, web presence, and other means, and
- C) to maintain and operate the museum building which houses the museum exhibits and archives, and
- d) to provide input on heritage issues as they involve Lake Country, including the heritage value of buildings, the naming of parks and roads, and the recognition of heritage assets.



CONNECTING MADE EASY

The Lake Country Museum & Archives is a critical resource that instills a sense of community and creates connections that develop personal pride and highlight individual accomplishments.

The Museum is a place to learn and understand the hard work and achievements of our ancestors, who created the great community Lake Country is today. Our exhibits are the only place in Lake Country which tells our story.

Create your connection to your community.
Come for a visit or more importantly, volunteer!



What we do...

<p>Education</p>	<p>The Lake Country Museum & Archives launched educational day camps in 2020. Since then we have seen hundreds of local children participate and have fun learning about our local history!</p>	<p>Three-day camps: \$149</p>
<p>Programs</p>	<p>Programming is readily available for School District 23 along with other groups, individuals and/or organizations on the Lake Country Museum & Archives website.</p> <p>In-house or off-site presentations are undertaken in the fall and spring as well as available upon request. Presentations elaborate on our history and draw from our four in-house publications: Cattle Kings & Cowboys, All Aboard, Apple Valley and The Okanagan Forest Industry - 1880-2020.</p>	<p>In house presentations: By admission.</p> <p>Off sight presentations: \$100+</p>
<p>Archives</p>	<p>The Archives houses historic maps, photographs, manuscripts, video recordings and a variety of other print material. Currently these resources are housed in the old fire hall on Okanagan Centre Road East, as it is a more fire-safe location than the Museum. You can visit the Archives by appointment.</p>	<p>Research: First half hour free, \$50 per hour thereafter</p>
<p>Exhibits</p>	<p>You want to know; why we grow grapes, where did the road names come from, why we have resident California Quails in Lake Country. Visit and find out!</p>	<p>Admission by minimum donation: \$5 per person \$20 per family</p>



Museum Background

OUR HISTORY

Citizens of Lake Country are passionate about their community!

When the Okanagan Centre School closed in 1984, the community rallied to ensure the 1932 schoolhouse was not removed as a community space. A charitable society was formed to preserve the space for all to enjoy and learn about local history.

In a time when Canadian museums are struggling to be relevant, the Lake Country Museum & Archives is thriving; while telling the history of all our ancestors.

Historically, Lake Country was and is a multicultural community.

Given that our redesigned exhibits and enhanced educational platforms provide our community easy access to the history of our Japanese, South Asian, Chinese and European settlers, the outlook for our offerings continue to grow unlike some museums which are planning closure.



OUR OPPORTUNITY

LACK OF CHOICE FOR PARENTS

It continues to be reported by local media that major players in Lake Country who supply 6 to 12 year olds with activities have no vacancies.

Historically, daycare, after school care and programming options for families have been very limited.

The Lake Country Museum & Archives is fully prepared to relieve the pressure for our local families through new educational programming based on historically significant activity.



SWOT Analysis

A brief analysis of Museum & Archive capacity

01	Strengths	<ul style="list-style-type: none"> • Well-established local identity and brand with limited competition. • A long history provides experience and stability. • Trusted by partners, funders and collaborators. • One of a few heritage institutions in the area. • Niche advantage with immigration stories of settlers from around the world. • Specializes in historically focused education and cultural programming. • Valuable to schools, researchers, and tourism stakeholders. • Strong assets in programs, archives and facilities. • Potential for growth with investment and outreach. • Opportunities through partnerships and programming.
02	Weaknesses	<ul style="list-style-type: none"> • Not having a comprehensive District of Lake Country “Arts and Cultural Plan” which specifically outlines: commitment, vision, funding parameters and equitable distribution of critical resources. • Operates under limited funding and significant marketing constraints. • Financial limitations hinder the expansion of programming, infrastructure upgrades, and outreach to wider audiences. • Lack of resources affects staff capacity and implementation of strategic initiatives. • Its remote location restricts accessibility for residents, tourists and non-local visitors. • Being far from Kelowna, a major tourist destination, impacts attendance and visibility.
03	Opportunities	<ul style="list-style-type: none"> • Actively seeking new revenue streams. • Applying for grants and fundraising initiatives. • Partnering with local organizations. • Reach the full potential of seasonal day camps which generate income and promote youth engagement. (Restricted by the Province of BC to a maximum of 13 weeks for children 6-12 years old.) • Educational partnerships with schools and institutions. • Potential for public events and workshops to boost community involvement. • Facility rentals as an emerging revenue opportunity.
04	Threats	<ul style="list-style-type: none"> • Shift in public attitudes toward museums. • Younger generations see museums as outdated. • Declining interest in white settler history. • Long-term challenge for engagement and outreach. • Government policy and funding changes threaten financial stability. • Changes in employment and financial uncertainty. • Uncertainty from potential U.S.A threats. • Limited access to public grants and support. • Environmental risks: wildfires and extreme weather.

Market Analysis

Competitors & Audience

COMPETITORS

Within the museum community worldwide, museums do not see other historical assets as competition since the typical consumer seeks out likewise activities.

It is different with children's facilities and programs. The educational day camps started in 2020 by the Lake Country Museum & Archives have direct competitors.

They are:

New Beginnings - Early Years Centre, Boys and Girls Club Okanagan, YMCA-Okanagan, Elowyn, and Kees Tae Kwon Do.

At this time, all Lake Country facilities have waitlists and there are no immediate spaces available for 6 -12 year old's to register.

Because all competitors are at full capacity, their marketing effort is minimal.



AUDIENCE & DEMOGRAPHICS

Target Market Description - Key Characteristics

Primary:

Community Members

The local population, primarily women aged 55–70 in the middle-to-upper income class with some college education or more.

- Represents 41% of all museum visits.
- Most engaged on-site and on Facebook.
- Locals live within 30 minutes of the museum.
- Median income: \$83,243.

- 17.4% local population aged 0-14 (2,565).

Secondary (prior):

Tourists

Tourists, especially female tourists aged 30–45 with small children in the middle-to-upper income bracket and some college education or more.

- Live over one hour from LCMA.
- Visits during peak summer months.
- Popular on social media.
- Value learning opportunities for children.

Secondary (current):

Local Families

Families residing in Lake Country, Vernon, and Kelowna who visit the museum to engage in family-oriented activities and educational opportunities.

- Primarily families with school-aged children.
- Value the museum for interactive and educational experiences.
- Live within 30 minutes of the museum.

Tertiary:

Archive Users

Individuals seeking historical information, such as students, teachers, researchers, and local historians for projects or research.

- Includes academic and professional researchers.
- Focus on utilizing the Museum's rich resources for educational and research purposes.

Marketing Strategy

ENHANCE COMMUNITY IMPACT

The Lake Country Museum & Archives enlisted the help of the UBCO Bachelor of Management students to undertake a marketing strategy to support the next five years of operation.

The goal of the strategy is to refocus marketing efforts toward local families, community members and archive users.

Marketing strategy components include: a three year marketing plan for museum operation and a communications plan for the archives.

The marketing strategy is a separate document provided upon request for you review.



Financial Plan

Base year plus a five-year projection, adjusted for inflation.

	2025	2026	2027	2028	2029	2030
Revenue						
	Actual					
Membership and Admissions	3172	3331	3497	6470	8087	10109
Donations	7859	8252	10000	15000	18750	23438
Operating Revenue (Gift Shop & Sales)	3061	4500	4725	5906	8859	13289
Publication Sales	164	300	450	675	1013	1519
Canada Summer Jobs	9664	10147	10655	11187	11747	12334
Day Camps	6465	9698	14546	21819	32729	49094
Other Grants	33311	20000	21000	22050	23153	24310
DLC Grant	57500	57500	69000	82800	99360	119232
Bank Interest & Rewards	0	500	525	551	579	608
Donated Goods	462	300	315	331	347	365
TOTAL REVENUE	121658	114527	134713	166790	204623	254296
Expense						
Museum and Archives						
Administration (Management)	42897	43242	51868	64835	81044	101305
Archives & Collections	20941	20000	5967	8951	10000	10500
Exhibits	5412	5683	5967	8950	10000	10500
Education and Programs	11721	16300	24000	32000	48000	78400
Marketing	10710	7125	12000	15000	16500	18150
Museum Enterprises	9961	4000	4200	4410	4631	4862
General	1426	1500	1575	1654	1736	1823
Future Site Construction	0	0	5000	5000	5000	5000
Sub Total	103068	97850	110577	140799	176911	230540
Society Expenses						
Administration	13747	14434	15156	15914	16710	17545
Development	0	1000	1250	1563	1953	2441
Volunteers	1042	500	550	605	666	732
Advocacy	0	0	0	200	210	221
Legacy Fund	0	0	2500	2500	2500	2500
Capital Improvement Fund	0	0	5000	5000	5000	5000
Sub Total	14789	15934	24456	25781	27038	28439
TOTAL EXPENSE	117857	113784	135033	166581	203949	258979
Net Income	3801	743	-320	209	674	-4683

The Future

The Lake Country Museum & Archives is the HEART of our community!

A PLACE TO CALL HOME

Since the inception of the Lake Country Museum & Archives in the mid 1980s, volunteers have worked tirelessly to capture OUR history. The result is an amazing story of our resilience, diversity and multiculturalism.

Our future plans include: full day camp registration, a possible expansion project, new programs and public presentations.

The goal is to create the next generation of advocates, volunteers, and individuals who have the desire to support our community in the future.

Where memories are captured!



2027

Increase day camp registration by 50%.

2028

Prepare for a substantial increase in demand for programming.

2029

Increase earned revenue by 200% from our base year (2025).

2030

Increase engagement by 500% through the addition of new cultural space and community outreach channels.

Contact us for
further inquiries



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