

KICKING HORSE CULTURE – ORGANIZATIONAL ASSESSMENT
Facilitated and written by Gerri Brightwell, Invermere, BC – Nov. 11/05

Table of Contents

1.0 INTRODUCTION.....	1
2.0 COMMUNITY NEEDS & OPPORTUNITIES.....	1
2.1 Community Needs & Opportunities: Gaps.....	3
2.2 Community Needs & Opportunities: Recommendations.....	3
3.0 STAKEHOLDERS.....	4
3.1 Stakeholders: Gaps.....	4
3.2 Stakeholders: Recommendations.....	4
4.0 PROGRAM EVALUATION & PLANNING.....	4
4.1 Program Evaluation and Planning: Gaps.....	5
4.2 Program Evaluation and Planning: Recommendations.....	5
5.0 STRATEGIC AUDIENCE & MARKET DEVELOPMENT.....	5
5.1 Strategic Audience & Market Development: Gaps.....	6
5.2 Strategic Audience & Market Development: Recommendations.....	6
6.0 FINANCIAL SUSTAINABILITY.....	6
6.1 Financial Sustainability: Gaps.....	7
6.2 Financial Sustainability: Recommendations.....	7
7.0 FUNDRAISING.....	8
7.1 Fundraising: Gaps.....	8
7.2 Fundraising: Recommendations.....	9
8.0 VALUES & OPERATING PRINCIPLES.....	9
8.1 Values & Operating Principles: Gaps.....	9
8.2 Values & Operating Principles: Recommendations.....	9
9.0 MISSION.....	10
9.1 Mission: Gaps.....	10
9.2 Mission: Recommendations.....	10
10.0 MANDATES.....	11
10.1 Mandates: Gaps.....	11
10.2 Mandates: Recommendations.....	11
11.0 HUMAN RESOURCES.....	12
11.1 Human Resources: Gaps.....	12
11.2 Human Resources: Recommendations.....	13
12.0 STRATEGIC PRIORITIES.....	13
12.1 Strategic Priorities: Recommendations.....	14

Appendix 1 Stakeholder Profiles

Appendix 2 Program Evaluation

Appendix 3 Financial Graphs

Appendix 4 Draft Missions

Appendix 5 KHC Board of Directors

1.0 INTRODUCTION

Kicking Horse Culture (KHC) recently participated in a Board retreat to conduct an Organizational Assessment. The session was modeled on the Organizational Assessment Guide provided by the Vancouver Arts Stabilization Team (VAST) and Arts Partners in Organizational Development (ArtsPod). This report provides a summary of the work completed during the Board retreat, and recommendations to the KHC Board for moving forward.

The KHC Board is facing an exciting transition from a working board to a more strategic board, supported by an experienced Executive Director to guide and undertake their activities. Kicking Horse Culture also has developed a vision for their organization to play a central, leadership role in the community in relation to a broad selection of cultural events and programming. Following the completion of the organizational assessment retreat, the organization is now in a position to articulate this vision through a re-drafted mission, move forward with more structure and organization on their Board, and to undertake more detailed strategic planning from an informed perspective.

In each section of this report, a summary of Board retreat activities is provided first, followed by an identification of gaps in information suggested by the VAST/ArtsPod Organizational Assessment Guide; concluding with recommendations for next steps for the Kicking Horse Culture organization.

2.0 COMMUNITY NEEDS & OPPORTUNITIES

In advance of the Board retreat, Board members spent some time generating a list of *strengths and weaknesses* related to the cultural activity in the Golden and area community. The following list resulted:

Strengths

- Diversity – people, population; young to middle-aged; weekenders/transients
- Not much competition by other cultural organizations
- Link with corporate sponsors Uniserve and Kicking Horse Mountain Resort
- Strong arts programming in schools – future audiences/artists
- Visible gallery location
- Community location on TransCanada Highway:
 - Allows us to tap into a wider audience
 - Location between “big gigs” in other communities
 - Link to Banff, possible partnership opportunities
- Inexpensive venue, good size
- Strong current programming
- Existing core group of supporters
- Re-branding – improves community perception
- Leadership by Bill Usher
- Low ticket prices

- Support from Golden & Area Initiatives and Town of Golden administration
- Craft Faire

Weaknesses

- Local's perception that "anything done in Golden must be inferior"
- Arts community viewed as a "clique"
- Low credibility of local cultural scene
- Amateurish quality of work
- Varied and numerous competing recreational opportunities
- Venues – lots of them, but not always a good fit for performance
- Lukewarm support from Town Council
- Limited corporate sponsorship
- Organization's inability to respond to opportunities

Building from this advance work at the retreat, Board members were asked to brainstorm a list of **community needs and opportunities**. The following list resulted; note that those items with an asterisk (*) were identified by both break-out groups:

NEEDS

- Low cost or free entertainment for families*
- tapping into young adult audiences
- broaden our programming to attract "red neck" crowd
- broaden reach to wider market/other audience groups
- more professional development activities for artists*
- new gallery space with greater visibility*
- gift gallery revenue stream*
- non traditional exhibit space for art*
- upgrade performance space*
- Grand piano
- More volunteer coordination
- Credibility – need town residents to believe in us
- Greater lines of communication
- Marketing strategy
- Need to deliver on promise of marketing

OPPORTUNITIES

- growth, as defined by group
- visibility for local artists
- many volunteers on database
- open marketplace for development of a cultural scene, not much entrenched programming to compete with
- pool of artists and artisans to draw on
- possibility of building an alliance of cultural & community groups for partnership and support*
- working together with chamber, hospitality industry – more cohesion and joint planning
- Golden's 50th birthday 2007
- David Thompson bi-centennial 2007-11
- Winter and summer animation
- Capture of "pass-through" markets e.g. Stampede attendees*
- Clearinghouse of information for local attractions and events*
- Membership services for council members*
- Role of event planning/administration on behalf of Town and other groups*

Notable opportunities that generated much discussion among the group are highlighted below:

- Role of event planning/administration on behalf of Town and other groups*
- Golden’s 50th birthday 2007
- David Thompson bi-centennial 2007-11
- possibility of building an alliance of cultural & community groups for partnership and support*

2.1 Community Needs & Opportunities: Gaps

The work completed at the retreat completes the information requirements for community needs and opportunities as outlined in the VAST/ArtsPod Organizational Assessment Guide.

2.2 Community Needs & Opportunities: Recommendations

The list of community needs and opportunities generated at the retreat was created with input not only from each Board member, but also from some community guests invited for the first part of the retreat. The list is a valuable tool that should be brought forward as potential goals for discussion during a strategic planning session. Specifically, the four “notable opportunities” highlighted above seem to represent an important strategic direction that surfaced during the Board retreat for KHC to position itself to play a more central, coordinating role in the community for all cultural-related events and programs with greater partnerships across other related community groups. Evaluation of this role through discussion with stakeholders and a focused Board planning session around this idea are recommended.

3.0 STAKEHOLDERS

In advance of the retreat, the consultant identified categories of *stakeholders*. Break-out groups then rotated through each group to take turns brainstorming a stakeholder list. In some cases, more analysis was provided in detailed profiles for certain stakeholders. These more detailed profiles are provided in Appendix 1.

Category	Stakeholder List
Artists/Performers	Home-grown Visual; Touring Visual; Home-grown Performing; Touring Performing; Arts Council Members (Artists); Arts Council Members (General)
Customers	School-kids; Customary Concert-goers; Visual Arts Buyers; Occasional Participants (niche audiences); Art Lovers; General Public
Volunteers	Performance Volunteers; Board volunteers
Employees	Executive Director, Management
Funders/Donors	Provincial Government; Town of Golden; BC Arts Councils; Corporate Sponsors; Small Business; Individuals; Artists

Government	Federal; Provincial; Regional Area A; Town of Golden; Parks Canada
Other Suppliers	Restaurants; Hotels; Town Civic Centre Society; Uniserve; Sound Guy

3.1 Stakeholders: Gaps

The Board completed the detailed stakeholder analysis as outlined in the VAST/ArtsPod Organizational Assessment Guide for several, but not all, stakeholders identified in the discussion (see Appendix 1).

3.2 Stakeholders: Recommendations

It is recommended that KHC include its stakeholders in at least part of its future strategic planning sessions. Inviting representatives of most stakeholders on the list developed during the retreat to a facilitated session on planning for cultural activities in the community would provide valuable input to the Board's strategic planning, as well as credibility and community endorsement behind any actions that result. It is also recommended that future projects and programs are structured with some sort of performance measurement system so that KHC can report its progress and successes back to its stakeholders.

4.0 PROGRAM EVALUATION & PLANNING

Existing programming was identified in three categories:

1. Live Performance

House concerts, Third-party event requests, Regular (12 per year) performances, community arts (e.g. drummers, relay); affiliations (e.g. Legion)

2. Visual Arts

Arts Spot, craft fair

3. Outreach and Education

Schools in Community, website, affiliations (museum); Kicks workshops (e.g. ice sculpture), summer arts camps, promotion

As a group, the board decided to conduct detailed program evaluation on four of the existing programs: Regular Performances; Arts Spot; Schools in Community; and Promotion. The detailed program evaluations are shown in Appendix 2.

After evaluating current programming, Board members then spent a short time brainstorming *future programming opportunities*:

- Institutes/Weekend Retreats
 - Quilting
 - Photography
 - Elderhostel
- Workshops
- Partnerships with area hotels/lodges
 - Retreats
 - Visual arts display, and slideshows
- Culinary Arts
 - Guest chefs
 - Partnership with wine club
- Literature
- Film – Toronto Cinefest, other opportunities

4.1 Program Evaluation and Planning: Gaps

Analysis of core programs as recommended by the VAST/ArtsPod Organizational Assessment Guide is completed and shown in Appendix 2. The KHC Board may benefit from the more detailed discussion questions outlined in the Guide around the fit of programs with core mission and measuring success of programs.

4.2 Program Evaluation and Planning: Recommendations

As part of its on-going planning process, KHC should select one or two new programming opportunities, both through consultation with stakeholders and by considering market opportunities discussed in section 5.0 below, and create concrete action planning around each new opportunity. KHC should also revisit existing programs and identify areas that need improvement or revision.

5.0 STRATEGIC AUDIENCE & MARKET DEVELOPMENT

During the organizational retreat, the KHC Board spent a short time brainstorming *future audience and market opportunities*:

- Growth of existing audience
- New residents – attracted to Golden area and lifestyle; linked to growth and visibility of ski hill
- Wider Columbia Valley region – e.g. Radium, Invermere
- Playing a “behind the scenes” role in reaching new markets via partnerships – need to communicate and reach out to partners
- Attendees at Banff festivals and events
- “Ethnic” market – Sikh and Indo-Canadian community (opportunity for Board position?)

- Visitor and tourist market – opportunity for higher price point; KHMR display space; events targeted at bus tours

5.1 Strategic Audience & Market Development: Gaps

It was decided in advance of the Board retreat that KHC was not at a point in the Board’s programming and market knowledge to conduct much of the discussion recommended in the VAST/ArtsPod Organizational Assessment Guide. Also, time during the retreat did not allow for much of the detailed “4P’s” analysis of programming recommended in the Guide. Using the framework of Product, Pricing, Place and Positioning to revisit existing core programs would be a useful exercise to complete this section of the assessment.

5.2 Strategic Audience & Market Development: Recommendations

When making decisions on which future programming opportunities to pursue, it is recommended to start with revisiting the market opportunities identified above, and to design programs with target markets in mind. Accessing some market data from the local economic development office or the regional tourism association would also provide insight into which market opportunities identified above have the most potential for the area.

6.0 FINANCIAL SUSTAINABILITY

Group work on financial sustainability was split into three sections: financial understanding; financial management; and goals for financial stability.

Towards financial understanding, the Board reviewed the past three years of financial statements. From the balance sheet, the following ratios were calculated:

	2005	2004	2003
Working Capital Ratio	1.88	5.36	1.25
Fund Balances vs. Total Expenses	0.12	0.30	0.04

Notable trends were identified on income statements for the past three years:

- Over 2003-04, a large increase (at a rate of 60%) in revenues was almost all attributed to a large increase in revenue from grants.
- Over 2004-05, revenue continued to increase (at a rate of 28%), with the increase being attributed to a large growth in ticket sales, while grant revenue was held at the same level as 2004. Growth in revenue-generating activities could be linked to leverage achieved from the growth in grants from the previous year.
- Over 2004-05, expenses increased at a rate of 61%. This is largely due to increased expenses related to performer fees, advertising/promotion, accommodations, hall rental and concessions – all expenses that can be directly linked back to the growth in revenue from ticket sales.

Board members also examined the break-down of revenue sources, and types of grants, as shown in the graphs in Appendix 3.

Concepts of financial management provided in the ArtsPod Organizational Assessment Guide were discussed, and it was determined that no formal financial management policies are currently in place. The following **goals** were set to work towards better **financial management**:

- Create an overall financial plan.
- Create an audit/finance committee of the Board
- Create a framework for and conduct an annual budgeting process
- Begin Board meetings with a financial report, and provide the Board a regular report on budget variances, and cash flow.

Finally, the Board spent time listing their **goals for financial stability**:

- To have the ability to sustain growth
- To have the ability to sustain staff positions: Executive Director and Administrative Assistant
- To have enough financial flexibility to take some risks with innovative programming
- To have the financial backing to allow Kicking Horse Culture to be a proactive developer of the cultural community
- To begin building a capital fund for Kicking Horse Culture
- To identify “baseline” figures in order to set goals and targets

6.1 Financial Sustainability: Gaps

Through the review of financial information, management and goals for stability, the KHC Board completed all actions outlined in the VAST/ArtsPod Organizational Assessment Guide.

6.2 Financial Sustainability: Recommendations

The KHC Board has formed a finance committee and is currently re-evaluating its bookkeeping methods. It is recommended that the finance committee at the same time incorporate the goals for financial management outlined above in its planning. In addition to striving towards the financial management goals, spending some time to set financial targets for the coming year, in the form of a budget, is recommended. In terms of financial stability, some analysis is required to define the concrete financial targets that would be required to achieve each goal stated above. Once understanding of the scale and scope of each goal in terms of estimated numbers is achieved, it then can be incorporated into strategic plans for the organization.

7.0 FUNDRAISING

The fundraising audit tool provided in the VAST/ArtsPod Organizational Assessment Guide was not used in the Kicking Horse Culture's organizational assessment; however the discussion questions provided in the Guide formed the basis of Board discussion on fundraising:

What are we doing now that should be protected and enhanced?

Province of BC Gaming Grant – a consistent and reliable resource, increased over the past year due to a request and numerous letters of support. How do we protect this source of funding in the future?

BC Arts Council – reliable annual grant

What are we doing now that is a waste of time or resources?

Small requests from local small business; better to identify corporate sponsorship opportunities and ask for more substantial or on-going sums.

What are we not doing that we should?

- Operating funding via Golden Area Initiatives budget request to Town of Golden
- Arts Presentation Canada
- Access dollars from more private foundations
- Access support from Golden Community Foundation
- Columbia Basin Trust – funding for David Thompson bi-centennial initiatives
- Canadian Pacific Heritage Fund
- Other corporate sponsorships – example, Louisiana Pacific?
- Strategic requests to local small business – example, sponsorship of a table at performances

Guest participant Phil Taylor, CAO of the Town of Golden, also offered a synopsis of the Town's anticipated funding for upcoming budget periods that may represent some funding or partnership opportunities for Kicking Horse Culture. Most notably, in 2006, the Town will allocate \$10-20,000 in a general promotional budget; in 2007, the Town will fund \$50,000 towards Golden's anniversary, and anticipates setting up some sort of legacy fund related to 2007. Phil also sees opportunities in specific resort community funding from the province in preparation for 2010 Olympics.

7.1 Fundraising: Gaps

The audit template provided in the VAST/ArtsPod Guide was not used. However the discussion questions were used to guide the group discussion on fundraising.

7.2 Fundraising: Recommendations

The KHC Board has already put some plans in place to pursue core funding from the Town of Golden via the Golden Area Initiatives budget request. In addition to this action, it is recommended that conversations with the province regarding the BC Gaming grant be pursued in order to get an understanding of the likelihood of the current increased level of funding continuing, and if so, what KHC needs to do in order to make this happen. In terms of general planning for fundraising, it is recommended that setting targets and identifying sources for fundraising be a part of an annual budgeting process.

8.0 VALUES & OPERATING PRINCIPLES

The KHC Board spent some time during the retreat developing a list of core values as suggested in the ArtsPod Guide. Initial brainstorming resulted in the following list:

positive	receptive	empowering
consistency	kind	proactive
reliability	generous	realistic
dependable	approachable	forward-thinking
respectful	cooperative	volunteering
diverse	integrity	fair
accountable	helpful	open-minded
responsible	consensus	learning

After discussion around redundancies and priorities, the group identified the following four *Core Values for Kicking Horse Culture*:

Consistency/Reliability
Respect
Accountability
Cooperative

8.1 Values & Operating Principles: Gaps

Brainstorming and selection of four key values as outlined in the VAST/ArtsPod Organizational Assessment Guide was completed during the retreat. Operating principles for each core value are yet to be developed.

8.2 Values & Operating Principles: Recommendations

A guiding policy document with Kicking Horse Culture's mission, mandates and core values should be distributed as part of an orientation for each new Board member. Building on this work, a set of board operating policies should be developed.

9.0 MISSION

The existing Mission statement for Kicking Horse Culture is:

...to foster, encourage and support arts activities in the Golden area.

The Board opened the retreat by providing their initial reaction to the Mission, and then contemplated the statement throughout the retreat. Overall, consensus was that the existing Mission was out of date, and needed revision. Specific comments related to the existing Mission were as follows:

- bland
- need expanded definition of "arts" to include culture
- needs to be more inclusive
- need element of community economic development
- needs to reflect collaborative and cooperative spirit
- needs more "punch"; leadership
- unsure of the definition of "activities"
- unsure of how to define the region
- want to promote KHC's role in the community

On day two of the retreat, the Board conducted a brain-storming exercise where they identified specific words that would assist in their re-drafting of the mission statement. After breaking out into groups and formulating some draft mission statements, the Board identified the following mission statement as a first draft:

Kicking Horse Culture's mission is to engage, energize and enrich the cultural life of Kicking Horse Country.

Notes from the word brainstorming as well as other drafts of the revised mission statement are provided in Appendix 4.

9.1 Mission: Gaps

The actions outlined in the VAST/ArtsPod Organizational Assessment Guide regarding mission were completed.

9.2 Mission: Recommendations

It is recommended that the new draft mission statement shown above be tabled at the next Board meeting for more review and discussion, and eventually, official adoption.

10.0 MANDATES

The *existing mandates* for Kicking Horse Culture are:

- Stimulate and encourage the development of arts and culture projects and activities;
- Act as a clearinghouse for information concerning cultural activities and projects;
- Work in partnership with groups formed for furthering of cultural growth and enjoyment;
- Bring to the attention of civic and provincial authorities the cultural needs of the area;
- Foster interest and pride in the cultural heritage of the area.

The Board asked the consultant to draft a set of revised mandates for their discussion at a future meeting. Comments included a discussion of some elements that appeared to be missing from the current mandates:

- reference to services provided to members
- sustainability, for artists and for cultural activities
- diversity and inclusiveness
- marketing – in addition to clearinghouse of information

Based on this discussion, the *draft revised mandates* follow:

- Foster a diverse, inclusive and sustainable cultural landscape in Kicking Horse Country.
- Act as an advocate and ambassador for culture on behalf of the community in communication with government, industry and other stakeholders.
- Work in collaboration with community partners to plan, promote and perform cultural programs and events.
- Provide services for professional development, promotion and networking to our members.
- Act as a clearinghouse for information and resources concerning arts and culture in Kicking Horse Country.

10.1 Mandates: Gaps

The actions outlined in the VAST/ArtsPod Organizational Assessment Guide regarding mandates were completed.

10.2 Mandates: Recommendations

It is recommended that the board table the draft mandates developed above at the next Board meeting for more review and discussion, and eventually, official adoption.

11.0 HUMAN RESOURCES

The Kicking Horse Board of Directors members list is shown in Appendix 5.

A list of **Board roles** was developed during the Board retreat:

- establish frameworks for how the society operates, and for planning
- redefine organization's role in the community
- enable the transition from working board to strategic board, and to new mission/mandates/vision
- responsible for organization's assets
- governance; accounting, procedures, reporting
- spokespeople and ambassadors
- set the climate
- rubber stamp messages
- recruiting new members/establish terms for existing members
- set the direction for strategic planning
- evaluation of staff and Board members
- overseeing staff and volunteers
- setting priorities for fundraising

At the time of the retreat, the Board was not organized into any committees or Executive positions. The following decisions were made to formalize some of the Board positions:

Executive Committee:

Chair – Bill Usher (Bill will be transitioning into an Executive Director position over the next few months; intent is for Bill to eventually resign as Chair once the details of the Executive Director contract is finalized)

Vice-Chair – Cheryl Goodwin

Secretary – Bob Wilson

Treasurer – Kendall Duce

The executive committee is to oversee all Human Resource functions; also signing authority will be assigned to all members of this committee.

Volunteer Coordinator: potential to recruit Mandy Cattle?

Finance and Fundraising Committee:

Chair – Kendall Duce

Mike Cattle

Maggie Calladine

11.1 Human Resources: Gaps

As outlined in the VAST/ArtsPod Guide, a list of Board members and committees was completed. Board nomination (recruitment, rotation and terms of service) procedures

have yet to be reviewed. Also, it was decided in advance of the organizational retreat that it was premature in the organization's current transition to a more strategic board as opposed to a working board that the completion of the Board effectiveness table provided in the Guide was premature.

Similarly, the analysis of staff and volunteers as outlined in the Guide (organizational chart, roles and responsibilities, staff effectiveness table) was also not completed as the organization is in a transition state where new staff roles have yet to be defined.

11.2 Human Resources: Recommendations

It is recommended that the newly formed KHC Board executive committee spend some time defining Board nomination procedures as part of the overall operating policy recommended in section 8.2. It is also recommended that detailed job descriptions defining roles and responsibilities be developed for the Executive Director and Administrative Assistant positions.

12.0 STRATEGIC PRIORITIES

In order to close the organizational assessment retreat with some concrete goals and actions, Board members conducted a brainstorming exercise to generate a *"long list" of strategic priorities*.

- marketing and promotion of KHC
- get finances in order
- visual arts program – up and running
- HR – job descriptions for staff and volunteer
- assess stability of BC Gaming dollars
- capital projects
 - o grand piano
 - o lighting (gallery, performance)
 - o performance space
- collaborations – out of town partners e.g. Banff Centre; local partners e.g. rodeo
- New programming – e.g. film, youth, photo
- Web site
- Obtain sustainable funding from local government via Golden Area Initiatives
- Delivery of programs for local government e.g. 2007 Birthday and David Thompson
- Ongoing arts and cultural programming
- Establish KHC as pre-eminent body for clearinghouse of all arts and culture in area
- Developing partnerships for cultural and economic development
- Behave and act professionally – ambassadors; commitment to changing perceptions
- Increase revenue streams
- Increase base of supporters and meet their needs; needs of members
- Increase support and liaison with business community

Voting on these priorities identified a top three where concrete accountabilities, timelines and actions were defined for the short-term:

1. GOAL: Get finances in order.

<u>ACTION</u>	<u>WHEN</u>	<u>WHO</u>
- review systems and reporting	Nov. 4	Finance committee
- make recommendations for change	Nov. 4	(Kendall, Mike and Maggie)

2. GOAL: Obtain sustainable funding from local government via Golden Area Initiatives

<u>ACTION</u>	<u>WHEN</u>	<u>WHO</u>
- presentation to GAI	Nov. 15th	Bill, Cheryl, Mike, Bob
- prepare budget	Nov. 15th	Bill, Kendall

3. GOAL: Developing partnerships for cultural and economic development

<u>ACTION</u>	<u>WHEN</u>	<u>WHO</u>
- identify opportunities	Jan. 31	Bill, Board
- look for opportunities re 2007 – approach Parks Canada	Jan. 31	

12.1 Strategic Priorities: Recommendations

It is recommended that the KHC Board conduct an annual strategic planning session. A recommended structure for such a session would be to have a facilitated evening session where stakeholders from around the community are invited to participate in providing input on prioritizing a “long list” of strategic goals; followed by a day of planning by the Board only, where each strategic goal is matched with details around action items, targets, timelines, and accountabilities. The annual budgeting session could then build off of this strategic plan.

APPENDIX 1

STAKEHOLDER PROFILES

Stakeholder	What do they want from us?	What do we need from them?	How do they assess our performance?	How do we measure their satisfaction?	Level of (High, Med, Low)		Contact Name
					Importance	Happiness	
Regional Government Area A	<ul style="list-style-type: none"> - economic dev. - Facts and figures - Proof of performance - Higher profile 	<ul style="list-style-type: none"> - sustainable funding 	<ul style="list-style-type: none"> - economic growth 				
Town of Golden	<ul style="list-style-type: none"> - economic development - draw for tourists - political return - social benefit - high profile 	<ul style="list-style-type: none"> - funding support; facilities, moral, publicity - true partnership - Town Cultural Centre: performance space 	<ul style="list-style-type: none"> - Councillors attend performances? - Funding renewed or increased - GAI report card * could create own self-reporting - Economic growth 	<ul style="list-style-type: none"> - funding - attendance 	High	Luke-warm but rising	Phil Taylor
Funders (Province, Town, Arts Councils)	<ul style="list-style-type: none"> - accountability - recognition for support - support their goals/objectives 	<ul style="list-style-type: none"> - sustainable funding - credibility by association 	<ul style="list-style-type: none"> - accountability procedures worked into system - anecdotal/qualitative statements 	Sustain and increase funding	Critical	Good	
Corporate Sponsors	<ul style="list-style-type: none"> - good community citizens - marketing 	Sustainable funding	<ul style="list-style-type: none"> - anecdotal - increase in business ("bank for buck") 	<ul style="list-style-type: none"> - ease to secure future funding 	Medium –	opportunity for growth	

Kicking Horse Culture – Organizational Assessment

Report from the Board Retreat, Oct. 29-30th, 2005

Stakeholder	What do they want from us?	What do we need from them?	How do they assess our performance?	How do we measure their satisfaction?	Level of Satisfaction (High, Med, Low)		Contact Name
					Importance	Happiness	
Arts Council Members (General)	<ul style="list-style-type: none"> - variety - value - freebies - privileges that may alienate others 	<ul style="list-style-type: none"> - long-term commitment 	<ul style="list-style-type: none"> - pocketbooks - attendance 	<ul style="list-style-type: none"> - post council posters in windows - anecdotal - continued support 	High (political clout)	Varies	
Performance Volunteers	<ul style="list-style-type: none"> - free entertainment - community recognition - career building - associate with artists 	<ul style="list-style-type: none"> - reliability - time/expertise - clean-up - enthusiasm 	<ul style="list-style-type: none"> - satisfied with arts council performances 	<ul style="list-style-type: none"> - no formal tool (ticket sales?) 	High	Need to be treated well	Joyce
General Public/Customers	<ul style="list-style-type: none"> - an experience - value for \$ - broaden their horizons - want to see artists they know 	<ul style="list-style-type: none"> - regular goers - enthusiasm - open-mindedness 	<ul style="list-style-type: none"> - generally a good "vibe" but question whether this is transferring into event participation and attendance 	<ul style="list-style-type: none"> - don't currently measure, but could look at sales 	Critical	Critical	
School Kids	<ul style="list-style-type: none"> - become adult audiences 	<ul style="list-style-type: none"> - engage and bring their enthusiasm - openness 	<ul style="list-style-type: none"> - written assessments currently being completed 	<ul style="list-style-type: none"> - immediate 			Maggie
Customary Concert-Goers	<ul style="list-style-type: none"> - quality entertainment - good deal - corporate deals for bulk ticket purchases - variety 	<ul style="list-style-type: none"> - feedback - attendance - long-term commitment 	<ul style="list-style-type: none"> - attendance - need to seek feedback 	<ul style="list-style-type: none"> - possible to survey membership? - color code tickets and track origin of customers 	Very High	Low-Med (good for concert-goers)	

APPENDIX 2
PROGRAM EVALUATION

PROGRAM NAME	Schools in Community
CONTENT	Professional program involving presentation in a public venue for K-12 students.
PURPOSE	Grow future audiences
CUSTOMER/MARKET SEGMENT SERVED	Families with school-aged children
WHAT BENEFIT ARE YOU PROVIDING TO THE CUSTOMER WITH THIS PROGRAM?	<ul style="list-style-type: none"> - Awareness of Arts and Culture - Fun, entertainment and variety - Expanding horizons
NUMBER OF PROGRAM USERS/CUSTOMERS (High/Med/Low?)	
RESOURCES NEEDED TO DELIVER THE PROGRAM	<ul style="list-style-type: none"> - Funding from ArtStarts - Collaboration amongst staff and AOs
HOW DOES THIS PROGRAM MEET OUR NEED FOR SUSTAINABILITY?	Audience development for the future

Kicking Horse Culture – Organizational Assessment

Report from the Board Retreat, Oct. 29-30th, 2005

PROGRAM NAME	Promotion
CONTENT	<ul style="list-style-type: none"> - Ads - radio - flyers - newspaper inserts - mailouts - word of mouth - website - email network - affiliated group members
PURPOSE	Promotion of Arts Council presence, activities and events.
CUSTOMER/MARKET SEGMENT SERVED	Feel the current promotion strategy is for saturation rather than targeting a specific audience
WHAT BENEFIT ARE YOU PROVIDING TO THE CUSTOMER WITH THIS PROGRAM?	<ul style="list-style-type: none"> - education, entertainment - awareness of local arts/culture
NUMBER OF PROGRAM USERS/CUSTOMERS (High/Med/Low?)	
RESOURCES NEEDED TO DELIVER THE PROGRAM	<ul style="list-style-type: none"> - funding - easily updated web page - dedicated phone line - list of contacts - office space - complimentary tickets for community leaders - email and phone network - link to Town web site - signage opportunities; sandwich boards - need a “blue-print” policy on promotion - keep strong records
HOW DOES THIS PROGRAM MEET OUR NEED FOR SUSTAINABILITY?	<ul style="list-style-type: none"> - builds credibility – provided already with KHC re-branding - builds a database of contacts

Kicking Horse Culture – Organizational Assessment

Report from the Board Retreat, Oct. 29-30th, 2005

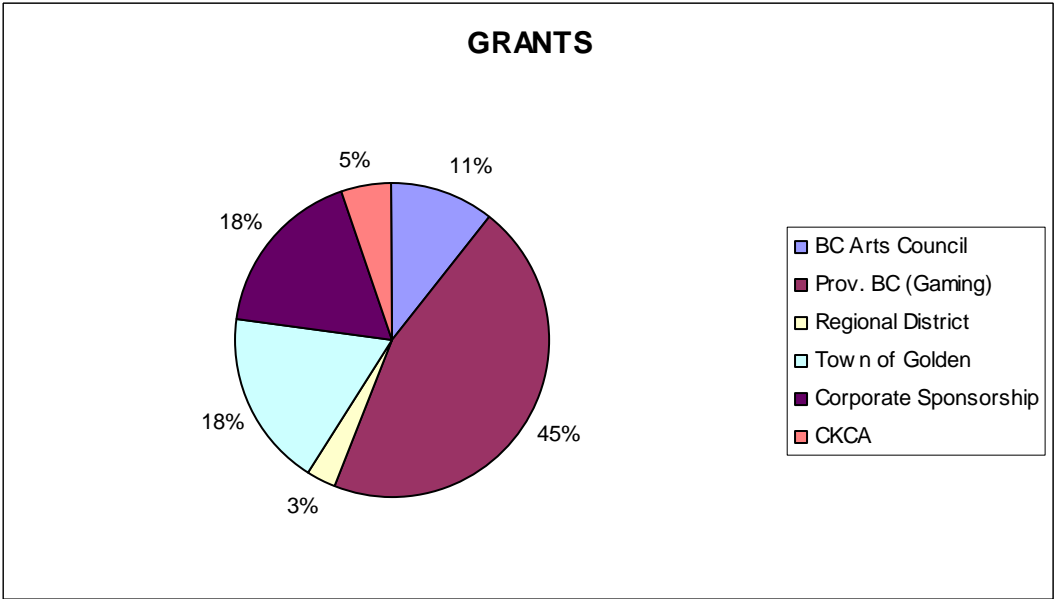
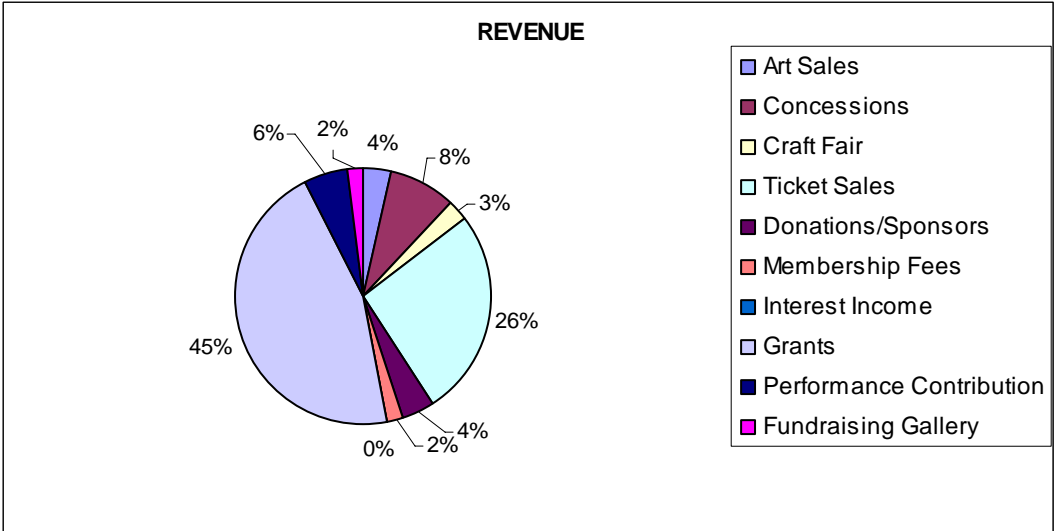
PROGRAM NAME	Performances
CONTENT	Regular scheduled live performances, approximately 12 per year, generally comprised of touring performers
PURPOSE	“bread & butter” for the council – in terms of visibility, and also revenue
CUSTOMER/MARKET SEGMENT SERVED	Local community – 200-300 regular participants
WHAT BENEFIT ARE YOU PROVIDING TO THE CUSTOMER WITH THIS PROGRAM?	<ul style="list-style-type: none"> - life enrichment - community loves live entertainment
NUMBER OF PROGRAM USERS/CUSTOMERS (High/Med/Low?)	- High relative to other small communities; Low relative to arts council expectations
RESOURCES NEEDED TO DELIVER THE PROGRAM	Funding subsidies Venue Ticket Sales – access to current and new users Sustainable staffing & administration Sponsorships Marketing and promotion Bill’s leadership
HOW DOES THIS PROGRAM MEET OUR NEED FOR SUSTAINABILITY?	- “Core business” – creates significant presence in the community, pride

Kicking Horse Culture – Organizational Assessment

Report from the Board Retreat, Oct. 29-30th, 2005

PROGRAM NAME	Arts Spot
CONTENT	Gallery display for local and visiting visual artists.
PURPOSE	Showcase local artists up and down the valley
CUSTOMER/MARKET SEGMENT SERVED	<ul style="list-style-type: none"> - No market at present; in some cases perceived as a "clique" - Customers come to the Arts Spot to purchase tickets for performances; visual display is secondary - Not really a welcoming environment - No one present to answer questions
WHAT BENEFIT ARE YOU PROVIDING TO THE CUSTOMER WITH THIS PROGRAM?	- Is there an opportunity to rotate shows with other galleries in Columbia Valley?
NUMBER OF PROGRAM USERS/CUSTOMERS (High/Med/Low?)	Low
RESOURCES NEEDED TO DELIVER THE PROGRAM	<ul style="list-style-type: none"> - Poor thank-yous/recognition by the arts council in the past of displaying artists - Need more personal invitations to community leaders and corporate sponsors - Visitor gallery and local artist studio space - Need a better long-term space - Good lighting - Opportunity to display at Civic Centre?
HOW DOES THIS PROGRAM MEET OUR NEED FOR SUSTAINABILITY?	- Services and support to local artists/membership

APPENDIX 3



APPENDIX 4

Mission statement: word brainstorming

Economic activity	Facilitate	Cooperative
Benefit to all	Educate	Engage
Energize	Sustainable	Delivery
Develop	Cultural development	Foster
Collaborate	Alliances	Encourage
Cultural life	Enrich	Support
Catalyze	Expression	

Mission Statement: Draft Missions

The Kicking Horse Culture Mission is to engage, energize and enrich the authentic cultural life of our community.

Working cooperatively with others in the community, the Golden and District Arts Council will lead the promotion of Kicking Horse Culture, creating opportunities for the benefit of our community.

APPENDIX 5

KICKING HORSE CULTURE 2005-06 BOARD OF DIRECTORS

NAME	OCCUPATION
Maggie Calladine	Teacher
Mike Cattle	Retired
Kendall Duce	Teacher
Cheryl Goodwin	Photographer
Bill Pitcher	Photographer
Joyce Priest	Sculptor
Barbara Tomlinson	Office Manager
Bill Usher	Musician
Bob Wilson	Teacher