



#### **A. TIMELINE:**

- a. Golden District Arts Council was incorporated as a non-profit under the BC Society's Act in October of 1970.
- b. GDAC began to operate under the Kicking Horse Culture banner in September of 2004.
- c. GDAC/KHC celebrated the 35<sup>th</sup> anniversary of the arts council with a community Gala Concert in April of 2005.
- d. The Golden Area Initiatives (GAI) Service Delivery Agreement came into effect on June 1/06.

#### **B. MISSION & MANDATE:**

1. The original Mission and Mandate of the Society:
  - a. Mission: *to foster, encourage and support arts activities in the Golden area.*
  - b. Mandate:
    - *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.*
2. The current Mission and Mandate as adopted by the Board at the Organizational Assessment retreat in Oct. 2005 is:
  - a. Mission: *to engage, energize and enrich the cultural life of Kicking Horse Country.*
  - b. Mandate:
    - *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.*

### C. BOARD OF DIRECTORS:

1. Like all non-profit Societies under the BC Society's Act, the Golden District Arts Council is governed by a public and volunteer Board of Directors and bound by the duties and legal accountabilities of a non-profit Society. Under the By-Laws, Directors are elected for a 1 year term. Given the Mission and Mandate of the Society, these Directors are responsible to all stakeholders in the Society: members; funders; sponsors; partners; and, the community at large.
2. As the Society has developed and transitioned over the past two years, there has been more than normal turnover in Directors: some from disagreement with the changes; and some, from the inability to dedicate the amount of personal volunteer time needed.
3. Please see Paragraph Q. for a current list of Directors and staff.

### D. MANAGEMENT & GOVERNANCE:

1. The Society is volunteer run and has paid fees/wages to part-time and project staff at various times throughout its 36 year history.
2. Since 02/03, the Society has received Gaming funds to support staffing. *(See Table 1)*
3. With key volunteer burnout recognized as the inevitable result of the recent effort and growth, Directors placed a high priority on seeking long-term sustainable funding to support appropriate staffing levels.
4. With funds applied for and received from the Centre for Sustainability in Vancouver, KHC Board members plus invited community leaders underwent a 2.5 day Organizational Assessment process October '05.
  - a. The 23 page Final Report captures a SWOT analysis and details specific recommendations for the growth of KHC. *(For more information or a copy of this report please contact KHC)*
5. This Organizational Assessment Final Report served as the platform for a request (Nov/Dec. 05) to both levels of local government for sustainable operating funding.
  - a. The request for funding presentation to Town and CSRD Area A *(For more information or a copy of this presentation please contact KHC)* outlined KHC's Strategic Goals:
    1. *to partner with Kicking Horse Country, our provincial, federal, corporate funders and our audiences to deliver a vibrant, year-round palette of cultural activity that will make "where" and "how" we live an "attraction"*
    2. *to use cultural activity as a catalyst to build upon and enhance our local traditions and further develop a strong "sense of place"*
    3. *to help fuel 'pride in community', social & economic development, tourism and the very real feeling that this is a "great place to live and visit"*
  - b. Funding was granted as detailed in a Service Delivery Agreement with Golden Area Initiatives and became effective June 1, 2006.
6. Recognizing that the Board needs to transform from a 'hands-on' management model to a governance and strategic planning model, KHC once again applied to the Centre for Sustainability ArtsPod Program and subsequently *(April 06)* was notified that \$9,000 would be provided to fund further professional development of the Board and the organization.

- These funds will pay the fees of experienced Board Development consultants to work with the Board and KHC professional staff throughout 06/07 to develop best practices in the areas of governance, policy making, strategic planning, human resources etc.
- KHC has notified the community that it will share these Pro D. sessions by inviting the participation of representatives from other community Boards.

#### **E. STAFFING:**

1. From June of 2004, KHC has supported its growth with significant volunteer effort.
  - Annual staffing/administration costs have remained effectively the same as per previous administrations. (*See Table 1*)
2. With confirmed funding increases from the Direct Access Gaming Grant and the GAI Agreement, KHC now has the means to support 1.5 professional positions in 06/07.
3. A (transitional) Development Director was contracted for 6 months in May 06 pending the Board's implementation of permanent staffing arrangements – expected October 06.

#### **F. FINANCIAL:**

1. KHC has substantially grown its programming and community outreach while maintaining strong financial management.
  - As of year end May 31, 2006 the Income Statement shows revenues at \$11,500 in excess of expenses. (*see Table 2 – 05/06 Income Statement*)
  - KM COX & CO. will provide Audited Statements for the 05/06 year-end.
2. KHC has numerous local, regional, provincial and federal stakeholders, each of whom have very specific expectations of deliverables in return for their funding support.
  - Each grant or sponsorship is specifically designed to meet certain goals and objectives of the stakeholder. Continued or increased funding from these stakeholders is based upon meeting and/or surpassing these specific expectations.
3. Since June 2004, KHC has maintained or levered significant increases in funding from local, provincial and federal stakeholders:
  - Columbia Kootenay Cultural Alliance: \$3,000 grant to upgrade the Art Spot gallery.
  - BC Arts Council: awarded a \$1,000 performance bonus in addition to the Basic Assistance Grant.
  - BC Arts Council: \$2,500 to provide Pro. D. to artists and volunteers for the animation of a community celebration.
  - BC Arts Council Community Presenters Assistance Program: \$3,500 to support the presentation of Canadian touring artists to local communities.
  - Direct Access Gaming Grant: increased from \$8,000 to \$20,000 in 05/06.
  - Direct Access Gaming Grant: one-time \$5,000 grant for computer and office upgrades.
  - Canadian Heritage: first-time Arts Presentation Canada award of \$8,000 to support the presentation of Canadian touring artists to local communities.
  - 2010 Legacies Now – Arts Now Community Build funding: the awarding of a community celebration Pro. D. workshop by Vancouver's Public Dreams in Nov. 06.

- Centre For Sustainability: two grants - \$1,800 and \$9,000 for Board professional development.
  - Kicking Horse Country: \$60,000 effective June 1/06 to support operational sustainability.
  - BC Hydro: \$5,000
  - Columbia Power: \$2,500
  - Uniserve: \$4,000
4. With support from KM COX & CO., KHC has recently completed a recasting of the books, establishing a new Chart of Accounts and bookkeeping and reporting procedures to reflect current business activity.

## **G. PROGRAMMING:**

1. Since the 04/05 season, KHC programming has been branded under its various "KICKS" banners. KHC has met and, in most areas, surpassed the previous benchmark programming levels:
- EYE KICKS:
    - a. monthly visual arts exhibits continue at The Art Spot
    - b. ArtsAround (Kootenay Regional exhibit) hosted June 06
  - GIFT KICKS:
    - a. Annual Christmas Craft Faire each November
  - FILM KICKS:
    - a. Banff Mountain Film Fest each December
  - LIVE KICKS:
    - a. Significantly more opportunities for local audiences to experience high quality cultural performances from both touring and local artists:
    - b. Partnership with SD6 puts a special focus on arts education activities enabling Golden students to experience LIVE KICKS concerts and participate in extensive artist residency activities.
  - ICE KICKS:
    - a. New winter festival in Feb. 05. Continued Feb. 06
      - a. opening and closing weekend concerts
      - b. \$5,000 in local artist fees to deliver 12 'nominal cost' arts workshops to the general community
    - b. Vision:
      - expanded partnerships with winter recreation activities.
      - Confirmed grants from 2010 Legacies Now and BC Arts Council will enable Pro D. workshops for local artists and volunteers to create a community celebration component of ICE KICKS '07.

- SUMMER KICKS:
    - a. 2005: 3 shows including partnership with the Sikh community to present Kiran Ahluwalia and partnership with the Museum to present a free youth concert with The Makeshift Heroes on the Museum Green
    - b. 2006: increased to 5 events including a family street fest and 4 free mini-festivals Down By The Bridge
  - Given a lack of stakeholder interest, decisions to discontinue the Sounds of Summer and the Farmer's Market were made by the KHC Board in consultation with local artists and community members.
2. Since 2004, KHC has negotiated lower fees to touring artists which effectively delivers more programming events for the same amount of expense. (*See Table 1*)
  3. Local government's official commitment of operating funding serves both to acknowledge the recent increase in the arts council's programming, community development and outreach efforts, and formally requires these efforts to continue and develop.
  4. The Directors have recognized a number of areas for development in programming, including increased professional development activities for local artists, as outlined in the *Organizational Assessment Final Report Oct. 05*.

#### **H. MEMBERSHIPS:**

1. Beginning with the 04/05 season, KHC instituted two membership levels:
  - a. KICKS PASS membership: \$10 for community members to access discount tickets
  - b. Artist membership: \$20 for artists, artisans and crafters provides access to GIFT KICKS, EYE KICKS and ICE KICKS opportunities plus discount tickets
2. Membership has grown commensurate with the growth of KHC's programming popularity. KHC/GDAC continues to maintain the previous benchmark of member benefits while envisioning a variety of professional development and networking opportunities for members (*See KHC Organizational Assessment Oct. 05*) once new staff is in place to support volunteer efforts. (Fall 06)
  - a. KHC has plans to commission an artists' advisory panel that will meet 4 to 6 times a year to suggest and implement professional development opportunities/activities for community visual, literary and performing artists.
3. According to the Society's financial statements, KHC has directed significantly more funds to significantly more local artist members in the past two years of operation than in the previous two years. (*See Table 1*)
4. Despite ongoing recruitment efforts, volunteer support and involvement from performing and visual artists/crafters who benefit from EYE KICKS, GIFT KICKS, LIVE KICKS and ICE KICKS activities is minimal at best.

#### **I. PARTNERSHIPS & COMMUNITY COLLABORATIONS:**

1. Although not all community groups wish to or are able to collaborate, KHC plays an important pro-active role in harnessing and developing collaborative partnerships between non-profit organizations, small business and local government.

- a. In the past two years, KHC has pro-actively sought and confirmed collaborations with a number of other community based groups including Golden Area Initiatives, Kicking Horse Mountain Resort, The Golden Star, Canadian Legion Golden Branch 122, Rocky Mountain SD6 Golden schools, Golden Pro Rodeo, the Historical Society/Museum, Chamber of Commerce, Golden Youth Opportunities Council, Columbia Kootenay Cultural Alliance, Columbia Basin Trust, Canadian Heritage, ArtStarts in Schools.
- b. As important, KHC has been asked for programming assistance by a number of individuals and groups including TASK Tourism Conference, Spring To Life, Canadian Legion Branch, the Historical Society/Museum, Town of Golden Leisure Services, Chamber of Commerce, Communities In Bloom and SD 6, Eleven22 and 5 Elements Gallery.

## J. FACILITIES:

### 1. Civic Centre:

- KHC presents most of its LIVE KICKS programming in the Civic Centre. Though not ideal and lacking options for building backstage and storage capacity/amenities, the CC is an all-purpose hall with a proscenium stage that can adequately support KHC's live performance programming.
- Seating capacity of 300 allows KHC to present shows that demand bigger fees/audiences.
- While the Town considers the future of the CC, KHC has made an interim proposal to the CC Society that would increase the footprint of the stage and beautify the proscenium.

### 2. The Art Spot:

- KHC programs 10 to 12 'monthly' visual arts exhibits per year
- KHC has spent \$4,400 to improve exhibition capacity and lighting.
- The KHC *Organizational Assessment Oct. 05* notes that The Art Spot is not adequate to support significant growth for both local emerging and professional artists. Several suggestions are included for consideration.

### The Rec Plex:

- KHC programs the annual Craft Faire in the Rec Plex over two days in November.

### 3. The Museum Green:

- KHC has partnered with the Museum to present a few activities on the Museum grounds including Canada Day, an arts education summer camp and free concerts.

### 4. Down By The Bridge:

- This summer's SUMMER KICKS '06 free Down By The Bridge Concerts series is a major attempt to align with Kicking Horse Country and Chamber of Commerce goals to animate the pedestrian bridge location and the downtown area in general.
- Stage and lighting is erected for each show and is somewhat limited given the stature of international acts presented. Plans are underway with the Town and Rural Golden to apply for Major Capital Funds from Gaming this Fall to purchase a mobile community stage in time for next year's community events.

## **K. ARTS EDUCATION AND YOUTH ENGAGEMENT:**

1. KHC has partnered with key educators/organizations to develop and deliver numerous arts education activities for children and youth:
  - Schools In Community performances at the CC
  - Multi-day residencies for school children with touring artists
  - Workshops in creation of theatre, dance and music pieces with professional artists
  - Extra-curricular performance opportunities at the CC and around town
  - two, two-week summer Explorations Arts Camps
  - one week summer theatre camp
  - Numerous hands-on workshops in a variety of artistic disciplines as part of ICE KICKS
  - High school students' exhibit of art at The Art Spot
  - Elementary school students' exhibit at Arts Around
2. By definition, youth culture is youth culture – no adults allowed. However, KHC continues to work with the leadership classes at GSS and the Golden Youth Opportunities Council to explore possibilities for the development of youth arts programming.
  - KHC has booked Chucky Danger Band for a Nov. 06 date.

## **L. COMMUNITY PARTICIPATION IN ARTS ACTIVITIES:**

1. In addition to arts education youth activities, KHC has created a number of new initiatives for hands-on community arts participation:
  - a. ICE KICKS workshops: 12 workshops per year in a variety of arts disciplines delivered by local artists to community members. (02/05 and 02/06)
  - b. 35<sup>th</sup> Anniversary Gala: 4 day intensive residency with LEO-fx capping off weeks of preparation from a variety of community performers including poets, belly dancers, Dogtooth Drummers, GSS Senior Choir, youth dance troupe, and a variety of local musicians. (April 05)
  - c. Lagni-Sussu: 3 days of workshop activities in African dance and drumming (Nov. 05)
  - d. U. of A. Mixed Choir: participation of GSS Senior Choir to rehearse and perform with this 100 voice university choir. (April 06)
  - e. Arts Around: 1 day of workshops for visual artists. (June 06)
  - f. Kutapira: 3 days of workshop activities in marimba music (July 06)
  - g. Community Celebration Workshops: confirmed workshops by Vancouver's Public Dreams (Nov. 06 and Jan. 07) to support community artists and volunteers in the creation of a 'community celebration'.
2. KHC provides promotional efforts to other community arts and cultural organizations by:
  - a. Piggy-backing listing and promotional info of other events onto KHC ads and posters/flyers.
  - b. Profiling community event listings and background info in the NEWS KICKS email newsletter and on the KHC website.
3. KHC produced the University of Alberta Mixed Chorus Concert in April '06 in collaboration with the Golden Community Choir. All expenses of the show were absorbed by KHC while

revenues (\$700) went to the Community Choir to pay for the purchase of sheet music for future performances by the Choir.

#### **M. BRANDING, MARKETING & PROMOTION OF THE ARTS:**

1. KHC has raised the profile of arts activities in Golden by utilizing a broad range of professional marketing tools:
  - a. Advertising:
    - i. Monthly half-page or full page ads in The Force.
    - ii. Weekly quarter-page ads in the Golden Star.
    - iii. 10, 30-second spots on CKGR Radio per event.
  - b. Editorial:
    - i. Advance feature articles on each event in the Golden Star.
    - ii. Post-event photo coverage in the Golden Star.
    - iii. Advance features/listings in The Force.
  - c. Posters/flyers:
    - i. Custom, branded posters/flyers created for each event and posted in and outside of town.
  - d. NEWS KICKS Newsletter:
    - i. Twice monthly email newsletters to more than 300 subscribers
    - ii. Features info on both KHC events and other related arts/cultural events in the community.
  - e. Website – [www.kickinghorseculture.ca](http://www.kickinghorseculture.ca):
    - i. Branded, online access to up-to-date info on upcoming events and activities presented by KHC and other arts/culture businesses and organizations.
  - f. Email to Chamber and GTA/DMO:
    - i. In collaboration with the Chamber and GTA/DMO, KHC prepares and sends event flyers to local business and tourism providers.

#### **N. ARTS & CULTURE AND TOURISM:**

1. As stated in KHC's Strategic Goals (*see paragraph D. 5.*), KHC places strategic importance on activities and collaborations that help fuel pride in community and gives a sense to visitors that Golden is a great place to visit and live. KHC initiatives in this area include:
  - a. Professional approach to ongoing programming and marketing/promotional outreach.
  - b. Collaborative efforts with other community organizations/events.
    - i. Promotional and advertising support to a variety of community cultural organizations in helping get their message out.
    - ii. Golden Pro Rodeo:
      1. KHC staff assisted Rodeo volunteers to apply for sponsorship funds
      2. In collaboration with Golden Pro Rodeo, KHC has added a concert component to the Friday night of rodeo weekend (Sept. 1 06)

- c. SUMMER KICKS 06: the creation of a 5 event series of free concerts by a mix of touring professional and local artists Down By The Bridge. Costing \$12,000, KHC has advanced this project as a pilot and hopes to attract significant buy-in from community partners to continue and expand the series for summer 2007.
- d. ICE KICKS '07: as mentioned elsewhere in this document, KHC plans to enlarge the scope of this winter festival to incorporate an outdoor community celebration and other 'ice and snow' activities.
- e. KHC participates in the 2007 Golden Anniversary Planning Committee working towards a variety of events that will celebrate Golden in 2007.
- f. Ongoing discussions with community partners re: programming to celebrate the David Thompson bicentennial.
- g. KHC will assist the Town to present a community arts Gala concert in April of 2007 to the delegates from the Association of Kootenay Boundary Local Government delegates.
- h. KHC has initiated discussions with leaders in the 'mountain adventure' community towards the creation of an ongoing cultural festival that would put a special focus on Golden's history and sense of place.

#### O. Table 1 - Financial Comparisons:

N.B. GDAC financial year runs June 1 to May 31

	Description	02/03	03/04	04/05	05/06
1.	No. of local artists receiving funds	10	15	36 *	26
2.	Total fees to local artists	\$5,287	\$6,580	\$15,615 *	\$13,399
3.	Total fees to touring artists	\$12,834	\$11,019	\$18,512	\$19,938
4.	No. of concerts/residency activities	6	6	11 + 6 arts ed. **	12 + 8 arts ed. **
5.	Total fees to all local & touring artists	\$18,121	\$17,599	\$34,127	\$33,337
6.	% of Total fees to local artists	29%	37%	46%	40%
7.	Membership fees	\$850	\$775	\$1,480	\$1,690
8.	Wages/benefits for staff	\$9,856	\$10,040	\$10,045	\$13,440 ***
9.	Gaming Grant to support staff payroll	\$8,250	\$8,250	\$8,250	\$20,000

*fit of one-time only TASK Tourism Conference;*

*\*\* notes additional Civic Centre arts education school concerts/residency activities*

*\*\*\*includes first month of full-time staffing (May 06) as a result of GAI Service Delivery Agreement*

**P. Table 2 – Income Statement 05/06**

<b>Golden District Arts Council Income Statement 01/06/2005 to 31/05/2006</b>	
<b>REVENUES</b>	
Grants	60,486.55
Sponsors	4,797.46
LIVE KICKS	30,283.16
EYE KICKS	103.73
GIFT KICKS (Craft Faire)	4,972.18
ICE KICKS	839.00
Other	<u>21.64</u>
<b>TOTAL REVENUES</b>	<b>101,503.72</b>
<b>EXPENSES</b>	
Community Partner Support	1,316.10
CKCA Program 1	5,012.84
Payroll (including summer student)	19,488.35
Board (Pro D.; meetings)	2,225.89
LIVE KICKS	40,173.81
EYE KICKS	4,759.44
GIFT KICKS (Craft Faire)	693.06
ICE KICKS	4,756.07
General & Admin Expenses	5,072.29
Office	<u>6,455.77</u>
<b>TOTAL EXPENSES</b>	<b>89,953.62</b>
<b>NET INCOME</b>	<b>11,550.10</b>

## **Q. GDAC/KHC DIRECTORS/STAFF LIST**

### 1. Directors:

- a. Bob Wilson, Chair, Educator
- b. Glen Ewan, Lawyer
- c. Laurie Dalzell, Women's Centre Director/Musician
- d. Kelly Mason, Small Business Owner
- e. Mike Cante, Engineer
- f. Joyce Priest, Artist
- g. Maggie Calladine, Educator/Artist
- h. Mike McPhee, Marketing Manager/Artist
- i. Ron Oszust, Elected Representative Rural Golden - Ex Officio

### 1. Staffing:

- a. Bill Usher, Interim Development Director
- b. Thelma Brown, Bookkeeping
- c. Bonnie Peyto, Summer Student (May/Aug. 06)