

# REPORT TO COUNCIL



**Date:** February 1, 2012  
**File:** 0710-01  
**To:** City Manager  
**From:** S. Kochan, Cultural Services Manager  
**Subject:** 2012 Professional Arts Grants

---

**Recommendation:**

THAT Council receives, for information, the report dated February 1, 2012 from the Cultural Services Manager;

AND THAT Council approves 2012 Professional Arts Grants as recommended in the report dated February 1, 2012 from the Cultural Services Manager, for the following organizations:

- \$20,000 to the Okanagan Artists Alternative Association (operating as Alternator Centre for Contemporary Art);
- \$25,000 to Kelowna Ballet Society (operating as Ballet Kelowna); and
- \$50,000 to the Okanagan Symphony Society.

**Purpose:**

To approve distribution of annual grants-in-aid to professional arts organizations.

**Background:**

Professional Arts Grants are available for:

‘Organizations that have ongoing paid professional artistic leadership and administration and that pay principle artistic contributors for their services in accordance with generally accepted professional standards. Eligible activities include creative collaboration between professional artists and community members.’

For the last several years, three Kelowna-based organizations have received annual Professional Arts Grants:

- Okanagan Artists Alternative Association (operating as Alternator Centre for Contemporary Art);
- Kelowna Ballet Society (operating as Ballet Kelowna); and
- Okanagan Symphony Society.

Staff is not aware of any additional non-profit arts organizations which currently meet the eligibility requirements for professional arts funding. However, this may change in the future.

The grants recommended in this report are the same as those approved for 2008, 2009, 2010 and 2011. The amount of total funding available for Professional Arts Grants (\$95,000) has not changed since 2008.

A handwritten signature in black ink, appearing to be a stylized 'R' or similar character.

Additionally, through a transition plan implemented in 2009 and 2010, Festivals Kelowna is now included the annual professional arts grant review process, and its arms length operating model and programming mandate are contained in a 3 year Service Agreement. The term of the current agreement ends on December 31, 2012 and staff are currently reviewing the delivery model and working with the organization to determine future arrangements.

This fulfills Council resolution R455/10/05/17 (partial):

‘...AND THAT Council directs the Cultural Services Branch to oversee the same annual review and reporting processes for Festivals Kelowna as are required from other professional arts grants recipients.’

Festivals Kelowna funding is a stand-alone item in base budget and is governed by the terms of the Service Agreement, and therefore approval of the funding is not requested in this report.

**Professional Arts Grant process:**

The process for 2012 was the same as that used in 2010 and 2011 and consisted of:

- a written request to each organization in early November, 2011 for various financial, programming and organizational information, including a critical self-assessment of their operations, financial management, revenue development, programming, strengths and weaknesses. The deadline for submission of these materials was December 16, 2011.
- a staff review in January, 2012 of submitted materials and previous years’ evaluations and reports. The review focused on three key areas: finances, programming and governance. Each of these areas had multiple levels of analysis and investigation.
- an in person meeting between Cultural Services staff and a senior staff person and Board representative from each organization during the week of January 23, 2012 to discuss review findings, exchange information and obtain feedback from each organization about their plans, challenges and relationship with the City and other stakeholders.
- pending approval of grants by Council, preparation of review notes with a follow up letter to each organization. In some cases more information has been requested and recommendations for improvement in particular areas have been provided.

All of the organizations have indicated that this review process has been helpful to them because it provides direct and clear feedback from a funder. From a staff perspective, the knowledge gained will assist in ensuring that grant funding continues to generate meaningful impact and benefit for the organizations and the community.

Lastly, each organization has been provided with an opportunity to make a direct presentation to Council, as Public in Attendance. These presentations are scheduled as follows:

- April 2 - Festivals Kelowna
- April 16 - Ballet Kelowna
- April 23 - Okanagan Symphony
- April 30 - Alternator Centre for Contemporary Art

The highlights from the staff review of each organization are provided in the attached Appendix A.

**Internal Circulation:** General Manager, Community Services; Director, Recreation & Cultural Services

**Existing Policy:**

Council Policy 274 - Cultural Policy:

'The City of Kelowna Cultural Services Branch funds and administers annual grants for professional arts organizations. Professional Arts Grants include an annual grant to Festivals Kelowna in support of Parks Alive!, Arts Alive!, the Buskers Program and Canada Day/Folk Fest activities.'

**Financial/Budgetary Considerations:**

Recreation & Cultural Services base budget, administered through Cultural Services, for grants-in-aid to professional arts organizations is a total of \$95,000 to be distributed among eligible organizations in accordance with the annual review/approval process. The existing base budget for Festivals Kelowna is \$248,500.

**Considerations not applicable to this report:**

Legal/Statutory Authority  
Legal/Statutory Procedural Requirements  
Personnel Implications  
External Agency/Public Comments  
Community & Media Relations Comments  
Alternate Recommendation

Submitted by:



S. Kochan, Cultural Services Manager

Approved for inclusion:



J. Gabriel, Director, Recreation & Cultural Services

cc: General Manager, Community Services  
Director, Recreation & Cultural Services  
General Manager, Okanagan Symphony Society  
Executive Director, Kelowna Ballet Society  
Administrative & Artistic Director, Okanagan Artists Alternative Association  
Executive Director, Festivals Kelowna

## 2012 PROFESSIONAL ARTS GRANTS - APPENDIX A

FEBRUARY 1, 2012 REPORT FROM S. KOCHAN, CULTURAL SERVICES MANAGER

### HIGHLIGHTS FROM STAFF REVIEW:

#### **Festivals Kelowna (presenting to Council on April 2)**

##### **Programming:**

Festivals Kelowna delivers four core programs which provide high quality entertainment in many of Kelowna's key outdoor public spaces. The animation and vibrancy contributed by this programming is valuable for both residents and visitors, and functions as a significant attractant particularly in the downtown and waterfront areas.

##### **1. Canada Day:**

In 2011, estimated attendance at Canada Day events was 68,950 people, an increase of approximately 20% from 2010. New programming components for children, families and youth were particularly successful.

##### **2. Parks Alive!:**

Parks Alive! attracted approximately 22,000 people. This program provided 47 free events, 6 days a week for 9 weeks in 17 different parks throughout the city. 130 different groups, 81% of them local, provided 136 hours of performance in a range of 32 different themes. New beach-side family concerts on Sundays proved very popular.

##### **3. Arts Alive!:**

50 artists and artisans sold their wares in City Park, Kerry Park and near the Yacht Club during the summer. The program is fully subscribed and all available spots were booked by June.

##### **4. Buskers Program:**

In 2011, five new 'Busk Stops' were established bringing the total to 15. Three of the new locations are outside the downtown core. 60 performers applied for busking permits and provided a range of entertainment, including a first time permit to a pair of classical guitarists.

Festivals Kelowna worked in partnership with the Downtown Kelowna Association for programming at the Fusion Festival in August and the Christmas Light Up in early December. Other new partnerships are in the works for 2012.

Through its Service Agreement with the City of Kelowna, the organization creates an annual business plan. More details about plans for 2012 will be provided during the organization's presentation to Council.

##### **Financial:**

Due to careful management by staff and continuing community support and sponsorship, the organization's financial position has stabilized. A debt owing to the City of Kelowna arising from losses experienced in 2009 has been fully repaid, a year earlier than planned.

While the City of Kelowna remains as Festivals Kelowna's largest funder, the organization has been successful in accessing additional funding through a diversity of sources including earned revenues (primarily vendor fees), grants from senior levels of government, donations, and sponsorships from local businesses and media who are strong supporters of Parks Alive! and Canada Day programming.

Staff also continue to develop partnership and fee-for-service opportunities with organizers of other festivals and events including the Downtown Kelowna Association, RBC Gran Fondo, the BC Indie Music Awards and more. Festivals Kelowna also has regular liaison with Residents' Associations in conjunction with its Parks Alive! programming in various neighbourhoods throughout the city.

##### **Organizational:**

2012 marks the final year of 3 year Service Agreement between the City of Kelowna and Festivals Kelowna. During the term of the agreement, the organization has strengthened its program development and delivery and regained its financial footing. The Board and staff have developed good financial and

administrative systems and have engaged in regular strategic planning. Pursuant to the Service Agreement, quarterly financial reports are provided to the City.

The organization is well-connected to the regional event and performer community and the staff are frequently sought out by other event planners as sources of information and advice. Festivals Kelowna provides an important career development pathway for local performers. Artists who start out as Buskers may be hired to perform for Canada Day or on a Parks Alive! stage where they gain new and larger audiences for their work.

The organization has two full time staff: Executive Director Renata Mills and Program Coordinator Morgan Cleveland. Subject to budgets and the availability of student employment grants, the organization hires 1-2 summer students each year to assist with Parks Alive! programs, and works with various contractors for Canada Day. The summer student staff are key players in seeking out new talent and developing new programs which attract younger audiences.

The 11-member volunteer Board of Directors represents a diversity of skills and interests, including specialists in marketing, accounting, event development and delivery, music industry and performance and business administration.

---

### **Ballet Kelowna (presenting to Council on April 16):**

#### **Programming:**

Ballet Kelowna is one of 10 professional ballet companies in Canada. It is in its 9<sup>th</sup> season. The company of 6 young dancers under the artistic direction of David LaHay performs both new works by Canadian choreographers (including LaHay), and new stagings of masterworks to favourable reviews and enthusiastic audiences.

The company continues to tour extensively. In 2011, Ballet Kelowna delivered 50 performances in 25 communities throughout British Columbia and Alberta. In 2012 a larger tour of Alberta is scheduled, supported by touring grants from the federal and provincial governments. The total annual audience is approximately 15,000 people.

Ballet Kelowna fulfilled a successful and innovative collaboration with the Okanagan Symphony Orchestra for the performance of *The Falcon's Trumpet* in October 2011. This new ballet, set to original music by Canadian composer R. Murray Schafer, was choreographed by David LaHay and performed in Vernon and Kelowna. The composer has expressed his interest in another project involving both the Ballet and Symphony. Legacies from this project also include production of the first sound recording of the Schafer work.

Community and audience outreach includes:

- Open studio days and rehearsals;
- School performances;
- Free performances in locations such as Orchard Park Shopping Centre;
- Ticket price discounts for seniors and youth;
- Through a sponsored Community Partner program, free tickets for performances throughout the season are provided to children and caregivers;
- Through sponsorship, an annual 'Making Memories' free Sunday matinee of *The Nutcracker* fills 800 seats at the Kelowna Community Theatre;
- Hundreds of ballet students from community ballet schools in Kelowna and Kamloops are actively involved in performances of *The Nutcracker*;
- Tour ambassadors and volunteers in host communities; and
- Performances in remote or small communities which might not otherwise be visited by major touring companies.

The organization is successfully attracting younger audiences, volunteers and Board members through its repertoire, marketing and fundraising events.

**Financial:**

Ballet Kelowna operates with a balanced budget. Operating funds from the City of Kelowna are less than 4% of the organization's total budget. The organization generates significant earned and fundraising revenue each year and has created strategic plans and initiatives to increase these revenues over time. The organization has also been successful in accessing touring and project funding from the Province of British Columbia and the Canada Council for the Arts, and continues to work toward obtaining crucial ongoing operating support through these channels. Performing and touring is financially demanding - over 70% of the organization's budget is devoted to production costs.

**Organizational:**

Ballet Kelowna has two full time staff: Artistic Director David LaHay, and Executive Director Alison Moore. The organization is also supported by a part-time office administrator, contracted production, bookkeeping and fundraising personnel and a growing core of volunteers.

Dancers are retained on contract. Through project funding, the organization has embarked on a pilot program to engage an additional two dancers as apprentices - this provides further development and succession opportunities for the dancers, assists in managing the risks of dancer injury, and enables a wider range of repertoire.

The Board of Directors has embarked on a hiring and transition process to replace Alison Moore, the Executive Director, who has announced her departure from the organization in 2012.

The Board of Directors is active through a number of committees and represents a good cross-section of skills and experience including accountancy, law, business, media and project management.

The Board of Directors has guided improvements in bookkeeping and financial systems to ensure good oversight and standardized reporting. A new box office arrangement is being investigated which would generate more revenue and valuable database information.

---

**Okanagan Symphony (presenting to Council on April 23):****Programming:**

2011/12 marks the Symphony's 52<sup>nd</sup> season. The current season, under the artistic leadership of Maestra Rosemary Thomson, reflects a diverse repertoire designed to attract audiences of all ages and interests, including six Masterworks, one pops concert, one family show, one Christmas performance and a week of educational programming. Local or visiting artists are part of each program, and the orchestra continues to welcome many young performers to share the stage. The Okanagan Symphony Chorus of 120 voices and the Youth Symphony are two important initiatives which, with the Symphony's partnership, create performance opportunities for aspiring local singers and players.

Community outreach by the Orchestra includes:

- Free, interactive concerts for preschoolers and families in partnership with the Success by Six organization (in development);
- Annual performances and educational tools for schools, designed to enhance students' listening and learning skills;
- Small ensemble performances at other events, or in alternative venues such as resorts, parks and wineries;
- Provision of free tickets for performances through various social service agencies;
- Reduced ticket prices, mentorship and master classes for local music students and composers;
- Pre- and post-concert opportunities for the audience to meet and talk with musicians;
- Open rehearsals, including participation in UBCO's 'Music & Minds' series;
- The 'Toe in the Door' program providing high school students a behind-the-scenes look at performance (this program is in development and involves 3 other performance-based organizations); and
- Unique on-line and social media programs providing outreach and discounted tickets to new audiences aged 15-29 (in development).

One of the educational and community outreach highlights of the current season is 'Your Story at the Symphony' where winning stories created in a contest for school students from Kindergarten to Grade Six are brought to life on stage with musical illustrations played by the orchestra.

The 2012/13 season has already been planned. A highlight of the coming season is a restaging of 'How Canada Came to Be,' an interpretation of Canadian history told through music, arranged by award-winning local music educator Rhonda Draper, with accompanying video production.

Total audience attendance for the 2010/11 season at 28 programmed performances in Penticton, Kelowna and Vernon was 13,033 representing approximately 70% of total house capacity at all venues. Attendance at Kelowna performances is consistently approaching 100% capacity in the Kelowna Community Theatre.

**Financial:**

Despite major reductions in funding from the BC Arts Council and provincial Gaming Grants in the last two years, and further impacts resulting from the implementation of the HST, the Symphony has re-established a positive financial position through careful administration and vigorous efforts to generate fundraising, sponsorship and earned revenue. Earned revenue now represents approximately 50% of the organization's operating budget, and reliance on public sector funding continues to decline, currently standing just under 20%. Fundraising provides approximately 30% of total revenues.

City of Kelowna funding represents about 5% of the total budget. Other municipalities which benefit from the Symphony's regional programming are now contributing operating funding, including Penticton, West Kelowna, Coldstream and the Regional District of North Okanagan. This is positive recognition of the Symphony's regional impact.

The Symphony continues to receive operational support through the Canada Council for the Arts and the British Columbia Arts Council. No increase in funding from either of these sources is anticipated. It is unclear to what extent the Symphony will benefit from restored eligibility for Community Gaming Grants - more information will be available in the next two months.

The organization is restructuring its fundraising activities in 2012, with a series of four smaller events and a year long 'Maestra's Club' replacing their signature annual event.

Production costs take up approximately 60%-65% of the organization's budget. This is consistent year over year, and is also consistent within the orchestral sector.

**Organizational:**

The Orchestra employs 18 core musicians through a 2-year collective agreement, which was renegotiated in 2011. Scott Wilson, who arrived as the new General Manager last year, is the sole full-time employee.

Other personnel retained on contract include:

- F/T office administrator (Laurie Henderson)
- F/T Artistic/Music Director (Rosemary Thomson)
- F/T personnel/stage manager (Tim Watson)
- P/T bookkeeper, P/T public relations

The Board of Directors includes members with business, accounting/financial, musical and community leadership experience. The Board is embarking on a major 5-year strategic plan and is reviewing various options for box office management.

---

**Alternator Centre for Contemporary Art (presenting to Council on April 30):**

**Programming:**

The Alternator's mandate is to provide an alternative forum and venue for a range of contemporary art practices including performance, video, installation, visual art and interventions in the public realm. Many of their programs and projects engage with social issues.

Founded in 1988, the Alternator is the longest-established Artist-Run Centre in the interior of British Columbia, and is one of only 70 Artist-Run Centres in Canada to receive ongoing operating funding from the Canada Council for the Arts. There are over 170 Artist-Run Centres in Canada.

Of particular note is the Centre's ongoing commitment to featuring the work of established and emerging aboriginal artists, many of them from the Okanagan region.

All artists who exhibit or participate in programming at the Centre are paid in accordance with CARFAC (Canadian Artists Representation) standard fee schedules. As part of exhibiting at the Alternator, artists are encouraged to consider how their work can be shared with the community beyond the gallery walls, through spontaneous or planned activities and events. Other outreach activities include artist talks, film screenings, workshops, lectures and cultural discussions.

The Centre's membership and audience is predominantly in the 18-35 age range. There are approximately 300 members at the current time. Membership is provided at reasonable cost. Membership benefits include participation in an on-line gallery, the Wearable Art Gala and the annual members' show, opportunity to use the Centre's studio space and equipment, and getting involved in other initiatives such as commissioning projects, committees and artist exchanges.

In 2012, programming will focus on local and national indigenous perspectives and will include:

- 2 solo exhibitions by Indigenous artists;
- 2 group exhibitions;
- The 9<sup>th</sup> annual Wearable Art Gala, including participation by an entire class of UBCO Fine Arts students;
- The annual members' exhibition;
- A series of 3 short-term exhibitions curated and created by UBCO Fine Arts students; and
- A residency and exhibition by Toronto artist Christine Swintak.

The Alternator maintains a strong relationship with the En-owkin Centre in Penticton, the cultural centre of the Okanagan Nation. In 2011, the Alternator's then Artistic Director, Chris Bose, also built a new relationship with the Ki-low-na Friendship Centre through a project which taught eight youth aged 13-16 the skills necessary to create a video from its initial concept through to final development. The finished documentary, *Hidden Histories*, reflects on the stories of three Elders and will continue to be screened throughout 2012.

#### **Financial:**

The organization is significantly reliant on public sector operational funding through the Canada Council for the Arts, the British Columbia Arts Council and the City of Kelowna.

2011 marked the final year of the Alternator's multi-year funding agreement from the Community Gaming Grant program. The organization's current budget reflects the loss of \$34,000 annually from this source. The extent to which future Community Gaming Grant funding will be available for this organization is unclear but more information will be available in the next two months.

Due to discontinuation of the Canada Council's media arts funding program, the organization has further reduced its budget by \$16,000.

The organization has a good record of success in obtaining project funding through foundations and all levels of government.

The organization is responding to these funding challenges with a number of strategies, including:

- Reducing the number of exhibitions with more focus on high quality programming and artist support;
- The elimination of a part-time Gallery Assistant position;
- Restructuring and revitalizing its volunteer program;
- In partnership with UBCO, engaging students as curators, and working with student interns to assist with programming and operations;



- With grant support from the Central Okanagan Foundation, the organization has retained the consultancy services of Ashok Mathur, Canada Research Chair in Cultural and Artistic Inquiry, to work with the staff, Board and members to develop a new and sustainable operating model;
- With the assistance of a project grant from the BC Arts Council, the organization will retain a consultant and embark on strategic planning process to refresh its fundraising and sponsorship approach; and
- Outreach to new potential partners in the community, including the high-tech sector.

The annual Wearable Art Gala is a signature fundraising event for the Alternator which attracts positive media attention and a large audience.

**Organizational:**

The organization has experienced significant turnover in its staff and Board of Directors in the last 2 years.

Lorna McParland is the new full-time Administrative & Artistic Director, and is the sole employee. A bookkeeper provides services on contract, and one or two unpaid student interns will be engaged during the school year through partnership with the UBCO Faculty of Creative & Critical Studies. Key volunteer positions provide support to staff for graphic design, exhibition technical needs, administration and video production. Volunteer coordinators are in place for fundraising and other projects.

The 6-member Board of Directors includes practicing artists and students.

Financial statements are prepared annually through a CGA and submitted with other required reports to all public sector and foundation funding agencies.