

# Report to Council



**Date:** February 6, 2017  
**File:** 0710-20  
**To:** City Manager  
**From:** Sandra Kochan, Cultural Services Manager  
**Subject:** 2017 Professional Operating Grants

---

## **Recommendation:**

THAT COUNCIL receives, for information, the report dated February 6, 2017 from the Cultural Services Manager;

AND THAT COUNCIL approves the 2017 Professional Operating Grants as recommended in the report dated February 6, 2017 from the Cultural Services Manager, for the following organizations:

- \$62,000 to the Okanagan Symphony Society;
- \$36,000 to the Kelowna Ballet Society;
- \$26,000 to the Okanagan Artists Alternative Association (operating as Alternator Centre for Contemporary Art); and
- \$16,000 to the Bumbershoot Children's Theatre Society

## **Purpose:**

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

## **Background:**

On September 19, 2016, Council approved guidelines for the 2017 Professional Operating Grants. The guidelines were revised in 2016 in anticipation of new organizations entering the program in 2016. For 2017 no substantive changes were made.

The total funding available through the Professional Operating Grant Program for 2017 is \$140,000.

The purpose of these grants is to provide consistent and reliable annual support to professional, established non-profit arts and cultural organizations which deliver impactful, quality programs and services, demonstrate sustainable operations and contribute to the realization of the City's cultural vision, principles and goals.

Eligible organizations in this program are active for at least five years with professional artistic and administrative staff leadership, a proven record of delivering quality artistic programs in the community, an annual cash budget of at least \$200,000, and an active Board of Directors with a clear governance role. Professional artistic contributors must be compensated at standard rates.

In 2016, four organizations participated in this program, at the following funding levels:

- Okanagan Symphony - \$62,000
- Ballet Kelowna - \$36,000
- Alternator Centre for Contemporary Art - \$26,000
- Bumbershoot Children's Theatre - \$16,000

No changes to these funding levels are proposed for 2017.

Representatives of all four organizations included in this report will deliver Public-in-Attendance reports directly to Council in the coming months.

### **Evaluation process:**

Pursuant to the program guidelines, the evaluation process began with staff review of materials provided by organizations and a meeting with organization representatives to discuss review findings.

In the preparation of the recommendations in this report, staff have considered the following factors:

- The organization's previous funding history with the City of Kelowna, including how it has responded to previous feedback or suggestions for improvement
- The review findings and subsequent interview
- The assessment criteria published in the program guidelines

Background information to support the funding recommendation for each organization is contained in Schedules A through D. The following is an overview.

Okanagan Symphony Orchestra – recommended funding of \$62,000:

- Continued artistic excellence in their programming including a roster of prestigious guest artists and three special programs in celebration of Canada's sesquicentennial in 2017
- Extensive educational and community outreach, including new master class band clinics which will reach 270 middle school students in Kelowna
- Leadership in creating performance opportunities for young musicians, including the Okanagan Symphony Youth Orchestra and Okanagan Symphony Youth Chorus

Ballet Kelowna – recommended funding of \$36,000:

- Continued organizational and artistic growth including 75% increase in the number of programs and services provided by the organization from 2015 to 2016
- Increased number of local performances which contributed to a 75% increase in ticket sales in the last year
- Mentorship program which provides a career progression for young dancers

Alternator Centre – recommended funding of \$26,000:

- Continued exhibitions and programs which support and showcase the work of emerging, alternative and experimental artists
- New strategic plan which prioritizes deeper engagement with members, visitors, artists and the community and stimulates new approaches to building capacity and investment
- Continued growth in attendance and encouraging success in meeting fundraising goals

Bumbershoot Children's Theatre – recommended funding of \$16,000:

- Continued mainstage, school and touring programming which reaches families, students and teachers, and introduces youth and children to the magic of theatre
- CAST (Collaborative Arts for Stage and Theatre) program allows youth aged 13 to 19 to learn acting and stagecraft and create their own show, with a thematic link to a mainstage show
- Recently completed a second successful partnership with the Okanagan Symphony Orchestra for a production of 'Hansel and Gretel' (December 2016)

Upon approval of funding recommendations by Council, staff will provide each organization with a funding confirmation letter which sets out the conditions of funding and may contain feedback or suggestions for improvement from the funder's perspective.

**Internal Circulation:**

Director, Active Living & Culture Division  
Communications Supervisor

**Existing Policy:**

Council Policy 274 – Cultural Policy

**Considerations not applicable to this report:**

Legal/Statutory Authority  
Legal/Statutory Procedural Requirements  
Financial/Budgetary Considerations  
Personnel Implications  
External Agency/Public Comments  
Communications Comments  
Alternate Recommendation

Submitted by:

S. Kochan, Cultural Services Manager

**Approved for inclusion:** J. Gabriel, Director, Active Living & Culture Division

Attached:

Schedule A: Okanagan Symphony Orchestra  
Schedule B: Ballet Kelowna  
Schedule C: Alternator Centre for Contemporary Art

Schedule D: Bumbershoot Children's Theatre

cc:

Director, Active Living & Culture Division

Communications Supervisor

Executive Director, Okanagan Symphony Society

Artistic Director & CEO, Ballet Kelowna

Artistic and Administrative Director, Alternator Centre for Contemporary Art

Artistic Director, Bumbershoot Children's Theatre

Schedule A: Okanagan Symphony Orchestra  
Report from the Cultural Services Manager Feb. 6, 2017

**Planning, Leadership & Administration:**

2016/17 is the Symphony's 57<sup>th</sup> season and it also marks the 10<sup>th</sup> year of Rosemary Thomson's tenure as Music Director.

The Symphony is the largest professional performing arts organization in Kelowna and the third largest professional orchestra in the province. This is a mature organization which has strengthened its administrative team and has embraced the tasks of improving its operations and thoughtfully planning for the future through a refreshed vision and mission, and a detailed three-year strategic plan. Within the management team there is a clear understanding of the organization's operating performance and good alignment between artistic practice and resource management.

In addition to a full-time Executive Director, the organization employs 19 core musicians, an office administrator, an education and outreach coordinator, and manages a network of contractors who support staging and concerts, the Okanagan Symphony Youth Orchestra, marketing and communications, the music library and bookkeeping. Additional musicians are hired for specific performances.

Priorities for the coming year are to:

- Further refine the baseline operational model
- Grow individual and corporate fundraising
- Explore ways to expand audiences in all communities in which they perform.

**Artistic Programs and Services:**

As a regional orchestra, the Symphony continues to perform its entire concert season in Vernon, Kelowna and Penticton. Repertoire showcases the talents of the orchestra's core musicians, and regularly features internationally celebrated guest artists. Also of note is Rosemary Thomson's commitment to introducing new works, particularly by Canadian composers, to audiences on a regular basis throughout each season.

The current 2016/17 season offers:

- six Masterworks concerts, each featuring renowned guest artists – the finale in early May, 2017 is a special collaboration with Ballet Kelowna in celebration of Canada's sesquicentennial. Ballet Kelowna dancers and the orchestra will share the stage for a program featuring new arrangements for orchestra of Oscar Peterson's *Canadiana Suite* (with the Neville Bowman quartet), Gordon Lightfoot's iconic *Canadian Railroad Trilogy* and R. Murray Schafer's *Train*.
- Also in celebration of the sesquicentennial, return performance(s) of Rhonda Draper's award-winning *How Canada Came to Be* featuring over 300 elementary student performers.
- a Christmas celebration featuring four guest artists and the 100-voice Okanagan Symphony Chorus in a performance of *The Messiah*.
- a Pops concert featuring guest vocalists and the music of Elton John. Next year, the Pops series will expand to two shows.
- the annual 'side by side' performance with the Okanagan Symphony Youth Orchestra
- a Family Matinee featuring a one-hour performance of *Hansel and Gretel* in collaboration with Bumbershoot Children's Theatre

- The launch of the 2017/18 season in September 2017 continues the Canada 150 celebrations with a presentation of the Vancouver Symphony Orchestra (VSO) and First Nations mezzo soprano Marion Newman as part of the VSO's provincial tour.

More information about the Okanagan Symphony's extensive community and educational outreach is provided in the next section.

### **Participation and Impact:**

The organization continues to provide an array of programs and services which engage with and connect to the broader community, and offer significant development opportunities for young musicians. These include:

- **Ages two to five:** Symphony Storytime – led by Master Orff teacher Joe Berarducci, a quartet of core and youth players performs a 40-minute concert in an interactive story-telling setting. This year, in addition to presentations at a Kelowna daycare, new locations in West Kelowna and Vernon have been added, and two Saturday morning ticketed shows in Kelowna are available to meet demand.
- **Ages five to 12:** Family Matinee – the current season delivered two sold out performances of *Hansel and Gretel* in December 2016, produced in collaboration with Bumbershoot Children's Theatre. The Family Matinee series will expand in the 2017/18 season to two shows: one featuring words and music from both Peter Pan and Harry Potter, and a second show of *Peter and the Wolf* (also in collaboration with Bumbershoot).
- **Elementary schools:** Education Week 2017 will include a performance of *How Canada Came to Be* involving over 300 student performers and an anticipated audience of over 7,000 elementary school children.
- **Middle schools:** Master Class Band Clinics – in order to enhance the skills of young band students in the region, a total of 18 professional musicians and 25 youth orchestra musicians will coach 270 middle school band students in three Kelowna schools on proper handling of their instrument, embouchure, breath control and other techniques. After the clinic, all the band students will attend a Youth Orchestra rehearsal and each school will receive a follow up visit from conductor Rosemary Thomson to do a clinic with the school's entire band program. In 2017/18, this program will expand to include in-school performances from the orchestra's wind and brass trios.
- **Young musicians:**
  - Okanagan Symphony Youth Orchestra – rigorous orchestral education and performance opportunities for 80 students, including a 'Side by Side' week of rehearsals and performance with the core orchestra. Many youth orchestra graduates go on to study music at the university level. Bursaries, concerto opportunities and a composition program are also offered.
  - Okanagan Symphony Youth Chorus – every three years, the 200-voice youth chorus is featured in the Symphony season. In 2016, the chorus performed with the adult chorus in *Carmina Burana*. This program is free to the students and the schools and some vocalists proceed to join the adult chorus.
  - Musicians in the Making – by arrangement with the Kelowna Community Music School, students are featured performers in the Kelowna Community Theatre lobby before each symphony main stage performance. Students are then invited to attend the concert.

- Master Classes – many of the Symphony’s guest artists do public master classes while they are in Kelowna. Students from throughout the valley apply to receive a 30-minute lesson which is observed by other students and members of the public.
- **Families and senior audiences:** Performances at the Library and Chamber Concert Series – the organization is seeking private sector funding to continue free performances at library locations in Kelowna, Penticton and Vernon. The Chamber concert series in April 2016 featured a performance by a wind quintet in United Churches in Rutland, West Kelowna, Summerland and Winfield. Both of these outreach programs offer accessible, affordable, intimate performances.
- **All audiences:** pre-concert lectures, open dress rehearsals, community auditions for the Adult Chorus.

Total audience for the current 2016/17 season is anticipated to exceed 18,600 patrons. Kelowna audiences represent approximately 56 per cent of that total.

### **Financial Management:**

City of Kelowna funding as proposed in this report represents approximately 5.7 per cent of the organization’s total budget, similar to previous years.

The BC Arts Council, provincial Gaming and the Canada Council for the Arts continue to provide both operating and project support. The organization’s current revenue budget reflects a sustainable balance between earned revenues (47 per cent), public sector support (27 per cent) and donations/sponsorships (26 per cent).

Consistent with previous years, approximately 68 per cent of the overall expense budget is devoted to production and programming costs, with the remainder attributable to administration.

The organization is attuned to financial risks, which include fluctuating levels of support from both private and public sector funding sources. Earned revenue, including ticket sales remains robust, with steady growth in Kelowna and Vernon. Careful tracking and analysis of sales data is enabling the organization to adjust its programming to generate more ticket revenue, without compromising artistic integrity. Through its strategic plan, the organization is focused on building its philanthropic support through individual and corporate donors, which will, in turn, provide the organization with more working capital to support program and organization growth.

Four successful fundraising events in the last year have raised approximately \$50,000.

### **Board and Governance:**

The eight-member Board of Directors provides appropriate expertise and relevant community representation for an organization of its size, including legal, education, business, management and financial professionals, and members with extensive experience in the non-profit and arts sectors. A comprehensive set of policies is in place, and five Board committees assist with planning and oversight. The Board is actively engaged in implementation of the three-year Strategic Plan and is developing its approach and skillset for increased fundraising success.

Schedule B: Ballet Kelowna  
Report from the Cultural Services Manager Feb. 6, 2017

**Planning, Leadership and Administration:**

Ballet Kelowna is one of 10 professional ballet companies in Canada, and the only professional dance company in BC's interior. The organization is in an exciting period of organizational and artistic growth.

Moving the company into a new studio and office space in 2015 has enabled the development of new programs which increase Ballet Kelowna's visibility in the community, strengthen the organization's connection to participants and provide a new medium to encourage personal artistry and discipline through the practice of dance in a positive, safe environment. The new programs have also generated new and sustainable revenue.

The organization continues to implement a three-year organizational plan that includes strategic, artistic and development activities to fulfill the following overarching goals:

- Increasing organizational capacity;
- Strengthening programs; and
- Increasing the support base.

CEO/Artistic Director Simone Orlando has many strong affiliations and connections within the national and international dance community and this has enabled new opportunities for Ballet Kelowna dancers and special offerings for local audiences.

Supporting the CEO/Artistic Director are two full-time staff: a Development and Communications Manager and an Administrator. The organization is also recruiting a part-time Rehearsal Director. Combined, the support provided by these staff allows the CEO more time to focus on high level long-term planning and donor cultivation. The organization also retains the services of a number of contractors for bookkeeping, class instruction, marketing, production and touring. Five professional dancers are retained by contract, along with one apprentice and one trainee dancer.

**Artistic Programs and Services:**

Ballet Kelowna is committed to its role as a leader in the region through encouraging, promoting and developing Canadian dancers and choreographers. As has been the case in previous seasons, new work commissioned by Ballet Kelowna will be shared in a number of world premieres on a Kelowna stage.

Program highlights for the current season include:

- *The Nutcracker* – Ballet Kelowna dancers performed alongside many students from The Canadian School of Ballet in six performances (including two shows for schools) of *The Nutcracker* in December, 2016. This seasonal tradition continues to fill the house at Kelowna Community Theatre;
- *150 Moves – two Kelowna performances February 3 and 4, 2017* - a program of 4 works featuring Ballet Kelowna dancers joined by dancers from Alberta Ballet II (Calgary) and the Arts Umbrella Dance Company (Vancouver). After the Kelowna shows, a modified version of this program will tour to nine small to mid-sized communities in British Columbia and Alberta throughout February and March, 2017. While on tour, in addition to ticketed evening performances, school shows will be offered in schools in three communities, and master classes led by Simone Orlando will be held in five communities. The touring school performances feature 'Now, What, Like, When' a new work created for Ballet Kelowna in 2016 by choreographer Matjash



Mrozewski through engagement with over 50 youth from the Okanagan Boys and Girls Club, Studio 9 and UBC Okanagan.

- *Alonzo King LINES Ballet (San Francisco) – March 7, 2017* - Ballet Kelowna once again brings high-profile professional dance to the Kelowna Community Theatre stage for a one-night-only performance by this internationally-acclaimed company.
- *Canadiana Suite: A Sesquicentennial Celebration – two Kelowna performances May 4 and 5, 2017 / one Vernon performance May 6, 2017* – this unique collaboration with the Okanagan Symphony Orchestra will feature four world premieres by renowned Canadian choreographers, including Simone Orlando, and will showcase Ballet Kelowna dancers performing a full program with a live symphony orchestra for the first time. In a fitting tribute to Canada's 150<sup>th</sup> birthday, the program showcases Canadian composers, Canadian choreographers and Canadian musicians and dancers.

Ballet Kelowna was shortlisted in the Original Dance discipline to represent Team Canada at the 8<sup>th</sup> Games of La Francophonie to be held in July 2017 in the Ivory Coast (Africa). Although Ballet Kelowna was not the chosen finalist to represent Team Canada at the Games, the fact that the company was among three shortlisted out of a field of 72 applicants is an indication of their high standard of achievement and reputation.

More information about the company's outreach initiatives is included in the next section.

### **Participation and Impact:**

In addition to staged local and touring performances, Ballet Kelowna provides unique opportunities for Kelowna residents to connect and engage with Ballet Kelowna, its dancers and the artform. Most importantly, the organization has crafted and refined its career development model for young dancers from an entry level for dancers aged 14 to 18, to the emerging artist (ages 18-20), the apprentice (ages 19-21) and professional (age 21+). This intentional and structured approach lays out a clear career path supported by training, mentorship, experience and opportunity which would not be possible without the presence of a professional dance company in the community.

Ballet Kelowna provides the following enriched experiences for the community:

- *Launch* – a one-hour informal preview performance with admission by donation which welcomes new and long-time supporters to enjoy a behind the scenes look at the work being created and prepared for the upcoming season. 233 people attended the third annual *Launch* at the Rotary Centre for the Arts on Oct. 28, 2016.
- *Studio Series* – eight opportunities during the season for over 200 people to watch an informative hour-long rehearsal at the Ballet Kelowna studio. Commentary from Simone Orlando provides insight into the choreography and the dancers' process.
- *In Motion* – dance classes for adults (18+) offered in three terms (fall 2016, winter and spring 2017). The program started in 2016 with introductory and beginner levels and has been expanded to include intermediate classes. The program utilizes the Ballet Kelowna studio 5 days a week with over 50 participants. Three of the company's dancers provide instruction.
- *Dance Break* – during the March 2017 spring break, six aspiring dancers will train and rehearse with Ballet Kelowna dancers and learn the rigours and skills needed to achieve a professional dance career. These young dancers will perform in the world premiere of *Canadiana Suite*.
- *Okanagan Summer Dance Intensive (OSDI)* – in 2016, Ballet Kelowna introduced OSDI, a pre-professional summer training program under the direction and guidance of teachers who

challenged each of the 27 students from BC and Alberta to achieve their highest technical and artistic capability. OSDI will return in 2017 and the opportunity to attend OSDI will be promoted in each of the communities and schools hosting the 2017 tour.

- Donor Recognition, Volunteer and Subscriber receptions – at the studio, or post-performance
- Special showcase performances at events such as the Central Okanagan Foundation's Annual General Meeting

Attributable in large part to the company's new studio space, there was a 75 percent increase in the number of programs and services provided by Ballet Kelowna from 2015 to 2016, including more local performances, more classes and workshops and more open studio events. The larger presence and visibility of the company in the local community is reflected in larger audiences – an increase of 32 percent over the same period, with a forecasted increase in ticket revenues of 75 percent. Total audience for the current season is expected to exceed 12,000 people.

### **Financial Management:**

The new studio space has generated significant new revenue streams for the organization through the offerings of dance classes, the Summer Dance Intensive, rentals and the ability to increase engagement with community and corporate supporters. Increased earned revenue has allowed the organization to reduce its reliance on event-based fundraising which is resource-intensive and often generates minimal net returns.

The current budget reflects a sound balance between earned (37 per cent), public sector (32 per cent) and private sector/donated revenue (31 per cent), and an appropriate allocation of expenses between artistic production (66 per cent) and administration (24 per cent).

Fundraising goals for the past year have been met and through the leadership of the organization's experienced Development and Communications Manager, new initiatives are underway to strategically increase philanthropy and over the long term, decrease the organization's reliance on grants. However, in the immediate term, significant support from municipal, provincial and federal funders will continue to be an important component of the organization's sustainability.

City of Kelowna funding as proposed in this report represents approximately 5.8 per cent of the organization's total revenues from all sources.

### **Board and Governance:**

The organization's Board consists of 11 members with a broad range of expertise and experience, including medicine, academic, legal, financial, marketing and business management. The Board functions in a governance capacity with regular financial reporting, participation in strategic planning, and policy development.

The Board is committed to its role in fund development and is actively engaged in building its skills and outreach in this area.

Schedule C: Alternator Centre for Contemporary Art  
Report from the Cultural Services Manager Feb. 6, 2017

**Planning, Leadership and Administration:**

The organization is entering its 28<sup>th</sup> year of operation in Kelowna and is the only artist-run centre in the Central Okanagan and the largest and most established centre in the BC interior.

The organization's vision is to foster a Centre, a community, and art practice that is experimental, collaborative and engaged in contemporary social issues.

With assistance from a City of Kelowna Organization Development grant in 2016, the organization has developed a new strategic plan which describes the following priorities for 2017:

- a) Improve experiences – undertake small measures to improve participants' experience at events and openings;
- b) Expand the circle – use the mission, vision and values to communicate more effectively with potential audiences, including new ways to make the Window Gallery (at the Rotary Centre for the Arts) a compelling and inviting bridge between visitors to the RCA and the Alternator's programs;
- c) Enhance programs – review, revise and implement programs based on the organization's mission, including more focus on the Alternator's role in fostering experimentation.

The organization has worked to steadily improve its capacity and sustainability through adjusting its staff roles, adding an assistant Administrative and Artistic Director and a part-time gallery assistant, increasing its earned revenue and maximizing the impact of its location within the Rotary Centre for the Arts. The refinement of staff roles has improved life/work balance for staff and will aid in staff retention.

**Artistic Programs and Services:**

The Centre continues to provide a range of opportunities for artists and the public to engage with contemporary art practice:

- a) Professional programming – five professional exhibitions are planned for 2017. Professional artists provide artist talks and are also encouraged to consider how the exhibition content can be extended beyond the gallery walls into the community through public activities or appearances;
- b) Window Gallery programming – five exhibitions by regional professional artists will bridge the gap between the general public and contemporary art. Works will be carefully curated to provide an accessible entry point to contemporary art for the many visitors to the RCA.
- c) Skin and Bones Experimental Performance Series – this program, which presents performances of experimental music, began in 2015 as a modest pilot project coordinated by a Board volunteer. It has grown each year. In 2016 the series presented eight performances by artists from across Canada for a total audience of over 200 people. 10 performances are planned for 2017. A community of interest has developed around the series and has allowed Kelowna to get 'on the map' as a destination for national and international experimental artists on tour. For example, experimental jazz group The Thing included Kelowna in their 2016 touring which also took them to Copenhagen, Oslo, Berlin, New Orleans, Portland and Vancouver. Admission fees are nominal (8 to 10 dollars) and a variety of alternative venues are used.
- d) Convergent Studio – this pilot project launched in September 2016 to provide up-and-coming artists with an immersive residency experience, mentorship and interdisciplinary collaboration

between art and technology. The studio is co-produced with Okanagan co+Lab, a long-standing Alternator supporter from the technology sector. With the first residency already underway, the Alternator expects this initiative to continue and grow in future years.

- e) Community programming – the Alternator continues to provide significant opportunities for the community to participate in contemporary art practice through:
- The Intermission Series – four exhibitions coordinated by UBCO students. This is a professional development opportunity for emerging artists and curators;
  - The AlterKnowledge Discussion Series (co-produced with UBC Okanagan) – nine sessions featuring exhibiting artists, academics and activists in dialogue regarding issues and themes of interest in contemporary art practice;
  - Draw by Night (also co-produced with UBC Okanagan) – nine free evenings of group drawing activity, open to the general public;
  - Members Gallery exhibitions – in 2016, the Alternator exhibited the work of over 200 artists through various initiatives, including the Members Gallery, and 17 exhibition opportunities for local artists will be provided in 2017. With financial assistance from the Central Okanagan Foundation, the Alternator has been able to dedicate paid staff to Members Gallery coordination which had previously been led by volunteers. Members Gallery exhibitions have attracted increased visitation to the Centre and deepened the Centre's engagement with amateur artists in community.
  - Annual Members Show and Red Dot Sale – attracts approximately 1,000 people each year

### **Participation and Impact:**

The Alternator's central demographic is aged 18 to 35, which occupies a unique niche in Kelowna's cultural community and addresses the changing demographics in Kelowna. The Alternator is a welcoming space for young professionals moving to the area for employment and education.

Through its commitment to artistic practice engaged with social issues, the Centre's programming has included exhibitions, discussions and workshops exploring ethnic and cultural identity. The Centre maintains its reputation for Indigenous programming and its links to the En'owkin Centre (and its Ullus Collective of artists) in Penticton. Other partnerships in recent years include the Central Okanagan Hospice Association, Okanagan Pride Society, and Studio 9 School of the Arts.

Accessibility to programming is a priority for the organization. Entry to exhibitions is by donation and most events are free. If events do have a fee, it is rarely above \$10 and is always accompanied by a reduced price for members. Memberships are priced affordably at \$35/\$50 annually, with an option to gain membership through twelve hours of volunteer time. In 2016 the organization recorded 287 members.

The organization has a robust reach to over 33,000 people through social media and a dedicated website and issues regular media releases about upcoming exhibitions and events.

Total audience for Alternator programs in 2016 was 11,313, an increase of 16 per cent from 2015.

### **Financial Management:**

There organization's revenues include substantial support from the Canada Council for the Arts (multi-year operating), the British Columbia Arts Council (annual operating support), the Central Okanagan

Foundation (multi-year operating) and provincial Gaming. City of Kelowna funding as proposed in this report represents approximately 13 per cent of total revenues, less than in previous years.

Other than some new grant opportunities being pursued by the organization, the 2017 operating budget does not reveal any major changes from the previous year's budget. The organization's financial outlook is stable and positive. Levels of provincial and federal support for the Alternator are somewhat lower than the national average for artist-run centres but the level of municipal support is on par.

Through the diligence of the Board and staff, fundraising targets for 2016 were met and 2017 fundraising initiatives, based on the new strategic plan, are being planned. This responds to previous feedback provided by the City of Kelowna and reflects the organization's commitment to building its philanthropic/private sector support.

**Board and Governance:**

The Canada Council for the Arts, one of the Alternator's major funders, requires that the Boards of artist-run centres must be comprised of at least 51 per cent practicing artists. In order to ensure that the Board has the right skill set to provide good governance, the organization has also recruited Board members with skills in accountancy and academia, and continues to seek out other volunteers with skills in fundraising.

A committee structure supports the work of the Board and staff in Human Resources, Fundraising and Programming.

Financial systems, reporting and budgeting processes, with assistance from contracted bookkeeping/financial professionals are in place.

The organization has developed policies, systems and processes to manage various governance functions, including human resources, financial oversight, conduct and ethics, conflict of interest and succession planning.

Schedule D: Bumbershoot Children's Theatre  
Report from the Cultural Services Manager Feb. 6, 2017

**Planning, Leadership and Administration:**

Bumbershoot Children's Theatre is in its 9<sup>th</sup> season, operating out of its Cannery Lane location in the Cultural District. It is the only organization in the Okanagan dedicated to theatre for young audiences.

Bumbershoot introduces youth and children to the magic of theatre through creative theatre experiences which engage the imagination, intellect and spirit. Learning and education are core values for Bumbershoot's work, with extensive outreach into School District 23 (SD23) classrooms and a range of opportunities for children and youth to actively participate in theatrical production.

2016 was the first year that Bumbershoot received operating support (\$16,000) through the Professional Operating program. In prior years, the organization received operating support of \$10,000 annually from the City of Kelowna since 2011 and also received project grants in 2011 (\$5,000), 2014 (\$3,000) and 2015 (\$5,000).

The organization is led by a full-time Artistic Director, supported by an Associate Artistic Director, a part-time administrator (recruitment in progress), six contracted educators and production staff, and an active group of volunteers who provide marketing, front-of-house and production support. Contracted bookkeeping support is in place.

Mainstage productions and classes are core programs for the organization and are well-established. The organization's education and school residency programs continue to be in a growth phase. New programs have been developed in response to the School District's new curriculum model.

Balancing the demands of artistic programming and the resources needed for administrative oversight is always a difficult task for organizations in a growth phase. The City's feedback will include constructive advice to support the organization's gradual transition from a founder-driven organization to a mission-driven organization with appropriate administrative structures.

**Artistic Programs and Services:**

2017 programming includes:

- A tour of Bumbershoot's original production *The Flower Ball* in January, visiting 15 elementary schools to deliver 31 performances for over 10,000 students. An accompanying educational guide for teachers was developed with UBC Okanagan and the Emily Carr University of Art and Design.
- Six mainstage shows – performances of theatre repertoire for young audiences and their families. Casts are culturally diverse and include both adult and young actors. Professional actors and contributors are compensated at standard rates. The mainstage shows always include at least one production for teen audiences. In 2017, a production of *New Canadian Kid* by Canadian playwright Dennis Foon, tells a story of the spirit of youth prevailing over differences in colour and culture. This production will be complemented by a Collaborative Arts for Stage and Theatre (CAST) show written, produced and performed by youth aged 10 to 18, focusing on theme of 'invisible kids.'

- Classes – Bumbershoot offers a full season of after-school classes at its studio for participants age 3 and up. Classes with professional instruction include movement and dance, musical theatre, improvisation, and acting and vocal technique.
- Spring Break and Summer Camps – Bumbershoot frequently collaborates with other venues such as the Kelowna Art Gallery and Kelowna Museums for these camps which attract hundreds of children each year.
- Partnerships and collaborations – Bumbershoot regularly partners with the Okanagan Symphony Orchestra to create special performances with and for the young and the young at heart. Examples include *Peter and the Wolf* (to be remounted in the Symphony's 2017/18 season) and the popular December 2016 production of *Hansel and Gretel*. The 2017 mainstage series also includes *Animals*, a co-production with students from UBC Okanagan's performance program. This devised, site-specific performance in the Bumbershoot studio is based on fables, legends and myths, and the audiences moves throughout the building to discover mask, puppet and object performances in the most unlikely places.
- In-studio classes for SD23 students – a menu of four grade-specific options for customized live theatre classes has been devised so that school groups can visit Bumbershoot on location and participate in a theatre experience specifically designed to support school curriculum.
- Touring – starting in 2016, Bumbershoot took one of its productions on the road to deliver performances at Lake Country's Creekside Theatre, and in Revelstoke.
- In-school residencies – by invitation, Bumbershoot and a group of designated artists provide 25 hours of theatre-based activities in select schools. These activities are focused on building confidence, self-expression and self-esteem in students (particularly pre-teens) who may be facing life challenges.
- Workshops – each year Bumbershoot's Artistic Director invites experienced theatre professionals to Kelowna for a series of workshops open to the arts and theatre communities. Past guests include personnel from Cirque du Soleil, Bard on the Beach, and veterans of Broadway and Stratford stages.

### **Participation and Impact:**

Audience for the 2017 season is forecasted at approximately 18,000 which is consistent for the years in which the organization does a school tour.

Bumbershoot has a policy of 'no child or family left behind.' Tickets and class registrations are subsidized on a case by case basis.

Bumbershoot's mobility, adaptability and adventurous approach to staging means that it can take its productions into public parks (as it does for Festivals Kelowna's Parks Alive! Program), schools, and traditional and non-traditional performance spaces. This can reduce barriers (transportation, for example) faced by children and families and creates many different ways in which the audience can access a fun and interactive live theatre experience.

The collaborative and multi-disciplinary nature of live theatre, and the active involvement of youth in Bumbershoot productions, means that a cohort of young actors, singers, writers, directors, set builders, technicians, costumers and more is being nurtured locally under professional and caring guidance. Bumbershoot 'grads' frequently appear in productions by other theatre companies in Kelowna and several have gone on to more advanced performance studies and experience.

**Financial Management:**

City of Kelowna funding as proposed in this report represents approximately 6 per cent of the organization's 2017 revenue budget, which is balanced between earned revenue (53 per cent), grant revenue (37 per cent) and 10 per cent from donations and sponsorships.

Bumbershoot is supported by the Central Okanagan Foundation (operating), BC Arts Council (project), provincial Gaming, TELUS, and Kids Care. The organization is exploring other sources of project and operating support. For the 2017 year, staff and the Board are actively engaged in fundraising to increase the level of donations and sponsorships for the organization. Strategies are also in place to streamline activities and increase ticket sales, which did not meet 2016 targets, leading to a small deficit, the first in the organization's history.

**Board and Governance:**

The eight-member Board of Directors includes two youth representatives. The Board's skillset includes marketing, education, business management and community theatre. Fund development is a skillset which the organization will seek out in its Board recruitment, which is ongoing.

The Board is transitioning toward a full governance model, but until more administrative support is in place for the Artistic Director, Board members will still play an active role in volunteering and supporting various programming and development initiatives.

The Board meets monthly and reviews monthly financial reporting.

Feedback from the City of Kelowna will include a recommendation that the Board continue to develop the organization's governance framework to ensure that appropriate oversight and support are provided.