

Kicking Horse Country Cultural Scan and Community Consultation

**Final Report
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“Kicking Horse Country – Cultural Scan and Community Consultation”, was commissioned by the Golden Area Initiatives office as an initial data gathering tool to support the development of a cultural plan for the Golden community.

Objectives of the study were to develop:

- ✓ A complete inventory of Golden’s arts and cultural assets and resources
- ✓ Insight into Golden’s cultural brand – the key themes and identity related to arts and culture for the community and how it links into the Kicking Horse Country brand
- ✓ Recommendations to further the cultural identity of Golden
- ✓ Strategies to assist Golden establish a stronger arts community for local and visitor enjoyment
- ✓ Direction to inform the future planning and role of the Golden District Arts Council, Kicking Horse Culture
- ✓ Framework for the development of a complete Cultural Plan for the community

Key findings and recommendations are based on the results of an extensive community consultation that used a community survey, interviews, focus groups and community forums as a means to collect input from the public.

Key findings summarized from the community consultation are as follows:

- 1. Golden enjoys a vibrant local arts and cultural scene that is currently experiencing growth and support.*
- 2. Stability, support and leadership around key community events and festivals lacks sustainability and staying power.*
- 3. Golden currently lacks an adequate venue and supporting infrastructure for arts and culture in the community.*
- 4. Opportunities to engage youth in arts and culture in the community, and youth involvement or input into planning youth-targeted arts and cultural programming are limited.*
- 5. The current core audience for arts and culture in Golden does not reflect the true make-up and diversity of the community.*
- 6. Kicking Horse Culture/Golden and District Arts Council is widely recognized for its efforts in bringing high level performances to the community and for increasing the profile and promotion of arts and cultural events in the community. At the same time, concerns exist over a perceived imbalance in Arts Council support and promotion of local artists versus outside artists; as well as a perceived imbalance in support provided to visual arts versus performing arts.*
- 7. Golden’s arts and cultural scene is made up of a diverse selection of artists from a variety of genres, as well as everything along the spectrum from professional to amateur artists. It is challenging for the community to meet the needs of such a diverse group, while at the same time this diversity presents opportunities to have a varied arts and cultural scene.*

8. *Opportunities to showcase local art through events coordinated by small business and the private sector are present, growing and should be supported in Golden.*

9. *A home-grown mode of participation in arts and culture exists in the community, growing out of the efforts of a few key people around the community. There are opportunities to better celebrate this joy of participation in arts and culture, but also a desire to allow this movement the space to continue its grassroots, unstructured, organic development.*

Detailed recommendations based on the key findings of the community consultation are based around three *strategic directions*:

- *Building the cultural identity of Golden*

Recommendations include increasing opportunities for community participation and using arts and culture as a vehicle for defining a sense of place and communication about Golden's culture.

- *Fostering cultural opportunities for the whole community.*

Recommendations include increasing youth programming; supporting grassroots arts participation; increasing professional development opportunities for artists; targeting niche markets in the community; and linking programming with local business and tourism marketing.

- *Improving infrastructure and resources for arts and culture in the community.*

Recommendations related to infrastructure include exploring development of a cultural facility for Golden; taking interim measures to improve infrastructure; and establishing an outdoor/downtown performance and exhibit venue(s). Recommendations related to resources include addressing the perceived imbalance between local and touring artists; incorporating public input into KHC/GDAC board strategic planning; establishing a shared coordinating/fundraising role among several community groups; and increasing opportunities for board development training in the community.

Community cultural planning is an important precursor to enhancing local arts and cultural development and support. It is also a way to integrate arts and culture into broader community planning. The first step in creating a community cultural plan is to conduct an assessment of the resources, issues and opportunities inherent in the local arts and cultural scene. This study, **“Kicking Horse Country – Cultural Scan and Community Consultation”**, was commissioned by the Golden Area Initiatives office as an initial data gathering tool to support the development of a cultural plan for the Golden community. This project is supported by 2010 Legacies Now: Arts Now, a program of the Government of BC designed to create sustainable legacies that will benefit British Columbians as a result of hosting the 2010 Olympic Games.

A cultural scan and assessment is designed to gather information for cultural planning; link the community’s cultural resources to its community and economic development planning; and evaluate how the community’s cultural and social needs are met by current arts and culture programming.

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METHODS

In order to provide clear direction on, and assessment of Golden’s cultural identity, it was important to obtain input from a broad cross-section of representatives of the community, including youth, local government, educational institutions, artists, business community, non-profit groups and the general public. Towards this end, an extensive community consultation program was implemented which included:

a) Community Survey – a survey for any interested community member was created and rolled-out in early April 2006. This survey was available to complete on the Internet, with the link posted on the Golden and District Arts Council web site, as well as advertised in the local paper, and emailed to interested participants. For those who preferred to fill out the survey using pen and paper, hard copies were made available for pick up at various locations around town. In total, 175 surveys were completed for this project.

b) One-on-One Interviews – a list of key players in the community’s arts and cultural development were identified and contacted for one-on-one telephone or in-person interviews. Identification of appropriate interviewees was done by consultation with the Golden Area Initiatives office; the Golden & District Arts Council; and by recommendation by many of the

interviewees themselves. A standard questionnaire was used to conduct the interviews. In total 16 individuals were interviewed for this project.

c) Focus Groups – 5 focus groups were conducted with representatives from local government, local artists, educators, local media and tourism/festival-related community groups. In total 33 individuals took part in community focus groups.

d) Community Forums – the project was launched with a community forum where attendees were guided through a series of break-out discussions around the challenges, opportunities and themes related to arts and culture in the Golden and area community. The input at this initial forum was used to develop the survey and interview questions for the project. In addition, a wrap-up community forum was also hosted to provide community members the opportunity to give feedback on the initial results and recommendations presented in this study. Approximately 35 community members attended each forum.

AN OVERVIEW OF KEY FINDINGS

The community input gathered via the methods described above was analyzed for key themes and common threads. The following section provides an overview of the themes that repeatedly surfaced during the community consultation. Some specific comments or points made by interviewees may not be included, as the volume of information collected makes it necessary to focus on common themes.

1. Golden enjoys a vibrant local arts and cultural scene that is currently experiencing growth and support.

Community members interviewed for the project almost universally expressed that despite certain issues, Golden is fortunate to have a diverse and talented group of local artists. The community in general also expressed appreciation for the variety of performances brought to the Golden community by Kicking Horse Culture/Golden & District Arts Council in recent years. The community perceived a recent increase in profile and promotion of arts and cultural activities in Golden.

"Being a new resident I was pleasantly surprised at the variety of events offered in the community and the amazing local talent."

There was also optimism expressed about recent local and provincial government support for arts and culture in Golden. The demonstration of support provided by municipal and regional government funding for administration of the arts council, and the increased recognition of the tourism value of arts and culture demonstrated by the 2010LegaciesNow provincial government funding have both generated feelings of confidence in the future development of arts and culture in Golden.

2. Stability, support and leadership around key community events and festivals lacks sustainability and staying power.

Golden has an amazing volunteer community, many of whom have put energy and time into organizing annual or ongoing community cultural events that have since lapsed or are on the

decline. Examples include the Spring to Life Festival, the Sounds of Summer, the Farmer's Market.

While each of the above examples certainly has its own specific issues or history, a significant portion of the decline or cancellation of these community events and activities is linked to some shared issues:

- **Leadership:** in some cases, the event or activity is not clearly "owned" by one particular community group, and as such the organizing support for the event will ebb and flow depending on the enthusiasm of random volunteers.
- **Volunteer burnout and succession issues:** almost all community events or festivals are organized by community volunteers from a wide variety of organizations. Volunteer Boards for these organizations are often more focused on the day to day work involved in organizing

"I see volunteer burn-out as a big issue. I believe funding for the organizational end of any cultural events is very much needed."

an event as opposed to the bigger picture governance and planning involved in managing a community organization. Planning for succession of Board executives, the core leadership of a community organization, does not occur. At the same time, stress of large work loads burns out volunteers leading the organization of the event.

- **Collaboration between community groups:** Many community cultural events demonstrate missed opportunities for collaboration and cooperation between community groups. Mutual support shown for an event by a few groups working together can increase community profile of an event as well as reduce the strain on what would otherwise be a few volunteers. There is no formal medium for communication between community organizations in Golden to coordinate this type of cooperation.
- **Community buy-in:** Golden is a very diverse community, which makes it challenging to offer a festival or event that presents some sort of unifying theme that the majority of the community can enjoy. Golden's community demographics are also changing over time, and events that have experienced a decline of community support and participation need to take a fresh look at the relevance and visibility of the event to the current community.

3. Golden currently lacks an adequate venue and supporting infrastructure for arts and culture in the community.

In the community survey, 61% of respondents cited a lack of suitable venue as a weakness related to arts/culture in Golden. In addition, the issue of inadequate venue and infrastructure was a key theme in the interviews and focus group discussions.

Adequate display space for visual arts and a public gallery were both oft-cited issues. While people acknowledge that Golden is fortunate to have a small public gallery at the Arts Spot, a space shared by the local Uniserve office, general consensus is that lighting, spaciousness, atmosphere and public visibility are lacking at the current space. Having a public gallery that is better linked to downtown was a common suggestion.

"Golden offers some really great entertainment, through the Arts Council, the bars/hotels, community groups and church groups. For such a small community, there are lots of events to attend. Golden really needs a good performing arts centre that would include studio areas for guilds and workshops. It's a vibrant community, with people who are willing to give their time to community cultural development. An arts centre would focus everyone's efforts."

Performance space around town also has its challenges. The Civic Centre, a common venue for performances, has challenges around acoustics and sound, lighting, seating, an inadequate piano, and lack of backstage space for theatre performances. Artists and audience members also pointed out the lack of smaller performance venues around town – a

space for smaller performances with a more intimate atmosphere. Accessibility of venues, particularly to youth and families in Golden, was another important consideration felt by many. Another infrastructure issue is signage at promoting arts venues and around town.

Many people expressed interest in the development of a multi-use cultural centre that incorporated the needs of visual and performing arts, as well as workshop and studio space, and office space for the local arts council. The feeling is that not only would the presence of such a facility greatly improve support for arts and culture in Golden, it would also raise the visibility and show demonstrated community commitment to arts in the community. It was also noted that a core venue could be an added attraction for visitors and tourists to the area. Popular suggestions for this type of venue included use of the old train station, renovation of the existing civic centre, or collaboration with the proposed Burgess Shale centre as potential opportunities that might be explored. It was also noted that recent administrative funding support for the arts council by the municipal and regional government presented an opportunity to leverage these funds into support for infrastructure.

A final note on venue is that many people noted that the development of an outdoor venue for performances would bring cultural activity to places where people naturally congregate, would help expose residents to a variety of performances, and would increase performance opportunities for local artists.

4. Opportunities to engage youth in arts and culture in the community, and youth involvement or input into planning youth-targeted arts and cultural programming are limited.

Exposing young people to arts and culture has the potential to create a lifetime of support for arts and culture. As noted by one interviewee “participation breeds appreciation”. Youth themselves are enthusiastic about arts and culture, with many performing in their own bands or as DJs, participating in extra-curricular activities such as music lessons or dance, or experiencing visual arts or theatre through the school system. At the same time, interviewees portray Golden as a community with significant interest and participation in organized sports, with parents whose interests may direct their children’s activities away from the arts.

“Continued development of arts and culture in our community is vital to promoting community spirit. Our children and young adults need continued exposure to a variety of art forms and entertainment as part of their education.”

Many arts and cultural events and activities in Golden are perceived to be targeted at older, “baby-boomer” audiences. Music and bands of interest to young people often perform at bars or clubs where youth are prohibited. Advertising and promotion of cultural events that may interest youth does not specifically target youth – i.e. through promotion at the local high school, or in youth-related publications such as Scratch magazine.

Youth in Golden don’t have many spaces for congregation. The success of the local skateboard park as a youth venue demonstrates the need for public spaces for youth in the community. Combining the need for an arts or cultural venue with the need for youth activities and space may be an opportunity that would address both issues.

Perceptions by youth of the Golden & District Arts Council are a barrier to youth participation in current events. Many youth perceive the arts council events and activities as directed at older people, and not necessarily very “cool”. Recent efforts, such as the arts council contribution to organizing a battle of the bands is a positive effort in addressing perception issues.

Ideas to engage youth in arts and culture and to provide more opportunities for youth start with planning. Specifically asking for youth input into the planning of arts and cultural events and activities for youth creates buy-in and enthusiasm by youth for the event. Opportunities for increased communication between community cultural organizations and youth exist via groups such as the high school leadership class, or the Golden Youth Opportunities Council.

5. The current core audience for arts and culture in Golden does not reflect the true make-up and diversity of the community.

Participants in the study portrayed Golden as a community comprised largely of working families whose participation in the arts and cultural scene is modest at best. The multi-cultural and ethnic communities present in Golden also seem to be under-represented at arts and cultural events.

This lack of participation raises the question of widespread community support for arts and culture. Perceptions about the priorities set by community groups and local/regional governments towards higher levels of support for recreation and sporting facilities and events likely reflect the attitudes of the community at large.

Participation in arts and culture may be more due to appropriately targeting and marketing events than lack of interest. Interviewees for the study expressed a desire to see a greater recognition of the “niche” markets within Golden with events targeted at working families, youth and ethnic communities. Suggestions were directed at engaging these groups in the planning of events by asking for input on events or examining popular community events for common factors. Scheduling events at time appropriate to working families schedules also appears to be an important issue.

Interest in improving the community’s celebration, awareness and portrayal of its heritage assets was expressed by many stakeholders as a way of better connecting with the true identity of Golden. The idea of having more historic interpretive assets around town was one suggestion that would create a permanent attraction for local residents and visitors alike.

6. Kicking Horse Culture/Golden and District Arts Council is widely recognized for its efforts in bringing high level performances to the community and for increasing the profile and promotion of arts and cultural events in the community. At the same time, concerns exist over a perceived imbalance in Arts Council support and promotion of local artists versus outside artists; as well as a perceived imbalance in support provided to visual arts versus performing arts.

A popular topic among interviewed stakeholders, whether artists or audience members, was a desire to see more promotion and events around local artists as opposed to touring artists from outside the community. While there was wide recognition of the importance of bringing touring artists to the community for variety, educational and professional development value, a strong message was that it was the role of the Golden and District Arts Council to promote and support local artists first and foremost.

Debate also exists over the support by the Golden and District Arts Council for visual arts versus performing arts. The public survey showed that 81% of respondents listed “live music performances” as one of their favourite arts/cultural activities, and 64% listed “performing arts

events” as arts activities most needed in the community. Contrast that with 33% of survey respondents listing art exhibitions as one of their favourite arts/cultural activities, and only 21% listing art exhibitions as a needed activity in the community. These results contrast with the feelings of local artists, who believe that more resources and support for visual arts should be contributed by the Golden and District Arts Council. This debate raises the question of accountability – should the Golden and District Arts Council be more responsive to the needs of to the general public/audiences or to its member artists?

Interviewees and focus groups were asked about the role of Kicking Horse Culture/Golden and District Arts Council in the community. The following points are an amalgamation of the responses to that question:

- Coordinating role: “building bridges within the arts and cultural community”. Coordinate events/share resources among various community groups – avoid duplication/date conflicts. Seek efficiencies and shared opportunities (e.g. shared opportunities with school system).
- Information role: a referral source/directory; promotional expertise and opportunities for local artists; information to visitors.
- Member services: coordination and promotion of local artists, events featuring local artists, professional development for local artists; advocacy for display/performance opportunities.
- Catalyst role: “animate” local performers and artists
- Representation role: diverse representation on board; offer events that speak to multiple facets of community; recognition of long history of arts council and diversity of longstanding members.
- Finger on the pulse of the local arts scene: “draw-out” underground scene or genres that keep to themselves, exposure to wider audiences.

Local artists had specific comments and concerns about the Golden and District Arts Council. These issues are outlined in the “Community Perspectives” section of this report.

7. Golden’s arts and cultural scene is made up of a diverse selection of artists from a variety of genres, as well as everything along the spectrum from professional to amateur artists. It is challenging for the community to meet the needs of such a diverse group, while at the same time this diversity presents opportunities to have a varied arts and cultural scene.

Local artists in Golden pursue a diverse selection of disciplines, from furniture to jewellery craft, to sculpture or pottery, to writing, poetry, music and more. Certain segments of artists seem to enjoy a wider network of support while other mediums are not as widespread. One example cited in an interview is writing and poetry; opportunities for local writers to network or workshop are few and far between. There is a perception by the community that many artists are reclusive or secretive about their art and view life in Golden as a private retreat. This may be the case for some where participating in a local arts and cultural scene and being part of a local network is not very important, while for others their lack of visibility is more due to lack of opportunity.

Although there are some full-time professional artists in the Golden area, many artists wear multiple hats, are employed outside the arts, and don’t necessarily make a living out of their art. Some of these amateur artists simply enjoy their art as a recreational aspect of their life, while others aspire to reach a professional level with their art that would also support them financially. The needs of amateur versus professional artists in terms of resources or professional development may be very different.

8. Opportunities to showcase local art through events coordinated by small business and the private sector are present, growing and should be supported in Golden.

There is evidence of a growing interest by local businesses to incorporate arts and cultural offerings as part of their promotion or business activities. The 5 Elements Gallery is an example of a business directly related to arts, by providing an opportunity for local artists, especially those that use the natural mountain setting of the area in their work, to sell their product locally. Other businesses less directly involved in arts are also seeing opportunities, such as the documentary film nights or poetry readings that have become popular at Jita's Café; or the recent Arts on the Mountain event that was coordinated by a handful of private lodge owners near the ski hill.

Opportunities for local business to collaborate with local artists can ease the burden on volunteer community groups as well as increase the scope of opportunities available for the public to view and participate in arts and culture. An example of a proposed summer market coordinated by 5 Elements Gallery is one that would likely be a valuable opportunity for artists and artisans, provide an added tourist attraction for the community, and ease the obligation for a volunteer group to organize a similar event.

Tourism initiatives and businesses around the community are also recognizing the value of cultural tourism. The organizers of the proposed Destination Marketing Organization have expressed real interest in collaborating with local arts and cultural groups for community promotional opportunities. A few interviewees also recommended the value of having staff at the newly established visitor centre experience an annual orientation to the arts and cultural happenings in the community.

9. A home-grown mode of participation in arts and culture exists in the community, growing out of the efforts of a few key people around the community. There are opportunities to better celebrate this joy of participation in arts and culture, but also a desire to allow this movement the space to continue its grassroots, unstructured, organic development.

There are many exciting examples of locally based opportunities for participation in arts and culture that have sprouted out of the efforts of a few key community members and gained momentum and support from a wide variety of participants. Examples include the community

choir; the tudor singers; The Golden Players; a beginner orchestra; a strings orchestra; a women's violin ensemble; jam nights at The Golden Taps; gospel music via the faith community; and more. Some of these initiatives have developed into full fledged community organizations with budgets, structure and longevity, while others are more fluid and informal gatherings of people with shared interests.

The commonality among all of these examples is the shared joy of participation. Many participants are amateurs or beginners that have expanded their appreciation and interest in arts and culture by learning a

"While I enjoy visiting performers I would really like to see more encouragement and support to members of the community who are in choirs, who paint, who act, who build custom furniture. I think there are many people participating in the local arts scene in many ways and I think that enriches the community and should be supported wherever possible. It's great to see professionals from elsewhere but I think the most value is where we learn and participate and share and make our own culture. Culture should be much more than merely spectatorship!"

new skill or discovering a hidden talent. The camaraderie and pride involved in honing that talent within a supportive group promotes further interest in participation through word of mouth and occasional public performances.

Community resources to support these activities include an improved venue, accessibility and infrastructure as well as promotion of the public performances that may result. At the same time, too much effort at formalizing or branding these groups may kill the enthusiasm for participating, as it seems for many, the fluid dynamic of these groups is what keeps them fresh and exciting for many participants.

This home-grown talent also represents an opportunity for the community to build off of the enthusiasm and momentum created by these activities to include these groups in community events and celebrate the degree of arts participation in the community.

COMMUNITY PERSPECTIVES

The following section offers a detailed look at some of the perspectives offered in the targeted focus groups with local government, local artists, educators, local media and tourism/festival-related community groups, as well as results from the general public survey. The discussion in each section below focuses on the specific group's perspectives and special role in the community. These focus groups also offered general input to the themes and issues that are discussed in the preceding section.

a) General Public

General public behaviours, attitudes and opinions were collected via a community survey made available to the population via the internet as well as through hard copies distributed around town. The full and detailed results of this survey are shown in Appendix 1.

Survey participants (175 in total) were fairly evenly divided between the ages of 26-59, with fewer responses from the under 18, 18-25 and over 60 age groups. The majority of respondents had lived in Golden for over 10 years (55%) with the next largest group residing in Golden for between 2-5 years (22%).

The majority of the survey participants stated that they attend either 1-2 (23%) or 3-5 (32%) arts/cultural events or activities per year. The survey also indicated a significant number of respondents who attend arts/cultural events 6-10 (18%) or even greater than 10 (17%) times per year. When asked how satisfied they are (on a scale of 1-5 with 1 being not satisfied and 5 being very satisfied) with cultural events and activities that they currently take part in, a majority of respondents rated their satisfaction at 4 or greater (62%).

When asked what are their favourite arts and cultural activities that they currently partake in, survey participants were able to choose from a pre-defined list, or could also provide a written response with activities that were not on the list. Figure 1 shows the breakdown of responses from the pre-defined list, with other responses shown below:

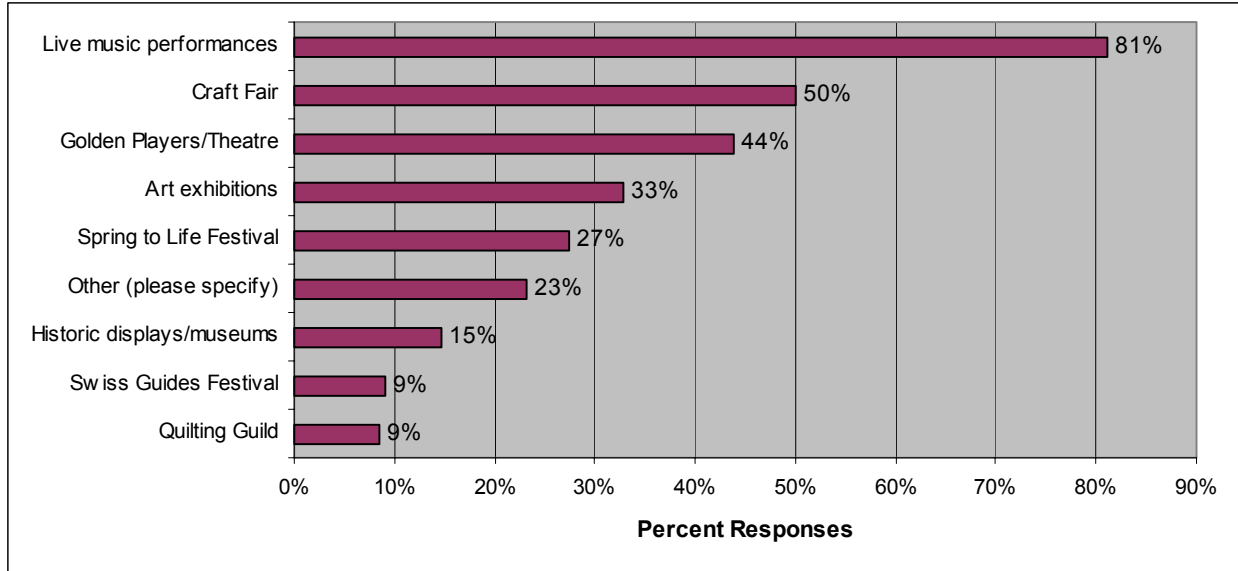


Figure 1. What are your 3 favourite arts/cultural activities or events that you enjoy in Golden?

In addition to the activities listed on the above graph, popular responses to the “other” category included: Golden Community Choir; Golden Mountain Run-off Festival/Psychosis; Summer Market/Sounds of Summer; Show & Shine.

To obtain information about upcoming arts/cultural events and activities; the majority of respondents rely on local print media (88% Golden Star; 59% The Force) as well as the Golden and District Arts Council/Kicking Horse Culture (54%).

When asked what type of arts/cultural activities are most needed in Golden the majority of respondents chose either festivals/fairs/events (70%) and/or performing arts events (64%). A detailed breakdown of responses is shown in Figure 2 below:

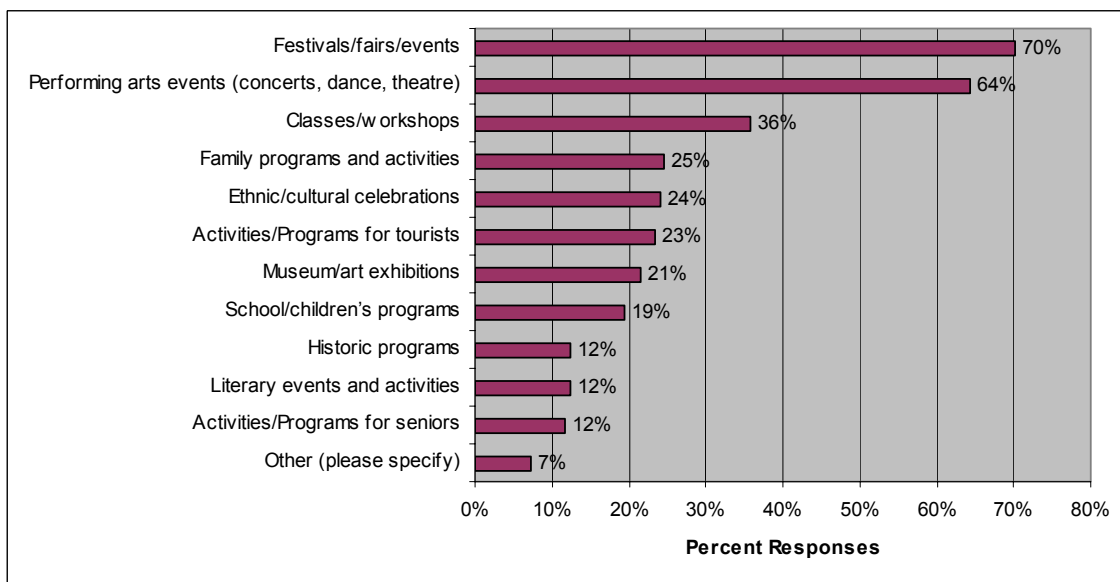


Figure 2. What kinds of arts activities are most needed in Golden?

Survey participants were also asked about challenges related to arts/culture in Golden. When specifically asked about their satisfaction with community venues for arts/culture (on a scale of 1-5 with 1 being not satisfied and 5 being very satisfied), the majority of respondents rated their satisfaction at 2 (40%) or 3 (32%). This issue with venue was re-stated when respondents were asked to select from a list of challenges; with popular responses being lack of suitable venue (61%); volunteer burnout (54%); lack of sustainable funding (44%) and lack of coordination among community groups (36%).

b) Local Government

A focus group discussion was conducted with local government councillors and staff to explore their views on their role related to arts and culture, and their perspectives on arts and culture in the community in general.

The group generally agreed that arts and culture was important to the health and vibrancy of the community. They commented on the link between economic development and arts and culture, and expressed the idea that demonstrating the economic benefit of arts and culture assisted them in prioritizing among the many sectors that require government support in the community. They also perceive arts and cultural assets of the community as an opportunity to “put Golden on the map”, especially if structured and promoted via some sort of summer festival. They pointed to other communities that have successfully developed showcase festivals, such as the Kaslo Jazz Fest or the Revelstoke Mountain Arts Festival.

In addition to the economic value of arts/culture, local government leaders see the community and social value of arts and cultural activities as well. They commented on the value of participation in these types of activities, and the community spirit, pride and social well-being that results in participation. They also see arts and culture as a way of engaging and encouraging local youth.

Local government sees their role related to arts and culture mainly around providing funding support, as well as through capital investments that support arts and cultural activities, such as investment in venue facilities. They also commented on the possibility of better using town resources to promote arts and cultural events around the community, such as the soon to be launched community web portal (a joint project between the GAI and Town of Golden); and town signage.

When asked to comment on the integration of arts and cultural planning with community planning, local government leaders expressed a desire for more coordination among community groups in terms of communicating about common needs in order to inform planning. An example of a recent Rec-plex upgrade was raised; although this upgrade satisfied certain segments of the sporting community, it did not meet the needs of the arts community, and the group seemed to feel that an opportunity to make the facility more multi-purpose was missed. The group felt that they could use more information from the arts and cultural community to assist them in planning for infrastructure, as well as logistical support (e.g. community policing, road closures) for public events.

c) Local Artists

A variety of local artists were invited to a focus group to discuss their opinions on the state of the arts and cultural scene in Golden; resource requirements; strengths/challenges; and to identify

opportunities. As the resulting gathering was quite large, participants were divided into break-out groups and notes were collected. The group consisted of local artists associated with a variety of disciplines, including music, writing/poetry, pottery, photography, sculpture, and more. In addition to this focus group, several artists provided input to the study in one-on-one interviews.

The groups started with a discussion about the community resources needed to support a vibrant arts and cultural scene. The topic of venue was raised; local artists prioritize a multi-purpose venue that meets the following needs: a bright, public gallery; a professional performance venue with appropriate seating, acoustics and sound; and studio space for workshops, private use and rehearsal. Another popular topic was that of professional development for local artists – education that goes beyond beginner workshops. Suggestions included a marketing course focused on artists, a mentoring program, and enhanced networking opportunities both with artists within and outside the community. Artists noted that at times they are working in isolation, and would benefit from the feedback and critique that comes from peer review. Networking was also identified as a good resource at the amateur level as well – increase opportunities for mutual support, exhibition and feedback between developing artists.

All artists – whether interviewed or in the focus group – made special mention of the resource of the Golden & District Arts Council (Kicking Horse Culture). In general, local artists perceive an imbalance between the time and resources invested into bringing outside performers to the community and the support provided by the arts council to local artists. They also perceive a disproportionate amount of effort given to supporting performing arts as opposed to visual arts. Some artists interviewed made it clear that while they were concerned about this imbalance, they appreciated the increased visibility brought about by the current arts council and the scheduled performances, while others were sharply critical of the general direction and activities of the council.

Trust between the arts council and its member-artists is another issue that was continually brought to light. Many artists, as members of the arts council, have concerns about a lack of transparency and communication with members around board membership and recruitment, internal hiring practices, and planning. Concerns around accountability exist as well, particularly around the recent public funding provided to support arts council administration. Members feel that they have not been provided a chance to comment on the deliverables or terms put in place around the funding agreement, and thus have no opportunity to hold the council accountable for outcomes. Accountability issues were also raised around a lack of defined member services.

Artists also provided input on the strengths within the community that have had a positive impact on their work. The idea of the mountain culture of the community, whether providing direct inspiration for their art, or a lifestyle conducive to the arts, was brought forward as a strength. The number and diversity of area artists was also identified as a strength. Other positive aspects of the community included its location – both as a stopping point for visitors, and its proximity to arts centres such as Banff; the influence of the Golden Area Initiatives office and the potential opportunities represented by the new visitor centre; and the diversity of funding available including the CBT, the provincial 2010LegaciesNow program and the recent municipal funding to the arts council. Despite some of the concerns brought forward above, many artists feel the support, longevity and diverse membership of the Golden & District Arts Council is another local strength.

The flip side of a discussion on strengths focused on challenges to the local arts community. While the town's geographical location was a noted strength, groups noted the challenge of bringing visitors into town as opposed to just staying on the highway. And, while a variety of

funding was a noted strength, artists noted that most funding agencies have a strong economic mandate that at times makes it difficult to justify a funding request for community arts. They also pointed out the individual artists grants are also quite scarce and difficult to obtain. Another noted challenge was the competition for community visibility and support for arts and culture against other interests, specifically sports and recreation.

d) Educators

Perspectives from local educators were collected via a focus group with public school teachers/administrators involved with arts/cultural education; as well as one-on-one interviews with a couple of people that offer private arts instruction to the community at large.

Public school educators commented on the benefits of recent Golden & District Arts Council efforts to bring a variety of outside performers to the community. The local school system has identified the presence of these touring artists as an opportunity, and has accessed funding that allows them to “piggy-back” on these events to bring performers into the schools on dates that compliment community performances. This arrangement is of mutual benefit to the Golden & District Arts Council, as it allows the school funding to slightly off-set the cost of bringing in an outside performance. A recent example of this relationship was with the University of Alberta choir, where the choir performed for the Golden public as well as in public schools.

The public school educators commented that in order to increase these type of shared opportunities, a more formalized educational liaison position should be designated, either on the Golden and District Arts Council board, or as a designated person within the school system who takes responsibility for outreach and communication with the GDAC and other arts/cultural contacts in the region.

Other past or existing education opportunities noted by educators that are of benefit to the community included the Artist in Residence program, inclusion of children’s art in previous Spring to Life festivals, and workshops associated with the Ice Kicks festival.

Educators were asked about potential opportunities to increase or enhance educational activities related to arts/culture. Noting the richness and diversity of local artists in the community, the idea of increasing the integration between public and private arts education and the local arts/cultural scene was raised. One suggestion for achieving increased integration was to have the resources to link more local artists as resources to local arts education. Another suggestion for increasing educational integration with the local arts and cultural scene was to increase youth participation with existing groups and activities, such as The Golden Players or the Community Choir, or creating a youth component to the ArtsAround show.

Private educators described the demand for arts/cultural education as strong within the Golden and Area community. In general, arts workshops and courses, when offered, are well-attended. There was a general consensus that more of these types of activities would be of benefit to the community. One idea was to create education opportunities more specifically targeted at particular audiences – one group specifically mentioned was youth.

Private educators noted the shortage of instructors – for both music and visual arts – in the community. Most noted that their roster of students was at capacity and had to turn away requests by new students. This observation raised a general concern for accessibility of arts education to the public.

One idea suggested to address arts accessibility was development of more group instruction opportunities for the public. Group instruction is not only a more efficient use of an instructor's time, but is generally more affordable to individuals or families where cost of arts instruction is an issue. This idea was also linked to comments regarding the benefits of a cultural venue – one where group instruction and/or private rehearsal and studio space could exist.

e) Media

A focus group discussion was conducted with local media representatives (Golden Star; The Force; Local Radio) to explore their activities related to arts and culture, and their perspectives on arts and culture and its relationship with media. The group also discussed arts and culture in the community in general; this part of the discussion has been used as input to other sections in this report.

The group discussed the ways in which local media currently profiles and supports arts and culture in the Golden area. Profile stories around events are a common occurrence, both for events organized by community groups such as the Golden & District Arts Council; or The Golden Players, as well as shows playing at private venues such as Packer's. This coverage may take place in advance of an event, or as a review following an event.

Not as commonly, but occasionally, local media will provide feature stories on local or emerging artists within the community. The groups discussed the extent that local artists or community groups take advantage of media promotion. General consensus was that the local arts community was "laid back" and in some cases, reclusive, and does not often pursue local media coverage for their own art.

The issue of volunteer burnout was also discussed. Local media relies on contact with community organizations to be informed about upcoming activities and events, however due to a cycle of volunteer burnout the frequency and quality of communication between media and these groups tends to be inconsistent depending on the capacity of current volunteers. Media noted that the presence of staff in an organization, such as Golden and District Arts Council, vastly improves the flow of communications directed at local media.

f) Community Groups (Festivals, Events & Tourism)

Representatives from various community groups that are involved in hosting, organizing or supporting various festivals and cultural events were invited to a focus group to discuss how they currently support arts/cultural events in the community, and the resources required to better do so.

The discussion started with recognition of the number and variety of cultural events and activities that have taken place, or currently still take place in Golden. Events such as the Swiss Guides Festival, the Mountain Run Off Festival, Spring to Life, Sounds of Summer, the Golden Rodeo, The Craft Fair, Show & Shine, and activities such as walks with the Historical Society, or the farmer's market all contribute to the cultural landscape of Golden.

While the diversity of events is impressive, the community groups behind the scenes share similar issues. Almost all of the events and activities listed above have been traditionally organized and rolled out by volunteers in the community. The effort and commitment required to sustain an event year after year is extensive, and can be all-consuming for the volunteers required. Burnout is a real issue, as is succession. For many of the festivals and events that

have gone by the wayside in recent years, the main issue was lack of volunteers, specifically volunteers dedicated to the coordination and leadership roles in each organization.

A related human resource issue shared by the groups is the burden of fundraising inevitably required to effectively host cultural events/festivals. The group noted that the people most effective at fundraising are those with a diverse and connected network, as well as the skills and experience to communicate the benefits of an organization's activities. With many groups in the community competing for a relatively small pool of volunteers that may have these skills, it is increasingly difficult for community groups to have the human resources needed for effective fundraising.

One suggestion that was discussed among the group to address the human resources issues of leadership/coordination and fundraising was to share resources to hire paid, skilled staffing to fill these roles. The example was provided of a past successful experience when an events coordinator was hired by the Swiss Guides festival, and was then used as a resource person for the Show & Shine, Birds & Bears, and Sounds of Summer events.

The group commented on the need to share more resources and information among community groups, and to develop partnerships. One observation was that these community groups do not have a good understanding of each other's budget and fundraising plans, and often end up duplicating efforts and competing for the same sources of funding. Another observation was the need to look for partnerships to combine efforts around a fewer number of focused events. The example of the Golden Rodeo was provided – a country music concert associated with rodeo is actually coordinated by Kicking Horse Culture as a partnership with the event. The group seemed to think there are other opportunities similar to this one where community groups could work together to put their respective strengths at work under one event.

While community cultural events and activities are certainly aimed at local audiences, they are also linked to tourism by providing experiences and activities that may also be attractive to visitors. In some communities, cultural festivals and events become core tourism attractions, where visitors specifically plan to visit an area to attend the featured event. The participants in the focus group noted that Golden is lacking cultural, educational and family activities for visitors, and that cultural tourism is a growing segment in the tourism industry. One suggestion to address this gap in activities is to target more events at visitors. Another suggestion is to create more built assets in the community that act as year-round visitor attractions while illustrating the community's culture, such as the timber-frame bridge, or the community mosaics project.

IDENTITY & GOLDEN'S CULTURAL BRAND

Participants in the study were asked for input on the cultural identity of Golden. In general, the themes revolved around celebrating the heritage, diversity and small-town lifestyle of Golden. The following key themes represent people's thoughts on the question of community identity and culture:

- Culture as a bridge to bring diverse groups and people together.
- Celebration of small town atmosphere.
- People helping people – coming together for community causes.
- Culture built on historical foundation and community heritage.

- Links to the mining, logging and resource industry historic foundation.
- Home-grown arts and culture that is rooted in local lifestyle.
- Unique fusion between genres and artists; cross-pollination across disciplines.
- Adventure/tourism branding associated with much of Golden does not give a well-rounded picture of community culture.

In general these themes can be distilled into a cultural identity that is summarized as:

A community of participation; with a strong connection to local heritage; that takes inspiration from and lives a lifestyle connected to its mountain surroundings.

Arts and culture in the community represent a vehicle for defining a sense of place and creating a local character. Connecting to the community's heritage through the medium of arts and culture is not only a way for local residents to develop their own community identity, but also a way for visitors to learn about who Golden is.

Specific suggestions for using arts and culture to develop and express community identity included the incorporation and commission of more public art by local artists around town, and in public buildings such as town hall, the library, the hospital and the new visitor information center. Another suggestion is to use arts and culture more readily as part of community celebrations, and create participatory activities around arts and culture for community events. Finally, many people expressed the desire to see a core festival or event in Golden that showcases the community and its character.

IDENTIFIED OPPORTUNITIES

In addition to the discussions around issues, resource needs and current capacity of arts and culture in the community, participants in the study identified several opportunities and ideas for further development and integration of arts and cultural activities in Golden. These opportunities are listed below.

1. Celebrating upcoming key events through local arts, festivals and community events.
 - Golden's 50th birthday
 - David Thompson bicentennial

2. Integration of arts and cultural opportunities into various community events.
 - integration with unrelated events (e.g. Golf tournaments, sporting events; Kinsmen trade fair)
 - collaboration between community groups that are sponsoring events and the arts/culture community (e.g. rodeo, show & shine)
 - cross-promotion of local performers with alternative community events, especially young people and amateurs (e.g. inviting dance class to perform as part of professional performance)

3. Link with the Destination Marketing Organization as well as the tourism business community in general.

- possibility for an arts position on the DMO board, or a DMO position on the arts council board
- education about local artists and cultural assets to visitor centre/chamber staff/resort operators
- idea for DMO to participate in creating arts/cultural programming targeted at tourist market – i.e. participate by providing funding support; also linking private sector with arts display opportunities, participation in festivals, etc
- idea for DMO to fund tools such as “gallery walk” brochure that directs to rural artists studios; galleries around town etc.
- possibility to better link town with ski hill visitors – idea to use ski hill shuttle to bring visitors to specific arts/cultural events

4. Identification of professional development opportunities for artists; continuing education for amateur artists, and educational opportunities for youth.

- idea to create an artists mentoring program by linking to artists from around the province
- networking and cross pollination of artists from other communities
- increased link and networking with the Calgary arts and cultural scene for purposes of professional development for artists
- use of regional resources, such as satellite campus activities from Kootenay School of Arts

5. Anchor downtown with an ongoing summer arts and cultural activity.

- re-establish farmer’s market/sounds of summer in a downtown location; link to local businesses by having them stay open during evening summer performances

6. Increase linkages with the arts and cultural community and private sector.

- Develop incentives or partnerships to encourage more private sector arts and cultural events
- Opportunity to pursue private sector sponsorship of public arts in the community

7. Identify and coordinate a summer festival or event.

- desire to “showcase” Golden or “put Golden on the map” through a festival that links with community identity
- also potential opportunity to create a focused event on arts in Golden specifically

8. Human resources opportunity – newly established administrative funding for arts council presents an opportunity to fill needed human resource gap in the community.

- interest and input into the role of a staff person – balance between arts council member services, events planning and coordination, and fundraising/administration.

9. Increase public art in and around Golden.

- better use of local arts for public display spaces, public buildings and outdoor spaces – use of municipal buildings, library, hospital for dynamic displays of local art
- comments on new visitor centre - provincial gateway focus – opportunity to bring some focus on local Golden culture via use of space for public art shows
- linking commissioned public art to Golden’s heritage and community identity – use of public art as a medium to express a sense of place and community character
- using arts as part of community celebrations – activities, workshops, displays, performances that the community creates as part of a celebration

The following recommendations are intended to address the issues identified by the community as outlined in the “Key Findings” section of the report. Implementation, accountabilities and follow-through on these recommendations can also be built into a community cultural plan, discussed in the next section of this report. These recommendations are based solely in response to the community consultation, and do not take into consideration any current or future programming by Kicking Horse Culture/Golden & District Arts Council or other community initiatives. An overview of KHC’s current and future programming can be viewed in Appendix 2.

Strategic Direction 1***Building the cultural identity of Golden*****1. Increase community participation in arts and cultural events across all facets of the community.**

Building a cultural identity in Golden should start with encouraging participation in arts and cultural events by a wider cross-section of community members. Issues of accessibility should be addressed, including programming that accommodates the financial and scheduling realities of working families. This encouragement could begin by introducing the community to local artists by increasing arts and cultural components of seemingly unrelated events, such as sporting events or community fundraisers.

2. Use arts and culture as a vehicle for defining a sense of place and communicating about Golden’s culture.

Increasing public art around the community, through specific commissions or juried selections, as well as dynamic arts shows and performances, with or without a community heritage theme, would not only increase visibility around the community of local artists but would communicate about the identity and local culture of Golden. In a similar vein, incorporating local artists into community celebrations and using participatory workshops/events as part of community celebrations has the same effect. Finally, investigations should be made into a showcase community festival that has a strong connection to the identity of Golden as a community.

Strategic Direction 2***Fostering cultural opportunities for the whole community.*****3. Create arts and cultural programming specifically targeted at youth in the community, through the leadership and input of youth themselves.**

Youth need to be engaged in the planning and organization of arts and cultural activities for youth in the community. Possible structures to engage youth in coordinating events are to create a youth sub-committee of the arts council; or sponsor an event coordination project for the high school leadership class; or assist the Golden Youth Opportunities Council in providing arts and cultural activities for youth. Extra-curricular workshops or classes, especially those offered in a group setting, could also offer an economical and fun way for youth to participate in arts and culture.

4. Support the grassroots arts and cultural participation that is occurring around the community.

Further exploration into the type of resources and support required by community members currently learning and participating in arts and cultural activities should be conducted. Initial recommendations are to provide promotional support around performances and events related to these community initiatives; as well as venue support and facilitating links between groups that may share common interests. Part of the appeal for some of these groups is the informal and unstructured nature of their participation, so they should be consulted about what form of support would work best for them.

5. Provide more professional development opportunities for both professional and developing artists.

One method of achieving this recommendation would be to establish a working committee of artists under the banner of the arts council to focus on professional development planning. Suggestions made in focus groups included mentoring programs, artist exchanges, joint shows with local and touring artists, and marketing/management courses aimed at the arts sector. Professional development opportunities should be identified and implemented for both professional artists as well as more amateur, developing artists.

6. Create arts and cultural programming specifically targeted at working families, ethnic communities, and other “niche” markets in the community.

Celebrating Golden’s diversity is a core part of its community and cultural identity. Making efforts to target the various audiences that make up the population of Golden through varied programming would help develop the audience for arts and culture in Golden. Including these groups in cultural planning may assist in finding arts and cultural programming that interests and engages them. When coordinating events that featuring touring artists, prioritize artists and events that engage a specific sector of community and celebrate local culture, an example being the Kiran Ahluwalia concert that came to Golden last year.

7. Encourage local business and the private sector to include arts initiatives in private sector development.

Facilitating increased linkages between the small business community and local artists can plant the seed with private sector to use the resource of local arts and culture as part of its business development. Also, when specific events or activities may benefit from associated private sector involvement, the small business community should be invited to participate (for example, asking downtown merchants to keep evening hours during a downtown outdoor evening performance).

8. Promote cultural tourism as part of Golden’s tourism marketing initiatives.

The launch of the new Visitor Information Centre at the entrance to Golden and the establishment of a Destination Marketing Organization for the community are both resources that should be linked into arts and cultural development. Providing concrete orientations for visitor centre staff to the arts and cultural assets of the community; and using the visitor centre as a venue for featuring local arts are both examples of how to link the centre with the arts and cultural community. The cultural tourism offerings in the community would also benefit by designating a specific arts liaison person to work with the DMO to identify potential opportunities for promotion and programming collaboration around arts and culture.

Strategic Direction 3

Improving infrastructure and resources for arts and culture in the community.

9. Explore the development of a multi-purpose cultural facility for Golden.

Development of a new cultural facility in Golden is potentially a long-term project, and one that requires extensive community buy-in. Initial planning for such a facility could include identifying potential sites for such a facility and protecting these sites in community planning; identifying existing facilities that could be renovated to accommodate a cultural centre; analysing the feasibility and forecasted use of such a centre; and identifying the number and types of uses a potential centre could accommodate. This type of project is best lead as a collaboration of a number of agencies, including the Town of Golden, the Golden Area Initiatives, and the Golden & District Arts Council.

10. Implement interim measures to improve arts and cultural infrastructure in the short-term.

Several infrastructure issues were identified that could have short-term solutions with a relatively small amount of time and investment (i.e. relative to building a whole new cultural centre). Upgrading the sound and lighting systems in the Civic Centre, initiating a community fundraiser for a new piano, and identifying possible workshop, rehearsal or group lesson space around the community are all options. Investing in new signage and using existing town signage to promote events are also interim measure that would improve arts and cultural infrastructure.

11. Improve outdoor performance spaces and establish performance/display areas downtown.

Bolstering the downtown area by using it as a focal point for arts and culture in the community not only creates positive visibility for local arts; it also contributes to the economic health of the downtown area, and provides an added attraction to direct visitors downtown off of the highway. The Sounds of Summer was one of the most commonly requested local events that participants in this study cited as needed and missed. Establishing a functional outdoor venue, either within or adjacent to downtown, would provide a home for events such as Sounds of Summer.

12. Address the perceived imbalance between coordination of touring performances/events versus local artist member services provided by Kicking Horse Culture/Golden & District Arts Council.

It is recommended that KHC/GDAC explore ways to increase the visibility of their member services, and also integrate some member services into events featuring outside artists. Examples of integration include using visiting artists as workshop facilitators and resources for professional development, as well as developing shows or performances that feature collaboration between visiting artists and local artists. Limiting the number of visiting artists in a season to leave more resources for member services is another option.

13. Incorporate public input and accountabilities into strategic planning for Kicking Horse Culture/Golden and District Arts Council.

Currently Kicking Horse Culture/Golden and District Arts Council (KHC/GDAC) is governed by a volunteer board of directors responsible for planning and implementing the strategic direction of the organization. In order to address issues of transparency and engagement raised by

members, and improve communications with and education of the general public around arts council activities, it is recommended that KHC/GDAC incorporate a public input session as part of its annual strategic planning process.

This session would be an annual opportunity to communicate the activities, vision, goals and objectives of the organization to general membership/public, and at the same could generate concrete feedback from members to be used by the board as input into the development of future programming and goals. Recent increases in operational funding support represent a transition for KHC/GDAC and an opportunity to engage members in setting the direction of their arts council.

14. Investigate the feasibility of developing an administrative, coordination and fundraising human resources role to be shared by various community groups involved in events, arts and cultural activities.

Golden needs to address the coordination and volunteer burnout issues experienced by many community groups. One way of assisting these groups is by providing staffed human resources that take over much of the administrative, coordination and fundraising role. Investigations into the feasibility of such a role should include managing community expectations, identifying a local agency to host the employee, and establishing a budget and cost-sharing understanding among interested community groups.

15. Support the sustainability of community non-profit groups by facilitating board development training.

Another issue identified in the study was community non-profit Boards that have trouble with governance and succession planning. Building the capacity of community leadership by coordinating shared board training and development workshops would be one way of addressing this issue.

NEXT STEPS: DEVELOPING A CULTURAL PLAN

A community cultural plan is the next step following the information-gathering exercise conducted by this study. Developing a plan would create concrete action items and timelines on the recommendations and opportunities identified in this report, as well as strategies developed by community leaders beyond the scope of this report. The development of a community cultural plan would also produce action items that could be incorporated in to an official community plan, or the strategic plans of local arts and cultural organizations.

The following steps are adapted from “Community Cultural Planning Handbook: A Guide for Community Leaders” by Craig Dresszen (1997, Arts Extension Service, University of Massachusetts).

Step 1. Pre-planning

The pre-planning stage focuses on crafting the objectives of the planning process, identifying the lead agency that will manage the planning, and designating funding and a budget for the planning process. Key tasks during this stage are:

- ✓ Create a planning steering committee by identifying and recruiting key community players.
- ✓ Develop a budget and identify funding sources.
- ✓ Assign accountability for planning process to appropriate community agency.
- ✓ Develop a terms of reference for the planning project; recruit appropriate expertise to conduct planning.
- ✓ Develop a detailed work plan and timeline.

Step 2. Assessment and Information Gathering

While much of the required community input and assessment has been completed through the efforts of this study, gaps in information may be identified that need to be addressed in order to proceed with informed planning. Examples include economic impact analysis, market research, or comparable community case studies.

Once all information is gathered and disseminated, key issues to be addressed by the plan should be identified.

Step 3. Goal setting and plan writing

The goal setting stage involves using public input and guidance by the steering committee to set actionable goals intended to address the key issues identified by the assessment. Key tasks during this stage are:

- ✓ Generate and evaluate alternative solutions for each key issue with recommendations by steering committee and consultant expertise.
- ✓ Create draft goals and objectives.
- ✓ Convene public open houses and forums to review the draft goals and objectives.
- ✓ Steering committee refines final goals based on input from public and community leaders.
- ✓ Identify key accountabilities, timelines and required resources for each goal and objective.

Step 4. Implementation

Initial implementation involves communicating the plan to the public through press releases and public distribution of the plan. Also, a variety of agencies, government and other institutions may be identified as key players with accountabilities in the plan. Each of these stakeholders should formally adopt the plan as part of their internal operational planning.

In Golden, the cultural plan may also be used as a tool to inform the future revisions of the official community plan.

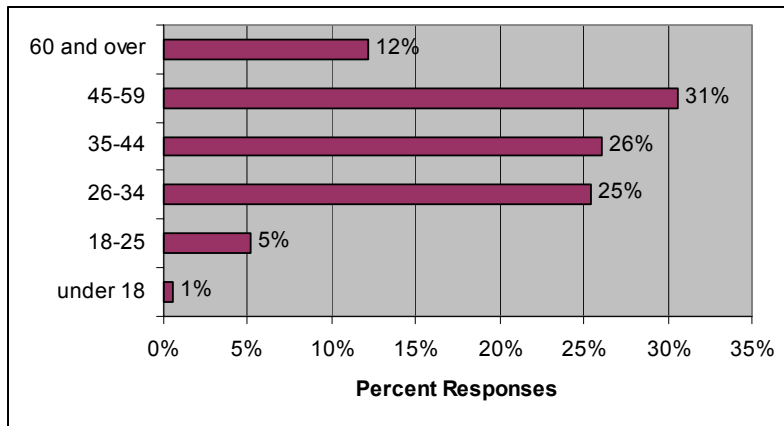
Step 5. Monitoring and evaluation

Responsibility for monitoring and reporting results back to stakeholders should be assigned to the appropriate local agency. The original steering committee may be reconvened annually to

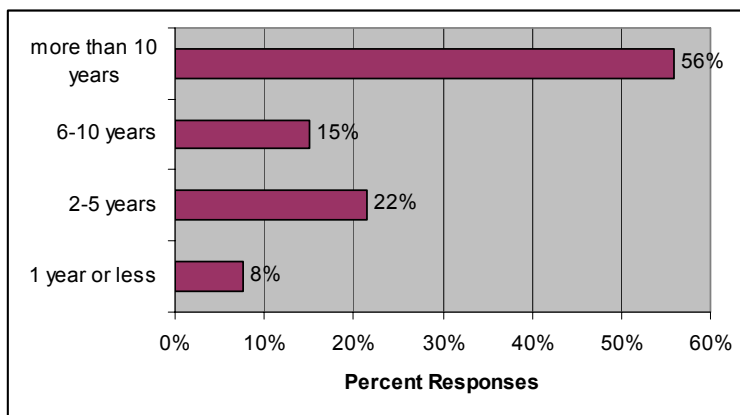
evaluate progress and make necessary amendments to timelines or objectives. In this way, the plan can stay dynamic and be managed adaptively to changing situations and needs in the community.

APPENDIX 1. Community Survey Results

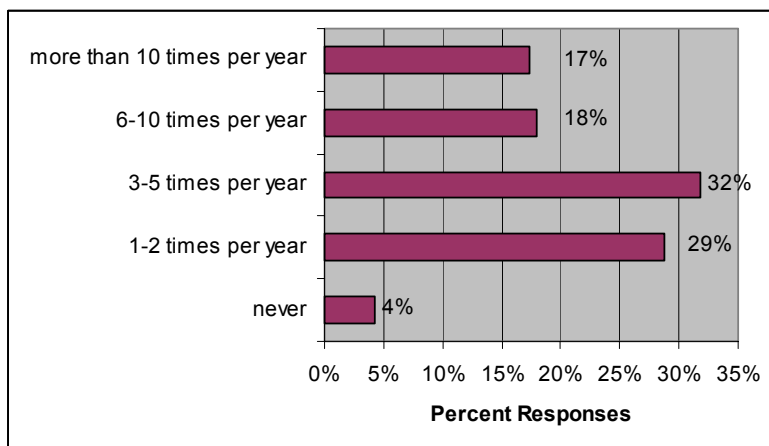
1. Please tell us your age group:



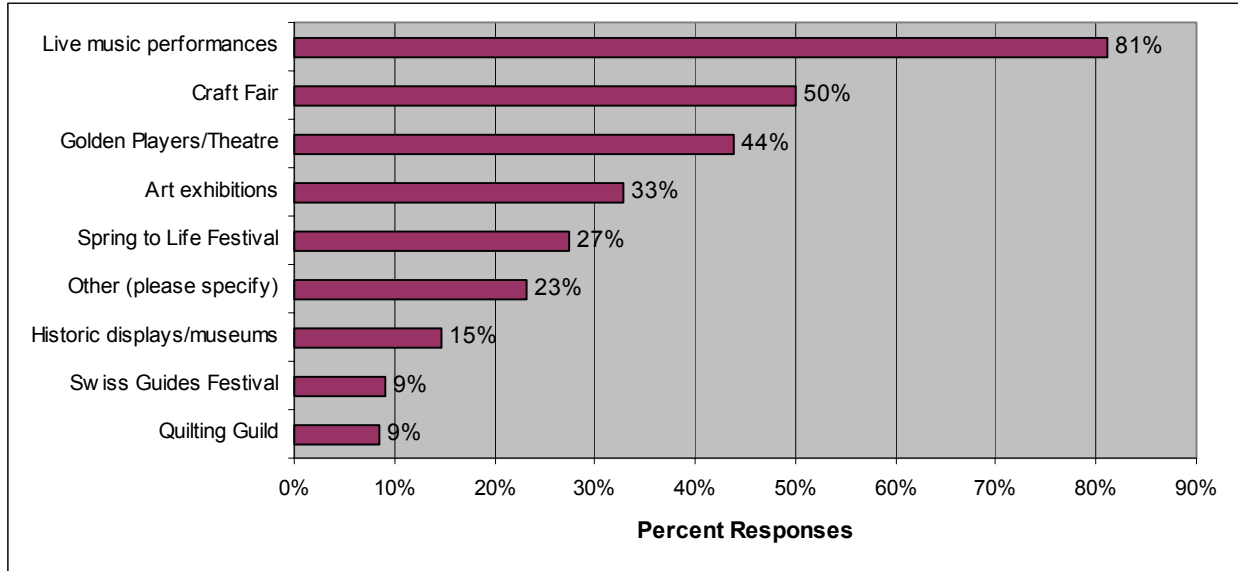
2. How long have you resided in the Golden community?



3. How often do you participate in or attend a cultural event such as a play, a concert, a festival, a workshop etc?



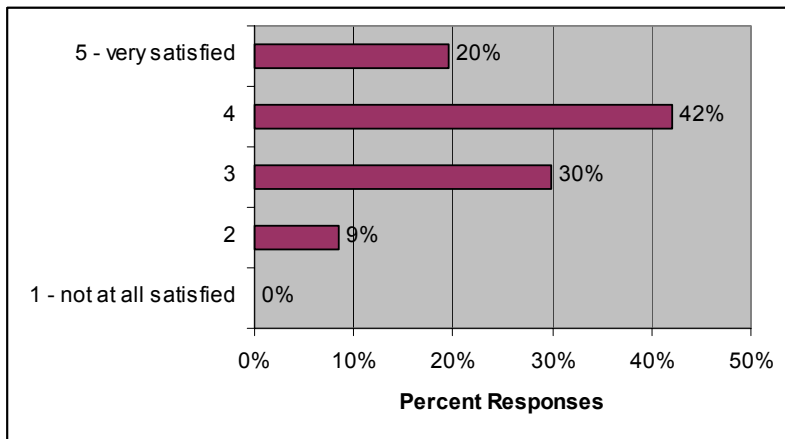
4. What are your three favorite arts/culture activities or events that you enjoy in Golden?



Popular "other" responses: Golden Community Choir; Golden Mountain Run-off Festival/Psychosis; Summer Market/Sounds of Summer; Show & Shine.

5. On a scale of 1 to 5 how satisfied are you with the cultural events and activities that you take part in?

Average response: 3.73



6. List three words that come to mind when you think of arts & culture in Golden.

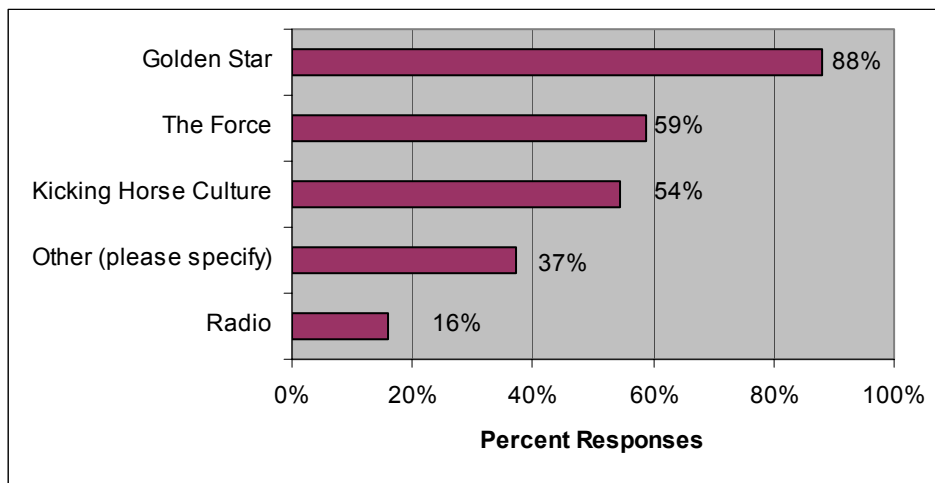
Sample of answers:

diverse/diversity
talented/surprising
community
enjoyable/fun
underdeveloped
under-funded

underappreciated
underground/backwater
music/theatre/art
growing/improving
vibrant
inadequate/lacking

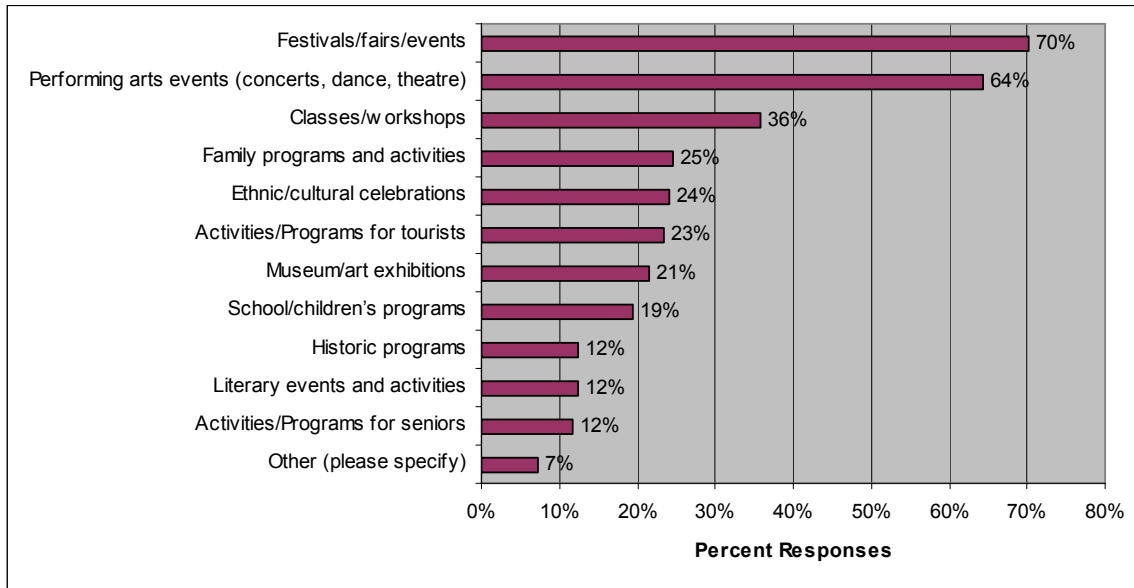
folksy/grassroots/local/dow
n-home/small town
original/eclectic
mountains/riders/nature
sporadic/patchy

7. Where do you obtain information about arts & cultural events and activities in Golden? Check all that apply.



Popular “other” responses included: posters/flyers; word of mouth/friends; chamber/GAI email

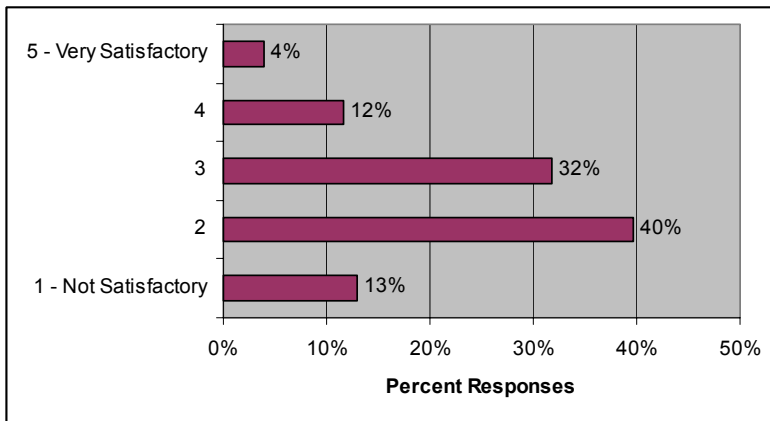
8. What kinds of arts activities are most needed in Golden? Check your top 3 choices.



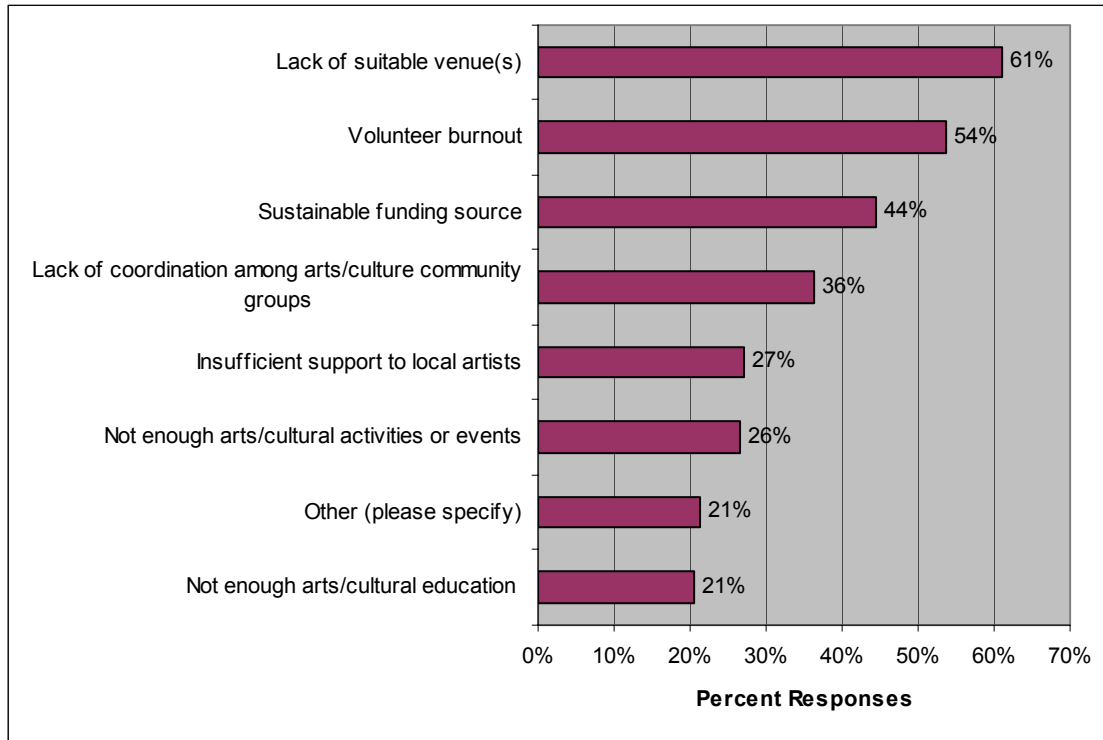
“Other” responses included: local musician opportunities; outdoor concerts; arts/cultures from outside Golden; programming for 13-17 year olds; visual art exhibitions; music festival; permanent facility for arts; Canada Day parade; local community radio; horse events (roping, etc); community building activities

9. On a scale of 1 to 5 how would you rate the venues available for performance or exhibitions in the Golden area?

Average response: 2.54



10. What are the major weaknesses or challenges related to arts & culture in Golden? Check your top 3 choices.



“Other” responses included:

- narrow/not inclusive
- not accessible
- apathy of local residents/non-attendance/ lack of community support/poor turn-out
- diverse community culture
- poor management
- no planning or vision
- lack of support by town council

11. Are there any other comments or observations regarding arts and culture in Golden that you would like to share?

Sample of responses:

“Arts and Culture should be open and promoted to the entire community encouraging local artisans and musicians and incorporating their talent with that brought in from out of town.”

“I like the way the GDAC have evolved and with continued professionalism in productions, things can only get better. I am concerned that because the bar is set high, the GDAC must work hard to maintain unity to prevent politics from entering the management of the organization.”

“We have so much talent available it is amazing. We really need sustainable funding, appropriate venues and administrative infrastructure to maximize our arts/culture strength.”

"The arts council, in recent years, has done a great job bringing high quality performers to Golden but has also divided the local arts community, discouraging many. The arts council executive should be there to encourage local artists and help them build quality within the area, not frustrate local efforts."

"Golden offers some really great entertainment, through the Arts Council, the bars/hotels, community groups and church groups. For such a small community, there are lots of events to attend. Golden really needs a good performing arts centre that would include studio areas for guilds and workshops. It's a vibrant community, with people who are willing to give their time to community cultural development. An arts centre would focus everyone's efforts."

"I would like to see more visual art displays in public places such as hospital, banks, town hall, campground wherever tourists congregate."

"There needs to be more public sculpture and display of Golden's artists. Commissioned public art expressing the link between community and our surroundings help express the community's personality."

"I see volunteer burn-out as a big issue. I believe funding for the organizational end of any cultural events is very much needed."

"There have been an amazing variety of events over the last two years. I have been impressed with the educational opportunities for children. The events have gone to the school as well as the art camps in the summer."

"While I enjoy visiting performers I would really like to see more encouragement and support to members of the community who are in choirs, who paint, who act, who build custom furniture. I think there are many people participating in the local arts scene in many ways and I think that enriches the community and should be supported wherever possible. It's great to see professionals from elsewhere but I think the most value is where we learn and participate and share and make our own culture. Culture should be much more than merely spectatorship!"

"Continued development of arts and culture in our community is vital to promoting community spirit. Our children and young adults need continued exposure to a variety of art forms and entertainment as part of their education."

"Being a new resident I was pleasantly surprised at the variety of events offered in the community and the amazing local talent."

Appendix 2: Kicking Horse Culture Operational and Program Review

The following document is a recent operational/program summary authored by Kicking Horse Culture and included as information additional and separate to this report, for the reader's reference and interest.

Appendix 3: Inventory/Database