

ARTS BC CONFERENCE 2017



THE WAVE FORWARD

The New Fundamentals
of Arts and Cultural Leadership
April 27 - 30, 2017



#WaveFwd17



Nuu-chah-nulth Welcome

łeekoowamin sutit?anik ławiičit niiwa

we warmly welcome you to our land/territory

THE WAVE FORWARD

The New Fundamentals of Arts and Culture Leadership



Colleagues from across the province have told us again and again, what they value most is learning and connecting with you – their peers – at our conferences.

This year, our conference focus is to **retreat** and **renew** on the breathtaking Pacific Rim. We've designed a 3-day retreat to provide you with opportunities for peer-sharing and learning, from new fundamentals workshops to master classes for cultural leadership.

On behalf of the Board of Directors, welcome to The Wave Forward, Arts BC's 2017 Conference on the territories of the Yuulu?il?ath Nation and the Tla-o-qui-aht Nation.

We thank these Peoples for supporting the work we will do over the next few days and value the learning we have received from them.

It is always an honour to gather with you as Arts BC works to serve *you*—the People Powering the Arts in BC.

We understand how important it is for you to come together - to learn and share as colleagues, to feel that support as an Administrator, to know, as a hard-working volunteer, that you have someone in your corner.

The conference is one of the key pieces Arts BC delivers to membership to promote knowledge-sharing and community of support that is vital to your work.

I would like to thank Sharon McCoubrey, Patricia Huntsman, Ken Blackburn, Michelle Benjamin, Julie Fowler and Julia Hulbert for providing and guiding our conference program content.

I would also like to acknowledge the collaboration with the Creative City Network of Canada who share our commitment to community cultural development and we've designed sessions throughout to serve both volunteer organizations and municipal cultural administrators.

I would also like to thank our brilliant Conference Committee led by Arts BC Board Members Jacqueline Chamberland and Mark Penney and our local hosts and volunteers.

Kathy Ramsey
Arts BC President

ARTS BC: SHARING KNOWLEDGE

We've Walked in Your Shoes.

We know the challenges that community arts and culture leaders face on a daily basis.

More importantly, we help solve problems.

Arts BC is backed by a team of experts who have been powering the arts for decades, and by emerging leading lights in our industry.

Our job is to give individuals and organizations the tools and support to excel at arts and cultural leadership, of all types and forms.

Let us help you by sharing our deep knowledge and expertise, or simply by connecting you with peers.

BIG PROBLEMS? Our team of regional knowledge experts, consultants and advisors are available online or face-to-face for half-day and full-day tailored sessions with your group or one-on-one coaching. Fees, travel and accommodations costs may be applicable.

NEED GRANT WRITING HELP? We know the value of hiring a good grant writer. Let us connect you with our network of consultants and writers and don't forget to call your Grant Program Officer before you submit applications.

How We Work



We connect people and promote partnerships.

We champion artistic endeavours across all disciplines, emerging and established.

We are artist-centred and dedicated to creative empowerment.

We share our deep knowledge and expertise and foster exchange through peer learning.

INSIGHT TEAM

Bill Usher
Artistic Director for Creative Thinking & Team Leader

Ken Blackburn
Community Outreach

Michelle Benjamin
Administration & Programming

Patricia Huntsman
Strategic Planning & Organizational Assessment

Sandra Thomson
Fundraising & Development

Dr. Sharon McCoubrey
Arts Education & Social Well-Being

Kathryn Molloy
Governance & Finance

Krista Patterson
Grant Writing

Kathy Ramsey
Community Engagement

Have a question?

Seeking advice?

Need to trouble-shoot?



Call the Arts BC Hot Line: 1-844-ARTS 911

SPECIAL EVENTS & PROGRAMS

THURSDAY | 27

FRIDAY | 28

SATURDAY | 29

SUNDAY | 30

REGISTRATION DESK

4:00 pm onwards | Black Rock Lobby

- Conference Registration
- Annual General Meeting Registration
- Yoga/Beach Walk Registration
- Plus-ones for Welcome Reception
- Plus-ones for Membership Appreciation Night
- Plus-ones for Finding Common Ground

WELCOME RECEPTION

7:00 pm onwards | Black Rock Lobby and Float Lounge

Welcome to *The Wave Forward!* Mix and mingle with old and new friends, peers and colleagues from across the province. Cozy up to the fireplace in the lobby of Black Rock while sampling tastings from the Tofino Brewery and BC wineries. Enjoy an exhibition of local art and check out the Float Lounge for Arts BC specials on food and drink.

\$15 for "plus-one" non-delegate guests. Payable at Registration.

ARTS BC IS HERE TO HELP: TROUBLESHOOT WITH THE INSIGHT TEAM

Twice Daily | Insight Room, UCC RM 108

We've arranged 4 Insight-Team Sessions with experts who have walked in your shoes and know the challenges that community arts and culture leaders face. Bring your questions, troubles and ideas to the Insight Room and let us help!

- Have a question about grants? Troubleshoot with **Krista Patterson**.
- Got a curve ball? Insight Team Leader **Bill Usher**'s been there, done that and has the practical advice you need.
- Organizational challenges? **Dr. Sharon McCoubrey** knows the steps to make your organization thrive.
- Questions about navigating local government? **Ken Blackburn** has wisdom to share.

THE WAVE FORWARD

YOGA

6:30 – 7:30 am | Studio 105 UCC

Register at the Thursday night Welcome Reception, \$10 per person

EXECUTIVE DIRECTOR ROUNDTABLE

5:15 – 6:15 pm | Black Rock Oceanfront Wine Cellar

Facilitated by Patricia Huntsman

Join your fellow cultural leaders—Executive Directors and Senior Managers—for a facilitated discussion in the breathtaking oceanfront wine cellar. *And remember: what happens in the wine cellar stays in the wine cellar.*

TABLE TALK

5:00 – 6:15 pm | Black Rock Ballroom

Meet with peer organizations, funders, consultants and more in this informal networking session. Got questions? Get answers! Arts BC's Insight Team, BC Arts Council, BC Association of Charitable Gaming, First Peoples' Cultural Council, Culture Days, Shaw Sabey Insurance and more.

UCLUELET ART WALK

5:00 – 8:00 pm | Downtown Ucluelet

Take a stroll to downtown Ucluelet and visit select galleries and restaurants. Mark Penney Gallery, Huu-Mees Ma-As Cedar House Gallery, Reflecting Spirit Gallery open until 8 pm, downtown Ucluelet.

Meet up at the Ucluelet Aquarium for Membership Appreciation Night at 8 pm.

MEMBERSHIP APPRECIATION EVENT

8:00 – 11:00 pm | Ucluelet Aquarium

Enjoy an evening with arts and culture leaders from across the province. Drinks and snacks provided. Performance by Vancouver Island Music Award's 2016 Artist of the Year, Lance Lapointe. Continuous shuttles between Black Rock Resort and the Ucluelet Aquarium between 7:45 - 11:15 pm

Register your "plus one" Thursday night, \$30 for non-delegate guests.

THE WAVE FORWARD

GUIDED NATURE WALK OF THE WILD PACIFIC TRAIL

6:30 – 7:30 am | Meet at Black Rock Lobby at 6:15 am

Register at the Thursday night Welcome Reception, \$10 per person

TOFINO NIGHT

Bus to Tofino leaves Black Rock at 5:30 pm with a 30-minute stop at Wickaninnish Beach and the Kwisis Visitor Centre in the Pacific Rim National Reserve.

TOFINO ART WALK

6:00 – 9:00 pm | Downtown Tofino

Take in select galleries and restaurants. Mark Hobson Gallery, Roy Henry Vickers Gallery, House of Himwitsa open until 9 pm downtown Tofino.

If you plan to make dinner reservations in Tofino and are taking the shuttle, please book your table from 6:45 pm onwards.

Rendezvous at pick-up/drop-off at Jamie's Whaling Station, 606 Campbell Street, Tofino, for return shuttleby 9:45 pm, bus leaves for Black Rock Resort at 10 pm.



FINDING COMMON GROUND

10:00 am bus departs from Black Rock Oceanfront Resort for **Best Western Tin Wis Resort** in Tofino.

ABUNDABILITY FOR OUR GRANDCHILDREN

11:00 – 11:30 am | Tin Wis Resort, Tofino

Joe Martin, Tla-o-qui-ah't Master Carver

Joe was born in Tofino and began carving canoes in the forest under the guidance of his father and grandfather. Recognized internationally as a master carver, Joe Martin shares his knowledge of traditional canoe building and experience as cultural leader with a wide audience. Joe encourages people to embrace the concept of managing lands and waters for "abundability" rather than "sustainability."

INDIGENOUS RESILIENCE!

11:30 – 12:00 pm | Tin Wis Resort, Tofino

Melody Charlie, Artist Talk & Slide Show

"We are strong, resilient, spiritual & vibrant First Nation people who continue to crave decolonization, heal holistically & shine through our strengths. This reflects the love we have for our culture, our traditional teachings, our ceremonies, our traditional foods & our first voices (traditional language)."

BLESSING

by **Levi Martin, Elder, Tla-o-qui-ah't First Nation**

LUNCH AND LEARN WITH RECONCILIATION CANADA

12:00 – 1:30 pm | Tin Wis Resort, Tofino

led by **Shelley Joseph, Public Outreach Lead and Cultural Advisor**

This session is an opportunity to begin the dialogue on reconciliation. This session brings delegates and local hosts together to, over lunch, discuss reconciliation for Indigenous peoples and all Canadians. This hour-long session is designed to introduce the topic of reconciliation to a group and begin the process of individual and collective reflection on reconciliation. Lunch and Learn will cover: *Our Shared History, The Meaning of Reconciliation and Moving Forward Together* (how to incorporate the Calls to Action in your daily life).

CLOSING CEREMONIES PERFORMANCE BY THE LE-LA-LA DANCERS

1:30 pm – 2:00 pm | Tin Wis Resort, Tofino

The Le-La-La Dancers are a traditional Kwakwaka'wakw (pronounced kwa kwa key wok) dance company who present First Nations culture of Northern Vancouver Island.

The group has shared their culture by entertaining and educating throughout the world for over 25 years under the direction of George Me'las Taylor.

They provide an engaging exhibition of their aboriginal culture in song and dance through the beat of the drums. Their high energy demonstrations bring the ancient legends of their people alive through vibrant regalia featuring carved cedar masks, button blankets and headdresses. They have performed all across Canada, the United States, Mexico, China, Taiwan, New Zealand and Europe.

Plus-ones for **Finding Common Ground** \$45 per person

Melody Charlie
First Nation Photographer

Years of photo passion: 23. What inspires you? Humility, Wayne Dyer, fit beings & kindness. Summer or winter? Winter, I love warming by the woodstove on stormy days, feasting on slow cooked meals, running in the rain when everyone else is trying to cover from it & snuggling up to human planet. What is your prized possession? My camera of course. What is the meaning of life? Everything is spirit & everything has purpose. If you weren't a photographer? Wellness worker. One word that describes you best? Earthy. Color or b/w images? Hands down, b/w, they've always felt original to me, even in the days of film.

Shelley Joseph
Public Outreach Lead and Cultural Advisor, Reconciliation Canada

Daughter of Chief Dr. Robert Joseph, Shelley has over 25 years of experience paired with education covering spiritual, physical, mental and emotional well-being for families and communities. She is passionate about supporting First Nations people to take an active role in healing and growth utilizing a holistic approach to well-being. She is highly involved in the Missing and Murdered Indigenous Women initiatives and is a Board member of the Circle of Eagles Lodge Society. Shelley is one of the lead facilitators of the Reconciliation Dialogue Workshops and an inspiring public speaker.

MELODY CHARLIE



SHELLEY JOSEPH



SCHEDULE AT A GLANCE



THURSDAY | 27

BLACK ROCK LOBBY

4:00 pm
Arrival

4:00 - 8:00 pm

Registration Desk

- Conference Registration
- Annual General Meeting Registration
- Yoga/Beach Walk Registration
- Plus-ones for Welcome Reception
- Plus-ones for Membership Appreciation Night
- Plus-ones for Finding Common Ground

7:00 - 10:00 pm

Welcome Reception
at Black Rock Lobby & Float Lounge

BLACK ROCK WINE CELLAR

4:00 - 6:30 pm

Presenters' Mixer

LEGEND

UCC: UCLUELET COMMUNITY CENTRE

INSIGHT ROOM: UCC ROOM 108

CCNC: CREATIVE CITY NETWORK OF CANADA RECOMMENDED PROGRAMMING

*Registration required. \$10 fee payable at Welcome Reception

FRIDAY | 28

6:30 - 7:30 am	Yoga MORNING YOGA, UCLUELET COMMUNITY CENTRE (UCC) STUDIO 105*				
8:00 - 9:00 am	Breakfast UCC MAIN HALL				
8:00 - 10:30 am	Registration Desk UCC LOBBY				
8:30 - 9:00 am	Opening Remarks UCC MAIN HALL				
UCC ACTIVITY RM 1	UCC ACTIVITY RM 2	UCC THEATRE	UCC INSIGHT RM 108	BLACK ROCK BALLROOM	
9:00 am Governing with Creativity Kathryn Molloy & Carolyn Bell	9:00 am Have Fun. Work Hard. Create Value. Become Indispensible. Bill Usher	9:00 am How Can Heritage be a Part of the Truth and Reconciliation Process? Julia Hulbert CCNC		9:00 am Stone Soup Nazanin Shoja <i>Open to Delegates & Public</i>	
10:30 am BREAK	10:30 am BREAK	10:30 am BREAK	10:30 am BREAK	10:30 am BREAK	
10:45 am - 12 pm Cultural Tourism John Rae CCNC	10:45 am - 12 pm Volunteers, Gotta Love 'em Sandra Thomson	10:45 am - 12 pm 10 Strategies to Revitalize Your Organization Sharon McCoubrey	10:45 am - 12 pm Arts BC Here to Help: Troubleshoot with the Insight Team Ken Blackburn	10:45 am - 12 pm Innovation From the Edges Carla Stephenson <i>Open to Delegates & Public</i>	
12 pm Lunch UCC MAIN HALL					
12:15 pm Opening Ceremonies UCC MAIN HALL Yuuthluithaht Welcome by Marge Touchie Remarks by Ucluelet Mayor Dianne St. Jacques & Tofino Mayor Josie Osborne					
1:00 pm Arts BC: The Wave Forward & CCNC: What We Do UCC MAIN HALL					
1:45 - 3:30 pm Grant Writing 101 Michelle Benjamin Kathryn Molloy	1:45 - 3:30 pm Financial Strategies: Engaging Boards, Staff and Volunteers Judy Oberlander	1:45 - 3:30 pm Panel: Working with Local Government Panelists: John Rae, Dafi Niedermayer, Bill Usher and Ken Blackburn. Moderated by Nichola Reddington	1:45 - 3:30 pm Arts BC Here to Help Troubleshoot with the Insight Team	5:00 - 6:15 pm Table Talk Meet with peer organizations, funders, consultants and more.	
3:30 - 5:00 pm Leadership Leap Maureen (Mo) Douglas CCNC					
5:15 - 6:15 pm Executive Directors' Roundtable Event at Black Rock Oceanfront Resort Wine Cellar <i>Dinner on your own</i>					
6:15 - 7:30 pm Ucluelet Art Walk: Mark Penny Gallery, Cedar House Gallery & Reflecting Spirit Gallery Open until 8 pm					
7:45 - 11:15 pm Shuttles from Black Rock to Aquarium for Membership Appreciation Night Shuttles depart continuously, arrive at your own pace					
8:00 - 11:00 pm Membership Appreciation Night at Ucluelet Aquarium Featuring live music, light refreshments and drinks. Remarks at 8 pm					

SATURDAY | 29

6:30 - 7:30 am Guided Nature Walk of the Wild Pacific Trail Meet at BLACK ROCK LOBBY*				
8:00 - 9:00 am Breakfast UCLUELET COMMUNITY CENTRE (UCC) MAIN HALL				
9:00 - 10:15 am Arts BC Annual General Meeting UCC MAIN HALL				
9:00 - 10:15 am Open Roundtable Discussion Hosted by CCNC UCC ACTIVITY RM 1 Share ideas, seek feedback, hear about new programs and services you want to share and celebrate.				
10:30 - 10:45 am Morning Coffee Break UCLUELET COMMUNITY CENTRE				
UCC ACTIVITY RM 1	UCC ACTIVITY RM 2	UCC THEATRE	UCC INSIGHT RM 108	BLACK ROCK BALLROOM
10:45 am - 12 pm Creating Effective Boards Sandra Thomson	10:45 am - 12 pm Measuring Cultural Impacts: 360° Impact Assessment Chad Rickaby CCNC	10:45 am - 12 pm Indigenous Artists and Community Engagement Panel Panelist: Marika Swan and Kelly Poirier Moderated by Cathi Charles Wherry	10:45 am - 12 pm Arts BC Here to Help: Troubleshoot with the Insight Team Krista Patterson	10:45 am - 12 pm Insurance for Not-for-Profits 101 Shaw Sabey <i>Open to Delegates & Public</i>
12 pm Lunch UCC MAIN HALL				
12:30 - 1:15 pm Advice on Grant Writing and Update on BCAC Programs, Monique Lacerte UCC MAIN HALL				
	1:15 - 2:45 pm Social Enterprise: The Next Frontier Joylenn Green CCNC	1:15 - 2:45 pm Be the Brand: Communications Workshop Patricia Huntsman and Julia Hulbert	1:15 - 2:45 pm Arts BC Here to Help: Troubleshoot with the Insight Team Bill Usher	1:15 - 2:45 pm BC Community Gaming Grant Program David Sheath <i>Open to Delegates & Public</i>
2:45 - 3:00 pm Health Break				
3:00 - 4:15 pm Festivals Strategy Panel UCC MAIN HALL Panelists: Carla Stephenson, Nichola Reddington & Michelle Benjamin Moderated by Julie Fowler CCNC				
5:30 pm Tofino Night Bus departs from Black Rock Oceanfront Resort to Tofino 30-minute stop at Wickaninnish Beach and the Kwisisit Visitor Centre in the Pacific Rim National Reserve				
6:45 pm Tofino Art Walk Take in select galleries and restaurants. Mark Hobson Gallery, Roy Henry Vickers Gallery, House of Himwitsa Native Art Gallery open until 9 pm downtown Tofino				
10:00 pm Return bus departs for Black Rock Oceanfront Resort. Rendezvous at Jamie's Whaling Station, 606 Campbell Street, Tofino, for return shuttle by 9:45 pm, bus leaves at 10 pm sharp!				

SUNDAY | 30

FINDING COMMON GROUND

10:00 am

Bus departs from Black Rock for Best Western Tin Wis Resort, Tofino

11:00 am

Abundance for Our Grandchildren
Joe Martin, Tla-o-qui-aht
Master Carver

11:30 am

Indigenous Resilience!
Melody Charlie,
Artist Talk & Slide Show

12:00 pm

Blessing by Levi Martin, Elder
Tla-o-qui-aht First Nation

Lunch and Learn with Reconciliation Canada
Led by Shelley Joseph

Salmon Feast

1:30 pm

Closing Ceremonies
Performance by the
Le-La-La Dancers

2:30 pm

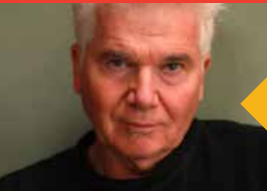
Bus departs to Nanaimo



KATHRYN MOLLOY

PROGRAMS & SPEAKERS

CAROLYN BELL
Artist



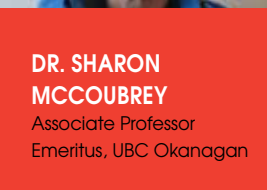
BILL USHER
Executive Director of
Kicking Horse Culture



NAZANIN SHOJA
Manager, BC Culture Days



JOHN RAE
Manager, Cultural
Planning & Development
Resort Municipality of
Whistler



DR. SHARON
MCCOUBREY
Associate Professor
Emeritus, UBC Okanagan



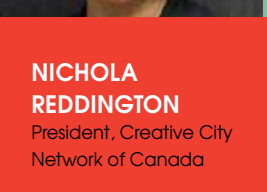
KEN BLACKBURN
Artist



MICHELLE
BENJAMIN
Executive Director,
Gabriola Arts Council



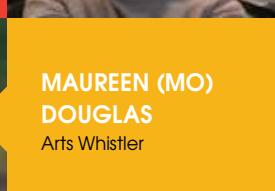
JUDY
OBERLANDER
Principal, Judy
Oberlander and
Associates Inc.



NICHOLA
REDDINGTON
President, Creative City
Network of Canada



MAUREEN (MO)
DOUGLAS
Arts Whistler



FRIDAY | 28

GOVERNANCE WITH CREATIVITY

9 am | UCC Activity RM 1

Draw – literally on your experience in the arts to explore ideal engagement as a board member. Deepen your knowledge of key governance elements and using curiosity and creativity. Share board challenges and ideas for solutions. Paints, musical instruments, and other props provided. There may be a musical in here somewhere.

KATHRYN MOLLOY

Kathryn has been in leadership roles in the non-profit and co-op sector for over 25 years, including as Executive Director for Heritage BC, for the social service non-profit People for a Healthy Community, for Sierra Club BC, and for City Green Solutions. She was also founding Manager of the Victoria Car Share Coop (now Modo Coop). She owns and manages Gallery 401, an internationally successful art business primarily supporting the art of her late husband, Jeff Molloy. Kathryn has committed her professional career and volunteer efforts to social change, working passionately for environmental protection; social justice and inclusion; and mentoring emerging professionals and volunteers.

CAROLYN BELL

A painter, musician, and editor, Carolyn has enjoyed serving on the boards of The Society for Disabilities, Arts and Culture (S4DAC) and CCEC Credit Union in Vancouver, and currently is a Board Director for Lulu Performing Arts Society on Gabriola Island. A graduate of the Masters Program in Leadership from Royal Roads University, she enjoys working with others to facilitate confidence and exploration in all the expressive arts.

HAVE FUN. WORK HARD. CREATE VALUE. BECOME INDISPENSIBLE.

9 am | UCC Activity RM 2

Dig deep to explore your leadership practice. Harnessing the power of the Wave Forward is only possible when we understand how to make our organizations stable, dependable, and ultimately, indispensable to our community.

BILL USHER

Musician, actor, writer, producer, arts in education and touring performing artist along with working for and serving on provincial arts councils and boards. Bill is currently the Executive Director of Kicking Horse Culture, Team Leader for Arts BC and Arts BC's Artistic Director for Artistic Thinking.

STONE SOUP

9 am | Black Rock Ballroom

In partnership with Arts BC and Pacific Rim Arts Society, BC Culture Days presents:

Stone Soup, a free creative networking and collaboration event open to local community members and Arts BC conference participants. This event will give participants the chance to connect with other potential Culture Days event registrants to expand their local network, find new collaborators, share resources, and brainstorm ideas for creative projects together. The event will also feature a presentation by local artist, Pete Clarkson, on *"The Art in Beachcombing."*

NAZANIN SHOJA

Nazanin is the BC Culture Days Manager for the Society to Bridge Arts and Community, where she has worked since 2013. She is a multidisciplinary artist and graduate from the University of Victoria in French Language and Literature, as well as a graduate in Performing Arts from Université Nice-Sophia Antipolis, France and the Randolph Academy for Performing Arts, Toronto. In 2013 she introduced B.C.'s first Culture Days Ambassador Program, which has since developed into the successful BC Culture Days Ambassador and Awards Program.

CULTURAL TOURISM

10:45 am | UCC Activity RM 1

Join John Rae, Manager, Cultural Planning & Development for the Resort Municipality of Whistler for an engaging presentation on the outcomes of Whistler's recent cultural planning process and the resort municipality's Festivals & Events program. As the Manager of Cultural Planning & Development, John is currently implementing the recommendations from the Community Cultural Plan and advancing cultural tourism.

JOHN RAE

In 1999, after 15 years of increasingly senior roles in Toronto's marketing and advertising community, John moved to Whistler. In 2003, John joined the Resort Municipality of Whistler (RMOW) where, over the next 12 years, he led the process for Whistler's designation as the 2009 *Cultural Capital of Canada*; was Executive Producer of Whistler Live, 28 days of programming during the 2010 Olympics & Paralympics; and led the planning process for Whistler's *Festivals & Events* program. John is currently leading the process of implementing the recommendations from Whistler's *Community Cultural Plan* and advancing cultural tourism.

HOW CAN HERITAGE BE A PART OF THE TRUTH AND RECONCILIATION PROCESS?

9 am | UCC Theatre

This presentaion includes a discussion of how heritage can be employed as a tool of the Truth and Reconciliation process and enact the Calls to Action; what steps local government can take to recognize, safeguard, and promote First Nations heritage; and how intangible heritage can be represented within heritage policies and plans.

JULIA HULBERT

VOLUNTEERS: GOTTA LOVE 'EM

10:45 am | UCC Activity RM 2

Are your volunteers telling you they are burnt out? Are you having trouble recruiting new volunteers? Are you finding managing volunteers frustrating? This workshop will give step by step instructions on how to revamp your volunteer program so that you have the people power you need to achieve your goals.

SANDRA THOMSON

Sandra is an experienced workshop leader and development consultant who has worked with a wide range of non-profit organizations throughout BC. Sandra has worked in the performing arts industry for over thirty years specializing in marketing, fundraising, strategic planning and organizational development. She was President of the Canadian Arts Presenters Association (CAPACOA), President of the Mount Benson Seniors Housing Society and Treasurer of the Made in BC Dance On Tour Society. Sandra currently serves on the Board of Arts Consultants Canada Assoc. In 2011, she received the BC Touring Council's Performing Arts Touring Award of Excellence and the City of Nanaimo's Honour in Culture Award.

10 STRATEGIES TO REVITALIZE YOUR ORGANIZATION

10:45 a.m. | UCC Theatre

Arts and culture organizations must maintain vitality; they must be innovative and fresh if they are going to be effective because we exist within communities that have many competing needs and demands. How can we ensure that our arts and culture groups are empowered, and have an impact in our communities? Sharon will cover 10 Revitalizing Strategies—some inspired by intriguing projects and approaches, others include reviewing the most recent research findings and recommendations for effective leadership and programming.

SHARON MCCOUBREY

Sharon has succeeded in integrating two passions: education and community arts. She recently retired from a 43-year career in academia, with a specialization in art education, and is now UBC Professor Emeritus. Sharon completed research in the areas of art education, art and well-being, intergenerational learning, aboriginal learning and public art. She has written art education resource books, and has been acknowledged for her work in art education and community arts through a number of awards.

INNOVATION FROM THE EDGES

10:45 am | Black Rock Ballroom

This workshop will examine the arts as a catalyst for community development. We will look at the value that arts-based programming brings to small communities, identify principles that are being used and find ways to scale them to any project rural or urban.

CARLA STEPHENSON

GRANT WRITING 101

1:45 pm | UCC Activity RM 1

Work with experienced non-profit grant writers and administrators to increase your knowledge of the grant-writing process, determine alignment with your organization's needs and goals, build your grant writing toolkit and understand the top-ten rules for successful grant writing.

KATHRYN MOLLOY

MICHELLE BENJAMIN

Michelle developed her grant-writing skills through twenty years in book publishing, including ten years owning and operating a small literary press. As Executive Director of the Gabriola Arts Council, she is committed to making a meaningful contribution to the Gabriola community, not only through her work with GAC but also through collaborating with and supporting the programs and services of other community-based organizations. Along with writing applications for program, event, and project grants, she has just completed a three-year capital campaign, raising funds to renovate and upgrade a small heritage building that was donated to the Gabriola Arts Council in 2014.

FINANCIAL STRATEGIES: ENGAGING BOARDS, STAFF AND VOLUNTEERS

1:45 pm | UCC Activity RM 2

In times of fiscal restraint, an organization's financial well-being and its resiliency are key challenges for its leadership. This session will focus on building the team—board members, staff and volunteers—as they lead cultural organizations today and tomorrow, including Roles and Responsibilities for Financial Resources; Setting Expectations; Six Steps to Monitor and Evaluate Fundraising and Strategies to Widen the Circle of Support for Your Organization.

JUDY OBERLANDER

As the principal of Judy Oberlander and Associates Inc., Judy specializes in the design and delivery of community engagement programs, fundraising strategies, mid-career professional development workshops and board retreats for non-profit & charitable organizations, foundations and government agencies. She was the founding Director of The City Program at Simon Fraser University. For thirteen years she led a team which created award-winning mid-career education programs and a nationally recognized Certificate in Urban Design. She established the \$1.5 million City Program Endowment Fund and raised over \$500,000 through grants and sponsorships to support curricula, bursaries and free public lectures.

PANEL: WORKING WITH LOCAL GOVERNMENT

1:45 pm | UCC Theatre

Panelists: John Rae, Doti Niedermayer, Bill Usher and Ken Blackburn. Moderated by Nichola Reddington.

Local government is an arts organization's most important donor and partner. How often has your community group had a good idea, but been unsure of how to work with your local government, or even whom to contact about municipal support? How often have you wanted to develop closer relations with your municipal councillor staff person, and wondered how to be included in planning the future of the community together? Hear from a panel of experts on how to navigate these relationships and build partnerships.

DOTI NIEDERMAYER

After thirteen years with the Whistler Arts Council (WAC), Doti now works for the District of West Vancouver's Parks, Culture & Community Services Division as Senior Manager of Cultural Development. As executive director of the WAC, Doti's leadership created numerous changes, including WAC's growth from 1 to 20 permanent employees. In 2010, when the Winter Olympics came to Whistler, the WAC took over operations of the municipally-owned Maury Young Arts Centre (formerly called Millennium Place). Doti served as the steering committee executive for the Whistler Cultural Tourism Development Strategy in 2011 and Whistler's Community Cultural Plan in 2013.

LEADERSHIP LEAP: GOING FROM GOOD MANAGER TO GREAT LEADER

3:30 pm | UCC Main Hall

Great leaders inspire, mentor and motivate the people around them. Great leaders give time, focus and commitment to their team's needs while still achieving their personal work objectives. And they move their organizations forward with the support of teams that give their best. *Learn:*

1. The powerful impact of leading by example.
2. How leaders effectively engage and communicate with their teams.
3. How great managers can provide leadership up, down and across an organization.
4. How to ingrain best practices into daily team leadership.

MAUREEN (MO) DOUGLAS

"Mo" helps people embrace a positive mind-set and work collaboratively for greater success. With humour, insight and infectious enthusiasm, Mo offers practical and tactical ideas that deliver game-changing outcomes in public, workplace and leadership engagement. With more than 25-years experience as a values-based leader, compelling communicator and engaging facilitator, Mo is exceptional at helping groups build trust, resolve conflict, foster confidence, advance actions and achieve bold outcomes. Mo's approach has delivered successful results for local governments, Olympic organizing committees, major events, tourism and associations.

PROGRAMS & SPEAKERS

SATURDAY | 29

CREATING EFFECTIVE BOARDS

10:45 am | UCC Activity Room 2

This workshop will give step by step instructions on how to kick start the board development process and create an effective, self-renewing board. Topics will include: barriers to effective boards, roles and responsibilities, recruitment and nomination, committee structures and board self-evaluation.

SANDRA THOMSON

MEASURING CULTURAL IMPACTS: 360° IMPACT ASSESSMENT

10:45 am | UCC Activity RM 2

In the face of growing pressure to justify the importance of—and investments in—culture, there is growing momentum behind the 360° Impact Assessment Model, aimed at capturing the full benefits of cultural engagement. This model aims to help organizations “tell the whole story” in compelling, yet replicable ways. By optimizing the power of data, a 360° approach makes it easier to assess and report impact, as well as demonstrate the many ways in which audiences and communities benefit from a dynamic culture sector. Attendees will gain a stronger understanding of:

1. Current trends in measuring and communicating the social and economic impacts of culture.
2. Simple tools and tips for tracking and gathering data.
3. Ways to translate data into meaningful insights for both the organization and its funders.

CHAD RICKABY

Chad is a Research Analyst in Nordicity's Vancouver office. His most recent engagements include conducting an Economic Impact Analysis (EIA) of Victoria's vibrant cultural sector, a Social Return on Investment (SROI) for the City of Maple Ridge and working to develop the Parks, Recreation and Cultural Strategic Plan for the City of Surrey. Chad holds a Bachelor of Arts in Political Science and a Master of Public Policy and Global Affairs from UBC where he focused on the political economy of a wide variety of public policy, governance and urban development issues.

INDIGENOUS ARTISTS AND COMMUNITY ENGAGEMENT PANEL

10:45 am | UCC Theatre

Panelist: Marika Swan and Kelly Poirier. Moderated by Cathi Charles Wherry. Hear from Indigenous artists and arts activators who have collaborated, and otherwise worked with a variety of organizations. These local artists demonstrate a spectrum of the work going on in the communities. Local arts leaders will share their experiences of working with Indigenous artists.

MARIKA SWAN

Marika is a Tla-o-qui-aht woodcut printer, carver and community arts organizer. As an emerging contemporary artist her creative voice explores Nuu-chah-nulth teachings and stories, from a woman's perspective. For 7 years Marika was the manager of Redwire Native Youth Media Society in East Vancouver, a youth led and managed media collective. For the past several years Marika has been a contributing artist, coordinator, and curator with the Carving on the Edge Festival. Her contributions to the festival include the development of the Nuu-chah-nulth Living Archive, which bridges community access and responses to collections featuring Nuu-chah-nulth ancestral material worldwide in an effort to stimulate discussion and cultural renewal.

KELLY POIRIER

Kelly holds a BFA degree from Emily Carr Institute of Art and Design. She has an in-depth understanding of First Nations' arts and culture, having grown up on Tsehaht territory and attended Haa-huupayak School. Kelly has served as a marketing and publicity coordinator for several non-profit arts and cultural organizations and understands the application of public relations and fundraising. Kelly's vision is to bridge the gaps between disparate interest groups, and economic and cultural sectors within communities.

CATHI CHARLES WHERRY

Cathi is Aanishnaabekwe, and a member of the Rama Mnijkaning First Nation, where her Father was born. Her mother's ancestors came across the sea five generations ago. A graduate of the Visual Arts Program at Camosun College, she also holds a BFA with Honours in Studio Arts from the University of Victoria. In all her work, she enjoys the challenge of realizing a balanced expression of this training and her ever-growing understanding of the Aanishnaabe sensibility that resides in her memory and bones. In addition to her work as a visual artist and arts administrator, Cathi is an arts educator and emerging writer. Since 1996, she has worked as Art Programs Coordinator for the First Peoples' Heritage, Language and Culture Council.

INSURANCE FOR NOT-FOR-PROFITS 101

10:45 am | Black Rock Ballroom

Are you covered? Is your organization at risk? When was the last time anyone on your team dusted off the insurance policy and read it? New initiatives that cover cyber breaches, legal issues, directors' liability insurance and more explained in plain English!

JEFFERY MCCANN

Jeff has worked with hundreds of nonprofits and structured the Spark insurance program to make it easier and more affordable for nonprofits and charities to access insurance. His focus is primarily on marketing, outreach, and educational content development for the sector. Jeff works closely with associations like Arts BC to support them in providing a member benefit that engages the community in all aspects of risk management, insurance, and board operations.

JAMIE SAUNDERS

Jamie is a graduate of UBC with a commerce degree and spent several years as Shaw Sabey's Claims Coordinator. He developed a deep understanding of the claims process, advocating for clients interests and working closely by their side from start to finish. This experience provided a great foundation of industry and technical insurance knowledge, before moving on to his next role, managing several provincial non-profit insurance programs. Jamie has been managing Arts BC's insurance program since 2014 with a continued focus on making insurance as easy, informative, and affordable as possible for its members.

ADVICE ON GRANT WRITING AND UPDATE ON BCAC PROGRAMS

12:30 pm | UCC Main Hall

Hear from the BC Arts Council on the new format of the Operating Program and the Council's efforts to further the Truth & Reconciliation Report's *Calls to Action*.

MONIQUE LACERTE

Monique is the Community Arts Development & Partnerships Officer at the Province's arts-funding Agency, BC Arts Council (BCAC). She began her work with BCAC in 2005 with ten years “in the field” as the ED of the Campbell River Community Arts Council. It was there that she honed her skills in grantmanship, budgeting, building partnerships and Aboriginal ways of knowing. She was president of the Pacific Region Arts Council, and later, of the Assembly of BC Arts Council until 2005. In 2014, she achieved her Master of Arts Community Development from UVic.

SOCIAL ENTERPRISE: THE NEXT FRONTIER

1:15 pm | UCC Activity Room 2

Presentation by Jolynn Green, Executive Director of Community Futures Central Island

The current landscape for nonprofit is shifting and as traditional sources of revenue become harder to find organizations are looking for new ways to finance their mission. Terms like social economy, social nonprofit landscape. What does it take to transform and build the creative economy? What types of investment are needed for entrepreneurial training, mentoring, marketing and commercialization? How does social procurement impact the industry? You are invited to explore the future of social and creative economies and learn the impacts these may have to your organization.

COMMUNITY FUTURES CENTRAL ISLAND

The Community Futures office is a non-profit organization who work with community partners to help foster entrepreneurship and economic development in our region. Since 1992 they have been helping grow Central Island Region's economy by providing small business loans, expert advice and a wide range of tools and resources.

BE THE BRAND: COMMUNICATIONS WORKSHOP

1:45 pm | UCC Theatre

Join Patricia Huntsman, Principle of an in-demand communications and cultural planning consultancy and Associate, Julia Hulbert, for an interactive workshop on the value of a strong organization brand and using communication tools and tactics.

PATRICIA HUNTSMAN

As a member of a growing field of cultural management professionals in North America, Patricia is a sought-after and respected voice at the forefront of culture-led economic and community development in Canada. With more than 20 years' experience in leadership and senior management roles in the creative field, she is recognized for her intuitive, engaging and dedicated client-centred approach. Patricia's talent is finding the place where culture, community and commerce can meet and flourish. Her clients include local, provincial and federal governments, visual and performing arts organizations (from community-based to professional), museums, developers and foundations.

JULIA HULBERT

Julia is an Urban Studies Master's student at Simon Fraser University. She has worked in the arts and culture sector for the past 10 years and currently works as an Associate with Patricia Huntsman Culture & Communication. Julia is active within the heritage community in Vancouver, serving as Heritage Commissioner to the City of Vancouver and a member of the Heritage Advisory Panel to the Vancouver School Board.

BC COMMUNITY GAMING GRANT PROGRAM

1:45 pm | Black Rock Ballroom

David Sheath, Executive Director, BCACG presents an exciting education and networking opportunity for any not-for-profit organization interested in applying for a community gaming grant. Learn about the recently updated program guidelines; how to properly prepare and submit a grant application; and hear from past grant recipients about their experience with the program.

BC ASSOCIATION OF CHARITABLE GAMING

BCACG represents charities and community groups, promoting access to gaming revenues that are licensed and regulated by the Province of British Columbia. The Association supports community groups with grant and license applications; represents community groups' interests with gambling stakeholders in British Columbia; and works with the Province to increase funding and expand the impact of gaming revenues on community services. The Community Gaming Grants program is one of the largest grant programs in the province. Each year, it distributes \$135 million to approximately 5,000 not-for-profit organizations throughout BC.

FESTIVAL STRATEGY PANEL

3:00 pm | UCC Main Hall

We've brought together a panel of cultural leaders to share their wisdom on how to create a successful and sustainable festival. *Hint! You don't need to live in a big city to do big things!*

Carla Stephenson, Executive Director, Tiny Lights Festival. The Tiny Lights Festival presents a diverse selection of cultural events, bringing the Ymir, BC community together to celebrate performing and practical arts, as well as supporting the sustainability of the region. By bringing music, art, theatre and dance to the Ymir community, Tiny Lights Festival strives to enhance the cultural and economic development within the region.

Nichola Reddington, Senior Cultural Planner, City of Victoria. Nichola oversees the Arts Culture and Events Office at the City of Victoria which administers the Festival Investment Grant (FIG). In 2016, the FIG program supported 32 festivals and celebrations with \$169,000 and \$115,500 in-kind in Festival Investment Grants.

Michelle Benjamin, Executive Director of the Gabriola Arts Council. Michelle is committed to making a meaningful contribution to the Gabriola community, not only through her work with GAC but also through collaborating with and supporting the programs and services of other community-based organizations.

Moderated by **Julie Fowler, Executive & Artistic Director of ArtsWells Festival Of All Things Art.** The ArtsWells Festival began in 2004 and is now the largest arts event in the Cariboo with over 2500 people converging in Wells and Barkerville on the August Long Weekend each year. Taking over the entire town, ArtsWells features music, theatre, dance, film, performance, visual arts and workshops on 12 venues over four days.



MARIKA SWAN
Tla-o-qui-aht Artist &
Community Arts Organizer



CATHI CHARLES WHERRY
First Peoples' Cultural Council



KELLY POIRIER
Tsehaht Artist and Consultant



JEFFERY MCCANN
Vice President, Digital Strategy, Shaw Sabey Insurance & Associates Ltd.



JAMIE SAUNDERS
Account Manager, Shaw Sabey Insurance & Associates Ltd.



JOLYNN GREEN
Executive Director, Community Futures Central



PATRICIA HUNTSMAN
Consultant



CARLA STEPHENSON
Executive Director, Tiny Lights Festival



JULIE FOWLER
Executive & Artistic Director, ArtsWells Festival



CHAD RICKABY
Research Analyst, Nordicity



MONIQUE LACERTE
BC Arts Council

SPONSORS PARTNERS

THANK YOU TO OUR PARTNERING ORGANIZATIONS INCLUDING:

Pacific Rim  Arts Society



vancouver
foundation



Canadian
Heritage

Patrimoine
canadien

Contact Arts BC:
Arts BC - Provincial Office
301 - 1321 Blanshard St.
Victoria, BC
V8W 0B6

www.artsbc.org
Tel: +1.778.410.5104

THANK YOU TO OUR SPONSORS:



THANK YOU TO OUR VENUE SPONSORS:



BLACK ROCK
OCEANFRONT RESORT



DISTRICT OF
UCLUELET



ARTS BC
EST. 1979

For People Powering The Arts



THE WAVE FORWARD

The New Fundamentals
of Arts and Cultural Leadership
April 27 - 30, 2017