



KIAC

Strategic Plan

2022-32

APPROVED DEC 20, 2022
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The Klondike Institute of Art and Culture is a vibrant, member-driven artistic and cultural centre at the edge of the Arctic. KIAC is the operating arm of the Dawson City Arts Society.

We cultivate creativity and connect community through the arts, hosting a variety of festivals, events, exhibitions, and arts education programs in Dawson City, Yukon.

KIAC is situated on Tr'öndëk Hwëch'in traditional territories. We have much gratitude to the Elders' Council's gift of our Hän name, ***Dënakär Zho***, which means "many colours house". Mähsi Chö.

We are guests on this territory and are committed to reconciling harm caused by colonization in Dawson, in the Yukon, and across Turtle Island.

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Han Singers and Chief Roberta Joseph at Dënäkär Zho Naming Ceremony, 2018

About KIAC & DCAS



Print and Publishing Festival at Parks Canada's Dawson Daily News

KIAC's Mission

Our mission is to increase the quality of life of Yukoners through the creation, presentation, and celebration of art. We believe arts and culture creates strong, empowered communities.

KIAC's Vision

Every Yukoner thrives through creativity and connection.

KIAC is the operating arm of the Dawson City Arts Society

About DCAS

The Dawson City Arts Society is a catalyst, creator, and facilitator of arts education, arts presentation, and arts celebration. DCAS seeks involvement from the community, and from emerging and professional artists at the local, national, and international level.

DCAS is a community arts organization created to enrich the quality of life in the Yukon through the advancement of arts, culture, and the arts-based economy. Since its founding in 1998, DCAS has:

- Changed the cultural and economic tapestry of Dawson City
- Mentored a generation of local artists through KIAC's arts education programs and by establishing the Yukon School of Visual Arts in 2007,
- Transformed historic and underutilized buildings, such as the old liquor store (SOVA) and the Odd Fellows Hall (KIAC), into colourful, cultural spaces, and,
- Established three annual festivals: Dawson City International Film Festival, Yukon Riverside Arts Festival, and the Print and Publishing Festival.



Our Values



We Nurture Creativity

We use creativity to expand boundaries, create opportunities, and cultivate positive change.



We Are Welcoming

What we do is fun, inclusive, and accessible.



We Uplift One Another

We empower people by building relationships and fostering positive connections.



We Are Open And Transparent

We listen, communicate clearly and honestly, and act with integrity.



We Decolonize How We Work

We continually evaluate and adapt our programming, processes, policies, and partnerships to repair and rebuild relationships with First Nations, Métis, and Inuit peoples.

Our Leadership 2022-23

KIAC Staff

- Lana Welchman, Executive Director
- Capp Larsen, Office Administrator
- Tara Rudnickas, ODD Gallery Director
- Matt Sarty, Performing Arts & Events Producer
- Dan Sokolowski, Film Festival Producer & Residency Coordinator
- Devon Berquist, Education & Outreach Manager
- Maria-Sol Suarez Martinez, Special Projects

DCAS Board of Directors

- Peter Menzies, president
- David Curtis, vice president
- Blackbird Russell, treasurer/secretary
- Justin Apperley
- Mallory Bergum
- Lue Maxwell
- Valerie Williams
- Charles Atlas Sheppard

Governance Committees

- Executive: Peter, David, Blackbird, Lana
- HR: Lue, David
- Finance: Peter, Blackbird, Lana, Capp

Strategic Committees

- Community Wellness: Mallory, Blackbird, Lue, Lana
- Stewardship Committee: David, Peter, Lana
- Fundraising & Development: Blackbird, Peter, Lana, Aubyn O'grady, Lorraine Granston
- Communications & Marketing: Lana & Valerie
- Events Committee: Mallory, Valerie

Formal Partnerships

- Yukon SOVA Governance Council – Lana & David
- Klondike Development Organization – Lana & vacant

Programming Committees

Gallery & Residency Committee – Tara, Dan, Bennie Allain, Chantal Rousseau, Jonathan Klynkramer, Nicole Rayburn, Cari Tangedal, Erica Barta, Jimmy Boddie, Charles Atlas Sheppard, Rosie Butler, Justin Apperley

Performing Arts committee – Matt, Andy Cunningham, Kelly Vittrekwa, Debbie Wight, Jennifer Kehoe, Youkali Menard, Emmy DeBlois

Film Fest Committee – Dan, Annie Kierans, Cynthia Hunt, Erika Marzinotto, Gaby Sgaga, Debbie Wight, Lulu Keating, Dan Dowhal, Brian Stetham, Meg Walker, Suzanne Crocker, Karen MacKay, Bill Kendrick, Sol Suarez Martinez

YRAF Committee

- Doesn't exist but is a need

Culture Quest – Lana, Sol, Mallory, Courtney Holmes, vacancies (x 3)

KIAC Directors Lue Maxwell, Lana Welchman, Dhruv Mehta, and Peter Menzie, Courtesy DCASs



Community Wellness

We cultivate creativity for community health, wellness, and healing.

Dimensions of Community Health

Arts and culture have positive impacts on wellness. KIAC has adopted the community health model. The nine dimensions of community wellness guide decisions made by staff, board, and committees. All activities including programming, operations, and policies, shall be developed, implemented, and evaluated through this lens.



Source: Blandin Foundation

Serving Our Entire Community

We provides programming and services to artists, residents, and visitors by collaborating with partners to share resources, and by working with funders to fulfill their objectives. Our donors, sponsors, and volunteers directly support our operations while giving back to community.



Artists



Residents



Visitors



Partners & Funders



Donors & Sponsors



Volunteers

What We Offer

Primary Audiences



The Artist

- Artists-in-Residence Program
- Exhibitions at ODD & Confluence Galleries
- Opportunities to exhibit performance and media arts
- Advanced Artists Classes
- Culture Quest funding
- Opportunities to sell arts and crafts: Holiday Art & Craft Market, Summer Artist Market,
- Membership services and benefits
- A/V Equipment Rental



The Resident

- Recreational & Leisure Arts Programs
- Dawson City International Short Film Festival, Yukon Riverside Arts Festival, Print & Publishing Festival, Performing Arts Events, ODD Gallery and Confluence Gallery Exhibits, performing arts events, film screenings
- Membership services and benefits
- Facility rentals
- A/V Equipment rentals
- Reprise Music Scholarship



The Visitor

- Contemporary cultural experience during their visit.
- three annual festivals: Dawson City International Short Film Festival, Yukon Riverside Arts Festival, Print & Publishing Festival,
- Year Round Performing Arts Events, contemporary visual arts exhibits, and film screenings
- Merchandise & souvenirs from local artists



The Partner/Funder

- **YG:** Fulfill Arts & Culture, Tourism, and Health & Social strategies
- **GC:** Fulfill Canada Council, Heritage strategies
- **TH:** support health & cultural initiatives
- **SOVA & KDO:** 2 representatives
- **Parks Canada:** program KNHS spaces, increased visibility
- **Community Partners:** Opportunity to mutually meet strategic programming goals through MOUs (i.e. Queer Yukon, FOPG, RSS)

Secondary Audiences



The Donor/Sponsor

- Monthly Donor Program
- Annual Giving Campaign
- Legacy Giving Program (planned)
- Event Sponsorship
- Corporate Sponsorship Program



The Volunteer

- Volunteer Engagement Program
- Online sign up page
- Opportunities to hone or develop skills.
- Sense of community and belonging
- Opportunity to contribute to community arts & culture

Our Strategic Plan

Background

This plan was created by synthesizing information and feedback collected at the 2021 and 2022 Leadership Retreats, through conversations with staff, board, and partners, and from reviewing our past strategic documents.

This document will guide the work of directors, committees, and staff. The document will also be shared with our members and key stakeholders, including partners and funders.

Strategic Plan Overview

Our strategic plan is made up of the following elements

5 Strategic Goals

What we want to do to achieve our vision.

19 Objectives

How we will fulfill our Strategic Goals

Key Indicators

How we will evaluate how we are doing. Indicators tracking will be communicated in our annual report.

Activities

Specific actions we'll take to meet our objectives, with an anticipated timeline.

Implementation

Activities will be delegated to staff and committees who will develop work plans for completion. Work plans will include key milestones, steps, and deadlines to complete short term activities.

Monitoring and Review

Our progress will be communicated to the board of directors through quarterly reports, and reviewed annually at our leadership retreat. It will also form part of our annual reporting to Government of Yukon's Department of Tourism and Culture.

Updates to the strategic plan will be made every three years, in alignment with new core funding agreements.

Strategic Goals Overview

What we want to achieve.



Supporting Arts & Culture

We support Yukon artists at all stages of development by providing accessible, culturally relevant resources, education, & activities.



Improving Community Wellness

We cultivate creativity for community health, wellness, and healing.



Engaging Through Story

Our unique story & lore connects and resonates with community, partners, funders, sponsors, and artists.



Valuing People

We value staff, volunteer, and artist labour, knowledge, skills, and capacity.



Accountability For Stewardship

We are accountable to members, community, and funders for what we build, create, and inherit.

*Kids Tent at Yukon Riverside Arts Festival
Photo courtesy of KIAC*



Priority #1: Supporting Arts & Culture

We support the development of all sectors of the Yukon's cultural and creative industry by providing accessible and relevant resources, education, economic opportunities, and presentations.

Objective	Key Indicators
<p>1.1 We provide presentations & programming that foster meaningful connections between audiences, artists, and the cultural labour force with established professionals.</p>	<p># of performing arts presentations, visual arts exhibitions, film screenings annually</p> <p># of local (Dawson), regional (Yukon), national, and international artists</p> <p># mentorship hours/connections between local and visiting/established artists</p> <p># of professional skill development opportunities for: Screen arts: film, video and digital media; Visual arts and crafts ; Writing and publishing; Music and sound recording; Performing arts; Cultural labour force</p> <p>Host 3 Festivals annually (Print & Publishing, Yukon Riverside Arts Festival, Dawson City International Film Festival)</p>
<p>1.2 Our presentations & programming utilize partnerships to support our strategic priorities.</p>	<p># of proposals, % approved, \$ equivalent of partnership contributions (RSS, QY, Parks Can, TH, etc)</p>
<p>1.3 Physical resources are available and accessible to artists and members</p>	<p>Renovations complete that maximize functionality of Dēnākār Zho</p> <p># of member drop ins</p>
<p>1.4 Training, education, and economic activities are provided to support artists & crafters</p>	<p>\$ fees paid to artists, crafters, and cultural support workers; % local, % regional</p> <p># programming hours, % free, % intro, % advanced</p> <p>Total #of market vendors annually; revenues generated; number of participating vendors</p>

Expected Benefits

- Stronger connection and mentorship between visiting artists and local artists.
- Improved local knowledge and skill
- Staff have clear direction to make decisions the support our strategic goals.
- Focused resources (staff time, finances, space) that maximizes program delivery and activities to meet community need.
- We work with organizations to make resources available to the community.
- Increased facility access, making working spaces available to local artists and creators.
- Unused and underused buildings and spaces are animated.
- Increased economic benefit for artists and crafters, and the local tourism sector.

Priority #1: Supporting Arts & Culture



	Activity	Dependency	Team	2022-23				2023-24				2024-25				2024-26				2026-27				2027-28	2028-29	2029-30	2030-31
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
1 a	Complete community engagement & reno plans for Dēnākār Zho (DZ)		BOD/ED				x	x																			
1 b	Complete renovations to improve accessibility (ramps, internal access, gender-neutral bathrooms)	1a +funding	BOD/ED						x	x	x																
1 c	Complete performing arts area upgrades, including a professional, functional green room, upgrade ODD Hall for presentations, and create a sound-proofed music room.	1a + funding	BOD/ED											x	x												
1 d	Expand availability of classroom; consolidate Education & Outreach programs (ie darkroom, screenprinting) onto 1st floor, out of green room	1a + funding	BOD/ED											x	x												
1 e	Re-examine how members can access resources (increase drop in times, expand type of use, partnerships, etc)		staff					x	x	x																	
1 f	Make equipment available to the community through formalized partnerships	5o	staff						x	x																	
1 g	Incorporate mentorships across departments, and build into funding agreements		staff			x	x	x	x	x	x	x	x														
1 h	Develop a performing arts residency program		staff	x	x	x	x	x	x	x																	
1 i	Form Committees Form a performing arts committee, YRAF committee	1k	BOD/ED			x	x	x	x	x																	
1 j	Secure new Artist-In-Residency location for April 1st, 2024		BOD/ED					x	x	x																	
1 k	Adapt the Residency program to support local artists and foster more mentorship opportunities across all departments and community partners (YSOVA, DCMF)	1j	BOD/G&R					x	x	x																	
1 l	Unify and expand the economic opportunities KIAC provides artists and crafters (i.e. Artist markets, online markets, Foyer space, annual KIAC merch program)		staff											x	x	x											
1 m	Expand into underutilized community spaces to fully accommodate activities and initiatives (i.e. Ruby's, Harringtons)		BOD/ED																					x	x	x	

Priority #2: Improving Community Wellness

Dawson City International Short Film Festival, 2020. Photo by Melissa Naef

We cultivate culture and creativity for community health, wellness, and healing.

Objective	Key Indicators
2.1 KIAC activities improve community health and wellness, especially for youth and seniors post-pandemic	community wellness indicators increase**
2.2 Our events and activities are physically and financially accessible.	# people complete safer spaces training # of alcohol-free events; family-events Physical accessibility retrofits complete
2.3 Our presentations and programming are driven by community and reflect the cultural makeup of the Yukon	#participants, artists, and % demographic makeup of equity-seeking groups compared to Yukon Census data (Youth, Seniors/Elders, BIPOC, LGBTQ2S+, New Canadians, people living with disabilities)*
2.4 We have strong relationships with Tr'ondëk Hwëch'in and Yukon First Nations governments & people.	\$ equivalent provided to Tr'ondëk Hwëch'in events and initiatives # of hours of engagement with Tr'ondëk Hwëch'in # of TRC recommendations implemented

**Not measured by KIAC

*planning a method to collect this information in a respectful, inclusive manner

Expected Benefits

- Improved social connections by provide a space for people to gather, particularly underserved and marginalized members of our community.
- Programing and events are financially accessible.
- All voices feel welcome and empowered to engage with KIAC and there is diversity of programming, audience, and stories being told.
- Have a strong and trusting relationship with Tr'ondëk Hwëch'in Government and Citizens that is not performative.
- We are the northern Yukon hub for arts and culture.

Priority #2: Improving Community Wellness

Dawson City International Short Film Festival, 2020. Photo by Melissa Naef

	Activity	Dependency	Team	2022-23				2023-24				2024-25				2024-26				2026-27				2027-28	2028-29	2029-30	2030-31
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
2 a	Complete orientation for all board and staff on dimensions of community wellness.		BOD/ED			x	x	x				x															
2 b	Engage with members through regular voice of membership meetings.		BOD/ED			x						x															
2 c	Implement a sliding scale fee system for all events and programs		staff	x	x							x	x														
2 d	Provide gathering activities particularly for seniors, elders, and under supported identities'		staff				x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2 e	Hire a venue coordinator/operations assistant who can keep facility open evenings/weekends, and implement our safety policies.	funding, 5h	ED					x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
2 f	Create policy that ensures equitable hiring and selections processes.		BOD/ED				x	x	x																		
2 k	Create new and innovative ways to meaningfully engage with Tr'öndëk Hwëch'in Citizens and Government.		ALL					x	x	x	x	x	x														
2 g	Install a plaque on Denakar Zho that acknowledges harm and commits to ongoing reconciliation.		BOD						x	x																	
2 h	Create a cultural safety program for visiting artists and academics - work with SOVA		staff										x	x	x												
2 i	Provide paid staff time for Moosehide Gathering		ED/BOD		x									x													
2 j	Revisit land acknowledgments annually, and rewrite as needed		ALL											x													
2 l	Complete a socio-economic study measuring KIAC's impact on mental, social, and economic health		BOD/ED													x	x	x									
2 m	Create a safe process for self-identification so we can evaluate DEI (Diversity, Equity, Inclusion)		ED/Staff				x	x	x																		
2 n	Create a definition of what "culture" means for KIAC		BOD/ED															x	x	x							
2 o	Create a budget line and earmark funds to support marginalized communities	#5	BOD/ED																								x

Priority #3: Engaging Through Story

Our unique story & lore connects and resonates with community, partners, funders, sponsors, and artists.

Outcome	Key Indicators
3.1 Our story is clear, engaging, and honours our history and cultural context.	Communications & Marketing Strategy complete, & staff training completed Successfully pitch a high profile campaign for KIACs 25th anniversary (2024-25) to major outlets
3.2 Our digital media channels are informative, engaging, and accessible.	We have the capacity to implement a communications strategy #digital media follows, views, engagement Posts readable by text-to-speech software
3.3 Funders and businesses support us because of the contributions KIAC makes to the local economy, tourism, and community well-being.	Increase in YG Core Funding, \$ sponsorships \$\$ tourism impacts, # visitors (%intra/extra territorial)*
3.4 Local and national artists enthusiastically choose KIAC to showcase their works	# of submissions from artists from Dawson, Yukon, North, Canada, International
3.5 Individuals generously support KIAC through fundraisers, donations, and memberships	earned revenues from donor program, fundraisers, membership fees increase 3-5% annually

**currently no systems to measure this*

Expected Benefits

- Staff and board can clearly communicate a cohesive KIAC identity and voice.
- Increased awareness of and investment into KIAC’s contributions to the community.
- KIAC can effectively lobby for funding increases to support operations and initiatives.
- Increased awareness of Artists-in-Residency, ODD Gallery, Dawson City International Film Festival, Yukon Riverside Arts Festival, and Print & Publishing Festival regionally, nationally, and internationally.
- Increased visibility of local artists.
- Increased digital reach and engagement.
- KIAC’s programming and events draw visitors to Dawson City.

Priority #3: Engaging Through Story



	Activity	Dependency	Team	2022-23				2023-24				2024-25				2025-26				2026-27				2027-28	2028-29	2029-30	2030-31
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
3 a	Secure resources for communications/marketing role		ED				x	x	x																		
3 b	Highlight artists who have been connected with DCAS and follow their journeys	3a	staff								x																
3 c	Continue the online KIAC Creator Challenge	3a	staff				x					x			x			x						x			
3 d	Complete a story capturing project (tie in programming, founders, etc)	3a	staff										x														
3 e	Build & maintain a visual & video content library that tells our story	3a	staff		x	x	x	x	x	x	x																
3 f	Cohesive Communication and Marketing strategy	3a	staff							x																	
3 g	Create 3 key story themes that connect with our stakeholders	3a	staff		x	x	x	x																			
3 h	Create a communications guide that includes tactical marketing plan, branding and accessibility guidelines	3a	staff									x	x	x													
3 i	Promote KIAC's contribution to community wellbeing		staff		x	x	x	x																			
3 j	Rebuild a faster, usable, and engaging website that adheres to legislation		staff					x	x																		
3 k	Display works from local artists at KIAC (FOYER)		staff							x	x	x															
3 l	Celebrate the 25th anniversary of KIAC, YRAF, and DCIFF		BOD/ committee										x	x	x	x	x	x	x	x							
3 m	Create a video for the 25th		BOD/ committee											x	x												
3 n	Celebrate 30th Anniversary in 2030		BOD/ committee																						x	x	

Priority #4: Valuing People



Staff party for outgoing summer students, August 2022
photo: Cud Eastbound

We value staff and volunteer labour, knowledge, skills, and capacity

Objective	Key Indicators
4.1 Our collective labour is sustainable.	Board/staff/committee onboarding complete within 6 months of start Succession plans in place
4.2 Staff, volunteers, and artists feel celebrated and valued.	#volunteers, #volunteers hours min. 6% COLA adjustments every 2 years Artists paid according to industry standards (i.e. CARFAC)
4.3 There is trust between board, staff, membership, and community.	High levels of satisfaction in feedback surveys

Expected Benefits

- Staff, board, and committee members feel supported and empowered in decision-making.
- Consistency and organization knowledge transfer through board retention and succession planning.
- Staff retention, decreased sick time, increased staff satisfaction.
- Pool of committed and reliable volunteers.
- Donors and sponsor eagerly support the organization.
- All members of the organization are excited and engaged as they work together towards the same vision.

Priority #4: Valuing People



Staff party for outgoing summer students, August 2022
photo: Cud Eastbound

	Activity	Dependency	Team	2022-23				2023-24				2024-25				2024-26				2026-27				2027-28	2028-29	2029-30	2030-31
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
4 a	Provide paid time off between Christmas and New Years (done)		ED	x																							
4 b	Provide staff a min. 6% COLA increase every 2 years	5k	BOD					x																			
4 c	Program and policies to support staff in professional development and mental health.		BOD/ED							x	x	x	x														
4 d	Revamped staff annual review process to value individual growth and learning		ED					x	x	x	x																
4 e	Communicate the annual budget to each staff member for Professional Development		ED					x																			
4 f	Create onboarding and training process and get clear on board member's duties		BOD			x	x	x	x																		
4 g	Create internal & external facing systems of communication		BOD/ED			x	x	x	x	x																	
4 h	Relevant and current KIAC policies and information are accessible to board, committees, staff (Google Workspace)		ED					x	x																		
4 i	Hold annual leadership retreat for board, staff, and working groups every September		BOD/ED			x				x				x			x				x		x	x	x	x	
4 j	Implement Annual and Exit Surveys for leadership		BOD/ED							x																	
4 k	Expand committees to allow people to engage and contribute on their terms.		BOD/ED			x	x																				
4 l	Create an artist wage grid that's reviewed regularly to pay artists fairly		staff								x																
4 m	Implement a volunteer program that includes rewards (such as tickets, discounts, KIAC Cash)		staff		x																						
4 n	Create youth and senior volunteer opportunities		staff								x	x	x														
4 o	Create volunteer appreciation campaign and/or event, such as a 'gala' or monthly appreciation		STAFF/BOD							x	x	x															

Priority #5: Accountability For Stewardship



We are accountable to members, funders, and community for what we build, create, and inherit.

Outcome	Evaluation
<p>5.1 We are financially and environmentally sustainable.</p>	<p>% of earned revenues between 20-25% to total revenue</p> <p>Annual review of long-term/capital budget by board</p> <p>Accessibility & environmental renovations to KIACIDēnākār Zho complete</p> <p>Regular review and improvements of systems and processes</p>
<p>5.2 We are accountable to members, funders, artists, community, and partners.</p>	<p>% completion rate of feedback surveys across all departments*</p> <p>Annual report completed and sent to key stakeholders</p>
<p>5.3 We are a valued community partner</p>	<p>Clear partnership relationship for SOVA/Parks Canada/KDO</p> <p>\$ support/#hours between community partners</p> <p>MOU's in use for programming partnerships*</p>

*planned implementation

Expected Benefits

- We are agile and can adapt and grow with intention.
- We maintain operations through unforeseen economic changes.
- We successfully respond to capital funding opportunities as they arise.
- Workspaces and equipment are regularly upgraded to accommodate staff and programming needs and activities.
- We continually improve and optimize our program and service delivery.
- Our activity impact information is readily available to all stakeholders.
- We minimize our environmental impact.

