

What are KHC's Ends?

Ends are defined as: *the benefits the organization is to produce, for which people, at what cost or worth.*

To determine Ends, the board connects its authority and accountability to those who morally own the organization. "Owners," as used in the Policy Governance model, are not all stakeholders, but only those who stand in a position corresponding to shareholders in an equity corporation. Through a process of consultation called "ownership linkage" the board links to the moral owners to determine the Ends and the Executive limitations policies.

The Board should keep in mind that Ends are not a wish list, but rather a critically thought selection of what the future should be for those people the Board expects the organization to benefit.

Success for the organization is measured by achievement of a reasonable interpretation of the Ends and compliance with a reasonable interpretation of the Executive Limitations policies.

Through a regular monitoring schedule the Executive & Artistic Director of Kicking Horse Culture must provide evidence of compliance with reasonable interpretations of the following KHC Ends policies:

KHC Global End:

Kicking Horse Culture exists so that Kicking Horse Country values arts and culture at a use of resources that demonstrates good stewardship of funds received.

Since 2005, KHC's Mission remains: "to engage, energize, and enrich the cultural life of Kicking Horse Country. Since Mission Statements are not measurable policy, the Board has linked with the moral owners to create measurable Ends policies while recognizing a Mission that still retains much value and relevance for the moral owners. In June 2015, after a 7 month ownership linkage process, the KHC board adopted the following Ends policies:

Kicking Horse Country is:

E1 ENGAGED through arts and culture

1.1 Participation is inclusive

1.2 Youth and children

E2 ENERGIZED through arts and culture

2.1 Youth develop new skills and are able to showcase them

2.1.2 Artists and youth are linked

2.2 Local artists have support and opportunities

2.3 Collaborate to support and promote arts and culture

E3 ENRICHED through arts and culture

Annually, the Board reviews the Executive & Artistic Director's Monitoring Report which demonstrates evidence of compliance with achievement of a reasonable interpretation of the board's Ends policies.