Minutes – Executive Policy Committee – March 16, 2011

OPERATING BUDGET REVIEW

Minute No. 223 Winnipeg Arts Council Inc. - 2011 Business Plan

EXECUTIVE POLICY COMMITTEE DECISION:

The Executive Policy Committee concurred in the recommendation of the Standing Policy Committee on Protection and Community Services, that the Winnipeg Arts Council Inc. 2011 Business Plan be received as information.

DECESION MAKING HISTORY:

Moved by Councillor Fielding,

That the recommendation of the Standing Policy Committee on Protection and Community Services be concurred in.

Carried

STANDING COMMITTEE RECOMMENDATION:

On February 28, 2011, the Standing Policy Committee on Protection and Community Services recommended to the Executive Policy Committee that the Winnipeg Arts Council Inc. 2011 Business Plan be received as information.

WINNIPEG ARTS COUNCIL RECOMMENDATION:

The Executive Director, Winnipeg Arts Council Inc. (WAC), submitted the 2011 WAC Business Plan dated November 15, 2010 for approval.



BUSINESS PLAN
2011

November 15, 2010

1. EXECUTIVE SUMMARY

1.1 Introduction

The City of Winnipeg and the Winnipeg Arts Council realized a new level of achievement in capturing the designation of **Cultural Capital of Canada** for 2010. The official support from the City made a successful application possible.

The Cultural Capitals of Canada, a national program funded by the federal government through Canadian Heritage, recognizes and supports Canadian municipalities for special activities that harness the many benefits of arts and culture in community life. By the end of June 2011, Winnipeg will have received $2 million, as a contribution to eighteen months of extraordinary cultural events and arts programming. The Arts Council managed to almost double that amount with local contributions to a total of more than $ 3.8 million.

Events were designed to intersect with the entire population of Winnipeg, from a free River Barge Festival at the Forks, a story-telling project in every neighbourhood, the first Canadian International Cello Festival, to a massive multi-site exhibition of contemporary indigenous art from around the world, and a public art project in downtown Winnipeg that will be a legacy of the year.

In 2010, the City allocated an additional $150,000.00 because of the Cultural Capitals designation. The influx of Cultural Capitals funding demonstrates that for little investment arts programming can explode, further enhancing Winnipeg's reputation as **"arts central,"** and reaching out to the entire population of the city. Further, the success of the past year confirms the Winnipeg Arts Council's capacity to create and partner in events and programs that benefit the entire city.

The Winnipeg Arts Council respectfully requests that the $150,000.00 continue to be incorporated in the budget allocation for a total of $4,182,552.00 for 2011. These funds will be invested in Winnipeg's arts organizations and artists, assisting their continued efforts to maintain Winnipeg as a cultural capital, supplementing access and participation for the people of Winnipeg to the often spectacular results.

Although the Winnipeg Arts Council operates with an active strategic plan, the necessity of creating **a new arts investment strategy for Winnipeg** in consultation with the entire community is upon us. The infusion of federal funds through the Cultural Capital award was available for not only celebratory events, but has also funded a cultural planning study that addresses arts investment and development.

Any urban centre that wishes to attract new population and commerce, while retaining youth and assuring a thriving community has utilized the advancement of the arts and creative industries for that purpose. The process to create this **new cultural plan** is underway, and will assist Winnipeg in achieving those end results. The cultural plan will be presented to the City **early in 2011**.

This **Business Plan** includes a listing of the Winnipeg Arts Council's ongoing program obligations, complemented by a summary of strategic intentions designed to fulfill those obligations in a comprehensive and timely manner.

1.2 History

The Winnipeg Arts Council was incorporated on April 24, 2002. Prior to this the organization was known as the Winnipeg Arts Advisory Council. This council provided advice on cultural policy development to Winnipeg City Council between 1984 and 2002. In 1996 the City authorized the advisory council to assist in reviewing City of Winnipeg Cultural Policies and in April 1997, the City of Winnipeg Cultural Policy Review Panel recommended that the advisory council be restructured to become a not-for-profit, autonomous body at arm's length to the City of Winnipeg, and that the name be changed to the Winnipeg Arts Council Inc.

1.3 Governance and Management

The Winnipeg Arts Council is governed by a minimum of 11 and a maximum of 15 board directors. The Directors are nominated from groups including citizens at large through the City appointments process, the arts community and City representatives. Each director must serve the purposes of the Winnipeg Arts Council and not their nominating group. Directors' terms are two years and a total of three terms may be served.

The Winnipeg Arts Council engages an Executive Director to manage the business of the Council and the Executive Director is currently supported by four full-time and one part-time employee. Until June 2011, two additional contract employees manage the Cultural Capital program.

1.4 Mandate (from the City of Winnipeg)

- Advance the arts, and education in respect of the arts, throughout the City of Winnipeg
- Manage the conditional grant and carry out the City's arts and cultural funding programs, exercising final arm's length authority to approve and issue arts and cultural grants
- Advise the City on arts and cultural policy
- Foster development of the arts
- Explore partnerships and initiatives with other funding bodies, foundations and other groups
- Manage and administer the City's Public Art Policy and Program

- Present for approval to the Standing Policy Committee on Protection and Community Services, a three-year Arts and Culture Business Plan to be adopted on an annual basis

1.5 Mission

The Winnipeg Arts Council funds, supports and fosters development of the arts on behalf of the people of Winnipeg.

1.6 Vision

Winnipeg is a creative city where art is integrated into all people's lives. All people have access to the arts, are able to participate in the arts, value and are enriched by the arts.

1.7 Values

- The arts are essential to a vibrant and healthy community
- Artistic excellence and diversity of expression are imperative
- Grant making is based on a fair and equitable process of peer assessment
- Integrity, transparency, accountability and ethical practice are mandatory

1.8 Organizational Goals

The Winnipeg Arts Council will be driven by fulfillment of its Mission through four overall goals for the 2011 period. These goals are:

- To foster development of the arts in the community
- To conduct ongoing Program Review
- To practice excellent governance and financial sustainability
- To develop a plan for future growth and opportunities

2. PUBLIC SERVICES

The Winnipeg Arts Council offers support to Winnipeg-based artists and not-for-profit organizations that have as **their core activity** - creation, production, presentation or training in the visual, performing, literary, film, video and media arts. Applications for assistance are assessed through a peer panel review process that advises the Arts Council on awards to be made within a predetermined budget, against program criteria and guidelines. Panel members are selected to reflect the range of artistic expression represented by the applicants. Please refer to the "Step-by-step through the Grant Accountability Process Chart."

CURRENT PROGRAMS:

2.1 Operating Grant Program
The Operating Grant Program is intended to make a contribution to the operations of established arts organizations that have a continuing presence in Winnipeg and a track record of high-quality programming or services. It is designed to support a range of activities and art forms, reflecting different cultural traditions and art practices. Organizations receiving support are expected to advance the development of their art form, to participate in the development of local artists, to maintain a reasonable level of public support, and to maintain strict management and financial controls.

2.2 New Creations Fund
The purpose of this program is to encourage and support creativity in Winnipeg by making funding available that enables the creation of significant new works of art in any discipline or combination of disciplines, the scope of which may not otherwise be possible.

2.3 Project Grant Program
This program is intended for new and developing arts organizations, established organizations that work on a project basis, and organizations undertaking a special, one-time initiative. It is designed to support a range of activities and art forms, reflecting different cultural traditions and art practices. A Project Grant must be applied to a specific project planned to take place within the calendar year following the application deadline. This program is not open to existing Operating Grant clients.

2.4 Individual Artist Grant Program
The Winnipeg Arts Council recognizes the individual artist as the primary source of creative activity. The Individual Artist Grant Program is intended to support the creation of new work in any art form, or the development, curation, exhibition, or presentation of works of art by Winnipeg artists.

2.5 Professional Development Grant Program
The Professional Development Grant Program is intended to assist in advancing the careers of artists and arts administrators by providing funding to support their professional development through - study (beyond basic training) in a formal or informal setting; attendance at events at which the work of the applicant is to be presented, or at which the applicant is a speaker or resource person; or travel that is a component of such activities.

2.6 Youth Arts Initiative Collaborative Grant Program (Under Review in 2011)
This program is intended for arts organizations who wish to partner with community organizations to undertake an innovative approach to the development of opportunities for youth involvement in the arts. It embraces cultural plurality and is open to a range of activities and art forms. Projects focus on young people who have not benefited from

arts programs in the past. This grant is not intended to subsidize current programming, but to add a new component for additional youth participants.

2.7 The Carol Shields Winnipeg Book Award

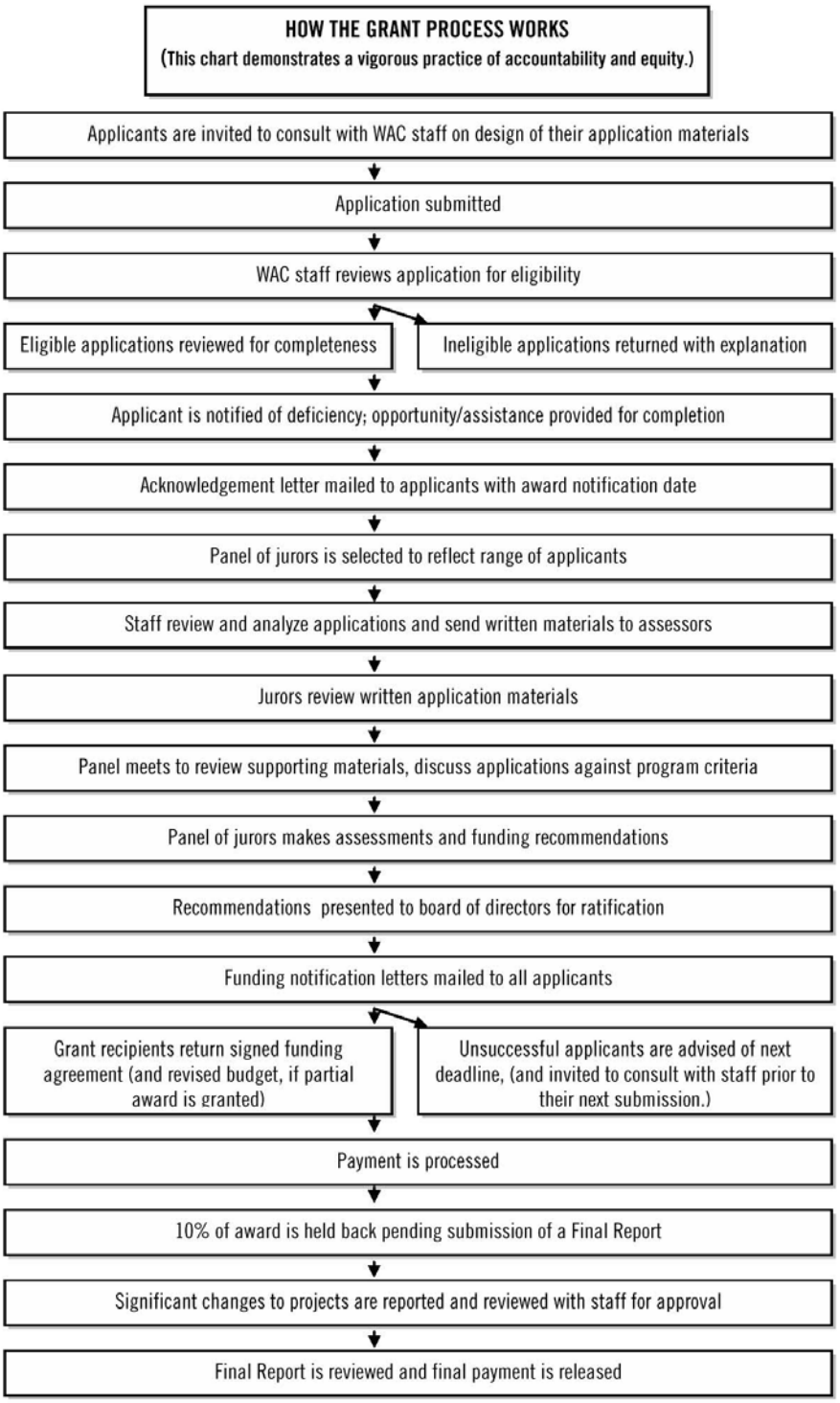
The Carol Shields Winnipeg Book Award honours books that evoke the special character of, and contribute to the appreciation and understanding of, the City of Winnipeg. It is a tribute to Carol Shields who did that in her own writing. The award, a juried annual prize of $5,000, is sponsored by the City of Winnipeg through the Winnipeg Arts Council, and administered by the Association of Manitoba Book Publishers.

2.8 Arts Development

From time to time, the Winnipeg Arts Council sponsors lectures, organizes symposia, and creates events which advance, examine and/or promote cultural life in Winnipeg. With the support of the Mayor, the Winnipeg Arts Council will present the fifth *Mayor's Luncheon for the Arts and Winnipeg Arts Council Awards.* The opportunity to celebrate Winnipeg arts and artists is a welcome occasion and as well, permits the Winnipeg Arts Council to market awareness of the arts and the function of the Arts Council. Revenue for the event is derived from ticket sales and the budget the Winnipeg Arts Council maintains for arts development purposes. A major public lecture is planned for 2011. This fund also allows for support to an arts organization for unexpected opportunities.

2.9 Public Art Program

The Public Art Policy and Program is managed by the Winnipeg Arts Council on behalf of the City of Winnipeg and is funded by **an annual allocation from the City's capital budget**. Since the policy was approved by City Council in 2004, the Public Art initiative has evolved into a diverse program that includes art commissions, artist-in-residence programs and community-based projects. The annual Public Art Program Plan is submitted under separate cover to the Director of the Department of Policy, Planning and Development for approval by the Planning Executive Advisory Committee.


HOW THE GRANT PROCESS WORKS
(This chart demonstrates a vigorous practice of accountability and equity.)
Applicants are invited to consult with WAC staff on design of their application materials
Application submitted
WAC staff reviews application for eligibility
Eligible applications reviewed for completeness
Ineligible applications returned with explanation
Applicant is notified of deficiency; opportunity/assistance provided for completion
Acknowledgement letter mailed to applicants with award notification date
Panel of jurors is selected to reflect range of applicants
Staff review and analyze applications and send written materials to assessors
Jurors review written application materials
Panel meets to review supporting materials, discuss applications against program criteria
Panel of jurors makes assessments and funding recommendations
Recommendations presented to board of directors for ratification
Funding notification letters mailed to all applicants
Grant recipients return signed funding agreement (and revised budget, if partial award is granted)
Unsuccessful applicants are advised of next deadline, (and invited to consult with staff prior to their next submission.)
Payment is processed
10% of award is held back pending submission of a Final Report
Significant changes to projects are reported and reviewed with staff for approval
Final Report is reviewed and final payment is released

3. STRATEGY AND IMPLEMENTATION SUMMARY

Goal: To foster development of the arts in the community		
OBJECTIVES	**ACTIVITIES**	**PERFORMANCE INDICATORS**
Develop and implement a government relations strategy. Develop relationship-building strategies within each target constituency. Develop formal protocols.	**2011** Assign responsibility for relationship-building to the entire Board of Directors and monitor activities. Deliver Board workshop on how to fulfill responsibilities for government relations and target communities.	Officials attend arts events throughout the city. Officials understand the value of the arts and culture in the community as confirmed by sustained funding for the Winnipeg Arts Council.
Take advantage of all community activities in order to publicize the Winnipeg Arts Council. Explore the feasibility of the creation of an Advisory Panel made up of distinguished Winnipeg artists.	**2011** Conduct market research to update demographics and determine if awareness has been raised in the course of activity. **2011** Produce and deliver all elements of the project *Winnipeg Cultural Capital of Canada 2010.*	Officials understand the value of culture in city planning. Community awareness is raised. Clientele are more informed and supportive of WAC purposes. Knowledge and support of the Winnipeg Arts Council becomes more apparent in a wider range of constituencies as demonstrated through positive press, responses to Board activity and market research.

Goal: To implement ongoing program review		
OBJECTIVES	**ACTIVITIES**	**PERFORMANCE INDICATORS**
Examine current programs for effectiveness- ongoing.	**2011** Develop and implement a plan to achieve each of the objectives of the three-year period. Utilize program evaluation methodology.	The management of programs is streamlined and efficient. Grants are seen to be distributed in a fair and equitable process, as confirmed by client response.
Evaluate and improve accountability in reporting procedures for all recipients.	**2011** Survey clientele on program effectiveness. Determine further program adjustment.	The participation of the Winnipeg Arts Council in funding Winnipeg artists and arts organizations is recognized as creating public value, reflected in audience involvement and in the press.
Examine options for expanding access for diverse communities.		Community response to the Public Art Program confirms its relevancy.
Goal: To ensure good governance and financial sustainability		
Govern the Winnipeg Arts Council utilizing best practices from the not-for-profit sector.	**2011** Develop terms of reference for the Board of Directors and Position Descriptions for board members; use these tools in the recruitment process. Board to receive and monitor Strategic Plan and annual updates. Develop and review 2011	The Board adopts and exercises best practices in governance. Board Members confirm a higher level of satisfaction and participation in the

	Budget and 3-Year Business Plan. Monitor consistently. Seek beneficial partnerships. Annually, review performance of Executive Director.	work of the Board. The structure and methods of the Board allow for productive and decisive board meetings.
Develop a new multi-year strategic plan evolving from the OurWinnipeg process, and the new cultural plan, Ticket to the Future	**2011** Engage consultant; complete plan by end of February 2011.	New Strategic Plan is accepted by the Board and provides guidance into the near future.
OBJECTIVES	**ACTIVITIES**	**PERFORMANCE INDICATORS**
Maintain financial stability exercising sound management and accountability.	**2011** Finance Committee and Board to receive and monitor quarterly financial reports; assure annual audit is complete and accepted.	The annual budgets of the Winnipeg Arts Council are balanced. The annual allocation from the City of Winnipeg is sustained on agreed upon basis.
Goal: To develop and plan for future growth and opportunities		
Assure a viable funding formula.	**2011** Maintain excellent communications and develop relationship-building strategy with key officials.	Funding allocation increases.
Research opportunities for diversification of revenue sources.	**2011** Implement recommendations as	A fully realized plan for resource diversification and growth is created and implemented.

Complete *Winnipeg 2010 Cultural Capital of Canada* Establish increased revenue goals and methods of achieving those goals.	feasible.	All stakeholders in the Winnipeg Arts Council support the above-stated plan.

4. PERSONNEL PLAN

2011

STAFF

The current staff complement is as follows:

Executive Director	Carol A. Phillips
Program Officer	vacant
Program Assistant	cam bush
Financial Administrator	Tanya Christensen
Manager, Public Art	Tricia Wasney
Public Art Assistant	eryn mackenzie

Marketing and communications coordination is delivered on a part-time contract basis.

Contract staff engaged to assist in project delivery of *Winnipeg Cultural Capital of Canada 2010:*

Project Manager	Dominic Lloyd
Marketing and Communications Coordinator	Alix Sobler
Administrative Assistant	Kerry-Lynn Reeves

BOARD OF DIRECTORS

Moti Shojania, Chair
Laird Rankin, Vice Chair
Jolyne Jolicoeur, Secretary-Treasurer/Chair of Finance Committee

Andrew Balfour, Arts Community Director
Rick Chafe, Arts Community Director
Monica Giesbrecht, Council Director
Reid Harrison, Arts Community Director
Yude Henteleff, Council Director

Sharon Lancaster, Council Director
Sheila Spence, Arts Community Director (Chair, Nominations/Governance Committee)
Marlene Stern, (Chair, Public Art Committee)
Vonnie von Helmolt, Arts Community Director

Paula Havixbeck, City Council Representative

FROM *TICKET TO THE FUTURE: ECONOMIC IMPACT OF THE ARTS AND CREATIVE INDUSTRIES IN WINNIPEG* (NOVEMBER 2009):

Winnipeg's arts and creative industries – the facts

This report examines the economic impact of the arts and creative industries in Winnipeg. PRA Inc (Prairie Research Associates) collected information about employment and economic activity in the arts and creative industries as well as cultural tourism. We also looked at activity and financial data from 115 local non-profit arts and cultural organizations. To determine how business is linked to the arts and creative industries, we spoke to executives from local businesses and economic development organizations. Finally, we contacted arts councils in other large Canadian cities to find out how funding for arts and culture varies across the country, and how it has changed over time.

These are some of our key findings:

6.3% of the city's labour force is employed in Winnipeg's arts and creative industries. **This is 25,000 people, almost enough to fill Canad Inns Stadium – every working day of the year.** Of these 25,000, nearly **5,400** people are employed by non-profit arts and cultural organizations in the city.

4¢ of every dollar of Winnipeg's economic output comes from the arts and creative industries, which **produces almost *$1 billion* of output each year.**

$66 million in expenditures is made by non-profit arts and cultural organizations each year. **Three-quarters** of this goes into wages, salaries, and honoraria.

2.6 million local admissions are recorded for **6,300** arts- and culture-related events planned and implemented by non-profit arts and cultural organizations in Winnipeg each year, on top of **500,000** visits by arts enthusiasts from outside the city. **One-third of local admissions are free.**

1.9 million seats are filled each year by twelve local arts and cultural organizations **– this is more than double the attendance for professional sports franchises in the city combined.**

1.6 million hours of volunteer time are contributed to non-profit arts and cultural organizations by **39,000** Winnipeggers each year.

1.1 million tourists spend nearly **$87 million** in Winnipeg each year while enjoying local arts and cultural attractions.

93.8% of all expenditures by local non-profit arts and cultural organizations are **spent right here in the city of Winnipeg.**

84.1% of local non-profit arts and cultural organizations provide programming tailored to young audiences.

43.3% of all revenues collected by local non-profit arts and cultural organizations are **earned revenues** including admissions, box office sales, subscriptions, workshops, and classes.

Every dollar of municipal funding attracts another $18.23 in support to local non-profit arts and cultural organizations from the federal and provincial governments and from private sources.

Many of Winnipeg's key business leaders told us that the **arts and creative industries significantly enhance the quality of life for the city's residents, and serve to attract skilled workers and keep them here.**

Note: The entire study, *Ticket to the Future,* is available on the Winnipeg Arts Council website, www.winnipegarts.ca

5. FINANCIAL PLAN

5.1 Introduction

The following page outlines the 2011 Actual Budget.

The 2011 request from the Winnipeg Arts Council is $4,182,552 to be applied to annual program and operations costs. The City of Winnipeg committed an additional $150,000 in 2010 as a condition of the *Cultural Capital* award. The Winnipeg Arts Council respectfully requests that this amount be continued as part of the annual allocation for 2011. As previously referenced, these funds will allow additional contribution to maintain artistic excellence and public access.

All other funds required for the *Cultural Capital* project are received from the Department of Canadian Heritage and other local funders in the form of both cash and in-kind contributions. The Winnipeg Arts Council keeps the City apprised on all revenue and expense of the Cultural Capital program and will provide an audited account when the program concludes in July 2011.

Note: The ongoing management goal is to keep the cost of Winnipeg Arts Council operations below 10%. Many funding agencies across the country average from 15 % to as high as 23%.

WINNIPEG ARTS COUNCIL - 3 Year Budget

CODE		2011 Budget	2012 Budget	2013 Budget
	OPERATING EXPENSES			
001	Committee Expense/Hospitality	$2,500	$2,500	$2,500
002	Courier/Trsp./Parking	$1,000	$1,000	$1,000
003	Audit	$6,500	$6,500	$6,500
004	Legal Fees	$2,500	$2,500	$2,500
005	Equipment/Furniture	$10,000	$10,000	$10,000
006	Board Expense	$6,000	$6,000	$6,000
007	Insurance/Bank Charges	$5,000	$5,000	$5,000
008	Seminars/Conferences/Prof. Dev.	$8,000	$8,000	$8,000
009	Communications/Advertising	$10,000	$10,000	$10,000
010	Phone/Fax/Computer	$5,500	$5,500	$5,500
011	Postage	$2,500	$2,500	$2,500
012	Office Supplies	$7,500	$7,500	$7,500
013	Print Costs	$8,000	$8,000	$8,000
014	Rent	$37,700	$37,700	$37,700
015	Memberships/Subscriptions/Library	$4,000	$4,000	$4,000
	Office sub-total	**$116,700**	**$116,700**	**$116,700**
016	Staff	$218,220	$265,000	$285,000
017	Casual & Consultants	$6,250	$6,250	$6,250
018	Benefits	$28,000	$33,802	$33,802
	Staff sub-total	**$252,470**	**$305,052**	**$325,052**
	Operations sub-total	**$369,170.00**	**$421,752.00**	**$441,752.00**
	PROGRAM EXPENSES			
019	Operating Grants	$2,979,232	$3,126,650	$3,276,650
020	Project Grants	$220,000	$250,000	$300,000
021	Individual Artist Grants	$150,000	$170,000	$200,000
022	New Creations Fund	$250,000	$275,000	$300,000
023	CarolShields Wpg. Book Award	$6,250	$6,250	$6,250
024	Emergency Fund	$10,000	$10,000	$10,000
025	Translation Services	$13,000	$13,000	$13,000
026	Professional Development Grants	$77,000	$77,000	$77,000
027	Youth Arts Initiative Grants	$35,000	$35,000	$35,000
028	Arts Development	$50,000	$100,000	$150,000
029	Arts Facilities		$75,000	$150,000
	Grants sub-total	**$3,790,482**	**$4,137,900**	**$4,517,900**
030	Jury Fees	$20,000	$20,000	$20,000
031	Jury Expenses	$2,900	$2,900	$2,900
	Jury sub-total	**$22,900**	**$22,900**	**$22,900**
	Programs sub-total	**$3,813,382**	**$4,160,800**	**$4,540,800**
	Grand Total	**$4,182,552.00**	**$4,582,552.00**	**$4,982,552.00**
	Operations as % of total	8.8%	9.2%	8.9%

2011 Revenue
City of Winnipeg ($4,032,552 + $150,000) $4,182,552

2012: Beginning of proposed 10-year funding plan. Plan to be presented to City in May 2011

Winnipeg Cultural Capital of Canada 2010 – ARTS FOR ALL

Anyone who lives in Winnipeg knows that it is an incredible hot-bed of creativity and art. Our diversity, our resolve, our centrality, and at times our remoteness all contribute to the astounding amount of art and artists cultivated here. For decades Winnipeggers have been at the forefront of the national arts scene, developing cutting edge work and setting the tone for the expression of our culture as a community and a nation. Winnipeg is indeed a city of the arts...a cultural capital of Canada.

Cultural Capitals of Canada is a national program funded by the federal government through the Department of Canadian Heritage, to recognize and support Canadian Municipalities for special activities that harness the many benefits of arts and culture in community life. The Winnipeg Arts Council applied on behalf of the City of Winnipeg and in August 2009 it was announced that Winnipeg had officially received the designation of Cultural Capital of Canada for 2010. Winnipeg will receive $2 million from Ottawa for an extraordinary program of cultural events and arts programming, the total budget of which is just under $4 million.

The Mission of Winnipeg Cultural Capital of Canada 2010 is to ensure that all people have access to the arts, are able to participate in the arts, and value and are enriched by the arts. In other words: ARTS FOR ALL. Recognizing the importance of arts and culture to the social, economic and commercial fabric of the City of Winnipeg, the Winnipeg Cultural Capital of Canada 2010 initiative seeks to highlight the diversity and prevalence of art in Winnipeg while contributing an ongoing legacy of the arts in our city.

Arts for All Programs

Marketing and Awareness is the means by which the Cultural Capital designation and ARTS FOR ALL are conveyed to the public. It comprises a series of media partnerships, television, radio, and periodical advertising, street banners, **and the website www.artsforall.ca which has been viewed over 300,000 times since going on-line early in 2010.** Our Marketing and Awareness campaign kicked off on January 2, 2010 at a gala concert with the Winnipeg Symphony Orchestra and a who's who of Winnipeg artists, and has continued throughout the year across a variety of platforms.

The River Barge Festival was held August 25-29 and saw **over 30,000 people take in free entertainment on a floating stage at The Forks.** People from every corner of the city were involved and entertained under the banner of Arts for All. A wide diversity of audiences and performers from across the spectrum celebrated together at the heart of Winnipeg. **Close to 200 artists performed a mix of music, theatre, and family entertainment over the five days,** while the near-record numbers and media attention from print, radio, television, and the

blogosphere are a testament to the event's success. **Discussions have begun about making the festival an annual event.**

Cross Cultural Marketing / The Big Dance on Broadway is a major visibility project of WCCC 2010 offers marketing incentives to Winnipeg festivals in order to develop new local, national and international audiences, especially across cultures. **The program has invested $160,000 with established arts groups to create new programming and marketing opportunities**. Participant groups span the cultural landscape, from the Winnipeg Symphony Orchestra, the Winnipeg Folk Festival, and Festival du Voyageur to lesser-known but equally important events like the Asian Canadian Heritage Society, Alliance Française's Afrik Festival, and the Winnipeg Aboriginal Film & Video Festival. This initiative was also responsible for the creation of **The Big Dance on Broadway, a hugely successful event in September 2010 which brought 10,000 people to the streets of Winnipeg not just to observe, but to actively participate in, a huge multicultural event.**

City Stories took place in September and October. With a specially-designed deck of tarot cards using Winnipeg iconography, a team of artists took to the streets to tell people's fortunes and collect their stories about Winnipeg. The cards themselves are individual works of art and have become popular souvenirs and keepsakes. The stories were recorded with selections being posted to a specially designed website www.winnipegtarotco.ca where people can also take in a virtual card reading. **The project was a tremendous success with over 1000 individuals taking part and 3500 more visiting the website**. The audio recordings of the stories will be deposited with the Municipal Archives as a lasting testament to the Cultural Capital year.

My City's Still Breathing Symposium occurred in early November**. Over 250 attendees from throughout Canada, the United States, Europe, and Australia gathered to discuss the relationships between art, artists, and city making.** The conference included keynotes and panel sessions, but also engaged participants in artistic endeavours. Many Winnipeg artists and students were admitted free. Feedback from participants and press has been overwhelmingly positive and many speakers noted that the programming was among the most impressive they had seen at similar events around the world.

The North End Arts Centre has been giving free professional art instruction to hundreds of young people a month since it began operating in April 2010, with a marked increase in the number of participants as each month goes by. Professional artists are giving workshops on everything from stop motion animation to pinhole photography to painting to printmaking. **There is also a strong cultural component with participation of First Nation elders, reflective of the fact that over 90% of the participants are from Aboriginal and Métis backgrounds**. It is our hope that NEAC staff and project partner Ndinawe will be able to secure funding to see the program's continuation once the Cultural Capital year is over.

A Major Public Art Project is a joint effort between the Winnipeg Arts Council Public Art Program and Winnipeg Cultural Capital of Canada 2010; this partnership has commissioned **the largest public art work to be created in Winnipeg to date**. The piece will be installed in Millennium Library

Park and will incorporate features of water and light. The piece will reflect the climactic extremes Winnipeg is known for, using ice in the winter and a water feature in more temperate months. A call to artists was issued in July 2010 with over 100 expressions of interest coming in from around the world. Site visits with shortlisted artists were conducted in October 2010 and a final selection will be made from the four finalists in January 2011. The piece is expected to be unveiled in September 2011.

Winnipeg's Arts Ambassadors are five artists, each representing a different discipline, who have been nominated and selected by members of Winnipeg's arts community. The Ambassadors are charged with raising the status of their art form – and of the arts in general – among the consciousness of the general public. Each Ambassador has created a legacy project to engage the public.

John K. Samson (Music) is presenting The Correction Line Ensemble, a group that combines classical and contemporary musicians and repertoire together on stage to bridge musical distances. The Ensemble will perform in Winnipeg on November 24 and will tour throughout Manitoba and Ontario under the banner of Winnipeg Cultural Capital of Canada 2010.

Natasha Torres-Garner (Dance) has created "Transient Exposition," a duet performance which takes place in the downtown covered walkway system (underground malls and skywalks) adding colour and life to the otherwise indifferent passageways. It takes place over the lunch hour between December 13-17.

Michael Van Rooy (Literature) is operating a Book Crossings-like project, giving away free copies of books by Winnipeg writers and poets and encouraging people who might not otherwise pick up these books to give them a try. Works by Jake MacDonald, Gabrielle Roy, Maureen Fergus, Mike McIntyre, Susie Moloney, Chandra Mayor, and more are circulating among the public, who then have the opportunity to post reviews on-line and pass the books along.

Debbie Patterson (Theatre) is creating a new theatre work based on first-person stories of the Sargent and Victor neighbourhood in Winnipeg's West End. She has interviewed dozens of people who are rooted in the often-maligned inner city area, and will turn these interviews into a narrative of a community that despite its challenges, remains home for people from all walks of life. A shortened version of the piece will be featured at John K. Samson's performance on November 24,with a more complete version to be staged in January 2011.

Dominique Rey (Visual Arts) is creating billboard-sized imagery which will be placed throughout the city in January 2011. It will provoke discussion about slowness, the international movement which is impacting everything from food production to urban planning to the visual arts.

Ticket to the Future is a Cultural Plan for the City of Winnipeg. Using existing information gathered through the 2008-09 Plan Winnipeg process as well as a new round of stakeholder

consultations, the Winnipeg Arts Council and a team of consultants will create a document for approval by the WAC Board of Directors and submission to Winnipeg's City Council for adoption. This will build upon the success of *Into the 21st Century: Arts and Culture in Winnipeg, Report of the City of Winnipeg Cultural Policy Review Panel* (commonly referred to as *The Buchwald Report).* In the ten years following its 1997 release, nearly every one of *The Buchwald Report's* recommendations has been achieved. The moment has come to define municipal strategic initiatives in the arts and culture for the next ten years, and Ticket to the Future is that plan.

Close Encounters – International Exhibition of Contemporary Indigenous Art is the largest exhibition of its kind ever mounted in Canada; it will run from January to May 2011. Headquartered at 109 Pacific Avenue, former site of the Costume Museum of Canada, the exhibition will also display work at Plug In ICA, the WAG, the Manitoba Museum, and the lobby of the new Hydro Building. Complementary programming will run at a number of other galleries in Winnipeg. A team of **four of Canada's leading Aboriginal curators have put together a program of some 30 artists from around the world**. An extensive publication featuring articles, essays, and photos will accompany the exhibition.

The International Cello Festival of Canada is the first festival of its kind to be presented in Canada, taking place in June 2011. Under the Artistic Direction of Paul Marleyn of the Agassiz Music Festival, **programming will feature approximately 30 musicians including many of the world's preëminent cellists in solo and ensemble arrangements**, free programming in downtown public spaces, masterclasses, the world premiere of a commissioned work, gala concerts, and more. The festival will also mark the first time that the Winnipeg Symphony and Manitoba Chamber Orchestras have come together to perform under the same banner. Young artists will receive performance opportunities and a prize is being established in the name of Winnipeg-born Zara Nelsova, to be awarded to one of Canada's promising young artists.

THE River Barge FESTIVAL

A GATHERING FOR ALL OF WINNIPEG!



Papa Mambo play





Manitoba Minister of Culture, Heritage and Tourism, Flor Marcelino welcomes the crowd.



MP Shelley Glover welcomes the crowd on behalf of Minister of Canadian Heritage, James Moore.



City Councillor Mike Pagtakhan welcomes the crowd on behalf of the city.



Chic Gamine entertains the crowd



Winnipeg Symphony Orchestra Music Director Alexander Mickelthwaite







Family Day Host Al Simmons



Manitoba Theatre Centre presents *The History of Manitoba from the Beginning of Time to the Present in 45 Minutes*









Fred Penner performs for the crowd










The BIG DANCE on Broadway







