WINNIPEG ARTS COUNCIL CORPORATE PLAN

2012

An expanded program framework and budget inspired by OurWinnipeg and Ticket to the Future, a new cultural action plan for Winnipeg

A City of the Arts

Winnipeg is a city of the arts.

We are a city that expresses ourselves through arts, culture and creativity.

We are a city that values its artists and creative industries for their immeasurable contributions to our quality of life and for making this city a great place to live.

(OurWinnipeg, Section 03-3, Creativity)

1. SUMMARY

In its role as the cultural advisor to the City, the Winnipeg Arts Council has created a comprehensive plan to enhance our city's extensive investment in arts and culture, and capitalize on our extraordinary cultural assets. ***Ticket to the Future Phase 2, A Cultural Action Plan for Winnipeg,*** was developed using the guiding principles set out in the **OurWinnipeg** city plan. (***Ticket to the Future Phase 2*** is included as an attachment to this Corporate Plan.)

The Winnipeg Arts Council is pleased to have taken initiatives that have enriched culture in Winnipeg. Over and above the City's annual support, two examples are the achievements of **Winnipeg Cultural Capital of Canada 2010**, bringing an additional 3.2 million dollars from the private sector and Canadian Heritage over a three-year period ending in 2012; and **artsVest,** again from Canadian Heritage and the Winnipeg Foundation, potentially adding 600,000 dollars to the arts community in 2012 and 2013. The Winnipeg Arts Council will make every effort to continue to seek new partnerships and opportunities that will add to the City's investment in Winnipeg's cultural capital.

At the moment, Winnipeg is experiencing a modern day renaissance. With the establishment of new sports teams, new revitalization projects and new institutions, it is a fitting time to undertake a new plan for Winnipeg's arts and cultural sector as well.

Winnipeg's identity is embedded in our world-renowned cultural insitutions, among the oldest and most respected in Canada. The passion of the audiences and volunteers who champion and consume the astonishing volume of art and cultural events this city produces is unparalleled in Canada.

To implement the dictates of **OurWinnipeg** and **Ticket to the Future**, the Winnipeg Arts Council requires a new multi-year funding agreement with the City of Winnipeg that over the course of five to eight years will double the current investment.

The Winnipeg Arts Council respectfully requests a new multi-year funding agreement with the City of Winnipeg to begin in 2012. In order to achieve the 2012 Corporate Plan, the total budget will be $4,532,552.00.

Taking direction from the cultural action plan, the **Winnipeg Arts Council 2012 Corporate Plan** has identified three immediate goals that will begin to realize the intentions of both **OurWinnipeg** and **Ticket to the Future**. Each of these goals has been expanded into additional or enhanced programs and activities that will trigger the positive qualitative, economic, social and artistic results anticipated in the planning documents.

In 2012, the Winnipeg Arts Council will –

- Grow the arts and cultural industries through increased investment with a target of 10% increase over previous years' funding, the first increase since 2007. In addition to economic returns, this will be a sound investment in the vibrancy and health of our community.
- Give new priority to building creative communities by designing programs focussed on community engagement, particularly that of children and youth. Youth arts programs have time and again proven to have life-affirming effects for those in difficult circumstances.
- Begin to invest in the sustainability of existing arts facilities and creative spaces in order to preserve the footprint, enhance audience experience and waylay the need for major capital replacement, through repair and equipment upgrades.

Additionally, the Winnipeg Arts Council will –

- Augment all current programs for increased accessibility.
- Build new partnerships to enable the introduction of small grants in 2013, that will contribute to the start-up of innovative ideas in the creative industries.

Key Performance Indicators –

With the investment of additional funds into programs, projects and activities, achievable targets wil be measured to indicate the impact such investment will make upon the quality and expansion of the cultural envelope:

- Conditional upon the receipt of additional funds, arts organizations will be required to demonstrate the effect upon their programs and audience.
- A minimum of four Youth With Art projects will be established in partnership with communities throughout the city in year one, with the addition of five projects each year for another three years.
- A contribution to repairs and rehabilitation of creative spaces will result in improved audience experience, as well as the maintenance and preservation of existing creative spaces. Up to five grants will be awarded in year one, with the addition of five to seven grants per year for another three years. Organizations will report on the completion of projects, their long term impact and financial viability.
- Increased investment in festivals and partnered events will be measured through increased attendance and quality of experience.
- In 2012, the Winnipeg Arts Council will work with stakeholder organizations to establish a Creative Industries Startup Contribution Fund. In 2013, the first awards will be made to up to three proposals with the most creative yet feasible ideas for development.
- At the four-year point and again at the eight-year point of consistent incremental funding, engage consultants to research comparative report that reviews statistics agains the benchmarks established in 2009 (in Ticket To the Future Phase 1, An Economic Impact Study of the Arts and Creative Industries in Winnipeg).

2. PROGRAMS

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.

2.1 Operating Grant Program (Expanding)

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 (Expanding)

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 (Expanding)

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 (Expanding)

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 (Expanding)

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 With Art (NEW)

Central to the Youth With Art concept, is the principle that exploration and the process of artmaking can be a catalyst for beneficial change. This program is designed to be flexible, experimental and truly collaborative. Artists and community groups create projects that will engage youth and families based on community goals, the artist's working methods and the partnership that subsequently develops. Artists are matched with community groups and work together to create special youth projects. The artist works with the community to formulate the ideas they wish to explore, as well as develop a budget and implementation plan. This program emphasizes dynamic teaching tactics such

as hands-on learning and the use of technology, and provides opportunities for youth to learn new skills and self-awareness.

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 (NEW)

Arts Development allows the Winnipeg Arts Council to sponsor lectures, organize symposia, create events and special projects which advance, examine and/or promote cultural life in Winnipeg. Focused on public participation in the arts, the Arts Development portfolio also allows WAC to partner with other organizations to create larger and more impactful events, and to use a small portion of the municipal investment in the Winnipeg Arts Council to leverage additional investment from other levels of government and from the private sector.

Generally speaking, Arts Development had a limited scope of activity prior to the 2010 Cultural Capital of Canada designation. It was primarily focused on the annual Mayor's Luncheon for the Arts and the presentation of the annual Winnipeg Arts Council Awards. As a Cultural Capital of Canada, Arts Development became a much more important program as the Winnipeg Arts Council created the immensely popular River Barge Festival, the Big Dance on Broadway, and more. These events were WAC events produced in partnership with other organizations, and we have continued to support them and the community partners who have taken them on for 2011 and 2012, through the Arts Development fund.

Arts Development will again be significantly expanded in 2012. In addition to the established programs including the Winnipeg Arts Council Awards, the annual Mayor's Luncheon for the Arts (to be held on Friday June 15, 2012), and the continued support of partner events such as those mentioned above, WAC will introduce a number of new initiatives.

The most significant of these is artsVest, a training initiative for small- and medium-sized arts groups. Funded by the Winnipeg Foundation and the Department of Canadian Heritage with matching money generated from the private sector, the program will inject $600,000 into our city's cultural organizations in the next two years.

2.9 Arts Facilities (NEW)

The Creative Spaces section of **Ticket to the Future Phase 2** addresses the infrastructure gap currently facing many of Winnipeg's arts organizations: issues of inadequate facilities and of old and outmoded equipment, as well as the lack of any means for municipal support for these problems other than by special request. These are serious obstacles to the continued development of our City's arts facilities and creative spaces, and the Winnipeg Arts Council intends to begin seriously addressing the problem in 2012 by creating a fund to support capital projects for professional arts presentation and performance facilities.

The fund will employ a transparent decision-making framework with clear criteria and adjudication processes for evaluation. The fund will provide small grants toward the capital costs of rehabilitation

projects of cultural facilities and new equipment for arts groups. The fund will not only contribute to the ongoing revitalization of Winnipeg's cultural facilities, but will generate interest and support from other levels of government.

2.10 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.

In 2013, it is proposed that the salary costs for Public Art Program staff be taken in to the Operating Budget of the Winnipeg Arts Council rather than be drawn from the capital request, achieving cost savings in the Public Art Program and protecting added funds for the commissioning of art works.

3. WINNIPEG'S CREATIVE ECONOMY – THE FACTS (NEW)

The 2009 economic impact study conducted by PRA Inc., was conclusive in demonstrating the force of the arts and creative industries as an economic driver in Winnipeg. **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. **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.

The economic and social impact of the arts and creative industries is well documented; the development of a cohesive strategy for these industries is a key component of both Ticket to the Future Phase 2 and of OurWinnipeg. A well laid-out action plan with clear objectives will allow Winnipeg to meet the goals and directives outlined in OurWinnipeg.

Many agencies are already addressing this sector, the next step is to get all the stakeholders together to pool the data already collected and begin working on a cohesive framework. **As the City's official advisor on cultural matters, the Winnipeg Arts Council will take a lead role in developing a cohesive plan for the creative industries starting in 2012.** Partners in this undertaking should include the Winnipeg Chamber of Commerce, Economic Development Winnipeg, the Arts & Cultural Industries

Association of Manitoba, CentreVenture, the Department of Planning, Property & Development, and Winnipeg's post-secondary institutions.

4. PERSONNEL PLAN

STAFF 2012

Executive Director	Carol A. Phillips
Program and Arts Development Manager	Dominic Lloyd
Program Assistant	cam bush
Office Manager and Financial Administrator	Tanya Christensen
Communications and Resource Development Manager	Alix Sobler
Manager, Public Art	Tricia Wasney
Administrative Assistant	Kerri-Lynn Reeves

The Winnipeg Arts Council has been able to locate subsidy for the permanent staffing component (seven full-time positions) from other sources until the end of 2011. Staffing costs thereby will begin to increase in 2012, although **there will be no new positions added**. With the conclusion of funding from the project, **Winnipeg Cultural Capital of Canada 2010,** salary costs will increase. In 2013, Public Art salaries will be taken in to the Operating Expenses of the Winnipeg Arts Council and no longer covered by the Capital budget. In 2014, the **artsVest** subsidy will conclude and thereby the total costs of seven fulltime positions are covered in Operating Expenses.

BOARD OF DIRECTORS

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

Rick Chafe
Monica Giesbrecht
Perry Grosshans
Reid Harrison
Councillor Paula Havixbeck
Yude Henteleff
Randy Joynt
Sheila Spence
Vonnie von Helmolt

5. HISTORY

5.1 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.

5.2 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 implement policy and manage the business of the Council.

5.3 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

5.4 Mission

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

5.5 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.

5.6 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

6. 2012 – 2014 FINANCIAL PLAN

As introduced in the Summary statement, this Corporate Plan is founded upon the establishment of a new multi-year funding agreement between the City of Winnipeg and the Winnipeg Arts Council.

Attached to the 2012 Corporate Plan:

a. A Summary version of **Ticket to the Future Phase 2, A Cultural Action Plan for Winnipeg** and also

b. the Complete version of the document.

WINNIPEG ARTS COUNCIL
CORPORATE FINANCIAL PLAN - NEW FUNDING AGREEMENT

CODE		2012	2013	2014
	OPERATING EXPENSES			
001	Committee Expense/Hospitality	$3,000	$3,000	$3,000
002	Courier/Trsp./Parking	$1,200	$1,200	$1,200
003	Audit	$7,000	$7,000	$7,000
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.	$10,000	$10,000	$10,000
009	Communications/Advertising	$15,000	$15,000	$15,000
010	Phone/Fax/Computer	$7,500	$7,500	$7,500
011	Postage	$2,800	$2,800	$2,800
012	Office Supplies	$8,500	$8,500	$8,500
013	Print Costs	$15,000	$15,000	$15,000
014	Rent	$40,850	$40,850	$40,850
015	Memberships/Subscriptions/Library	$4,000	$4,000	$4,000
	Office sub-total	**$138,350**	**$138,350**	**$138,350**
016	Staff (p.6, item 4)	$297,843	$386,183	$436,183
017	Casual & Consultants	$6,000	$6,000	$6,000
018	Benefits	$35,000	$45,000	$45,000
	Staff sub-total	**$338,843**	**$437,183**	**$487,183**
	Operations sub-total	**$477,193.00**	**$575,533.00**	**$625,533.00**
	PROGRAM EXPENSES			
019	Operating Grants	$3,103,109	$3,229,769	$3,504,769
020	Project Grants	$210,000	$235,000	$275,000
021	Individual Artist Grants	$150,000	$160,000	$175,000
022	New Creations Fund	$250,000	$300,000	$300,000
023	CarolShields Wpg. Book Award	$6,250	$6,250	$6,250
024	Professional Development Grants	$80,000	$80,000	$100,000
025	Youth With Art	$60,000	$75,000	$100,000
026	Arts Development	$100,000	$150,000	$200,000
027	Arts Facilities	$50,000	$100,000	$125,000
028	Creative Industries		$75,000	$75,000
029	Translation Services	$13,000	$13,000	$13,000
030	Jury Fees	$20,000	$20,000	$20,000
031	Jury Expenses	$3,000	$3,000	$3,000
032	Emergency Fund	$10,000	$10,000	$10,000
	Programs sub-total	**$4,055,359.00**	**$4,457,019.00**	**$4,907,019.00**
	Grand Total	**$4,532,552.00**	**$5,032,552.00**	**$5,532,552.00**
	Operations as % of total	10.5%	11.4%	11.3%