2013 – 2015 Corporate Plan

Winnipeg Arts Council Inc.

October 2013

WINNIPEG ARTS COUNCIL

1. SUMMARY

The Winnipeg Arts Council has established itself at the centre of Winnipeg's arts and culture community by fulfilling its mandate in promoting artistic excellence, strengthening connections and investing in local artists and arts institutions. It has helped to establish Winnipeg as a "City of the Arts" by providing vision and opportunity – not only within the arts community, but throughout the city in its management of the Public Art Program, community arts initiatives such as WITH ART and advising the City of Winnipeg on matters pertaining to the arts, culture, the creative economy and placemaking. In 2011, audiences for events and activities supported by the Winnipeg Arts Council numbered 2,426,935.

By creating the Corporate Plan within the following strategic themes, the Winnipeg Arts Council will be well positioned to put the "City of the Arts" described in *OurWinnipeg,* on the map, making Winnipeg an increasingly excellent place to live and home to internationally recognized artists and arts institutions. With a newly completed multi-year Strategic Plan, the Winnipeg Arts Council has derived five strategic themes that guide the annual Corporate Plan.

1) **Encourage** a thriving community of Winnipeg artists and arts organizations
2) **Create** accessible routes to the arts for everyone
3) **Enhance** community livability and vibrancy through art
4) **Identify** the central role played by the arts and artistic expression in every aspect of Winnipeg life
5) **Develop** new investment and support for the arts through innovative partnerships and collaborations

2. REQUEST

The Winnipeg Arts Council appreciates the completion of a multi-year funding agreement with the City of Winnipeg, and is grateful for the additional $50,000 received in 2012. That $50,000 permitted the launch of the Youth With Art Program on a limited scale, as well as allowing an increase to the Project Grant Program and the Individual Artists Program. As the primary funnel for municipal cultural investment, the allocation to the Winnipeg Arts Council has been approximately $6 per capita annually. The goal is to move that amount to $12 per capita annually over the next eight years (or $1 per person per month). In order to achieve the 2013 Corporate Plan and amplify the benefits to the city, the total budget request is $4,516,779.00.

Benefits to the City of Winnipeg: The Winnipeg Arts Council is essential to developing and maintaining the City's cultural assets. Specifically valuable is:

- the leadership provided by the city's anchor arts organizations (Winnipeg Symphony Orchestra, Manitoba Theatre Centre, Royal Winnipeg Ballet, Winnipeg Art Gallery) to making this city culturally competitive with the largest cities in the country;

- the investment in the medium and smaller organizations that builds a future for the arts in Winnipeg;
- the support of risk-taking artists that contribute to Winnipeg's international status as a producer of masterminds in contemporary arts;
- the creation of public art that gives Winnipeg its distinctive character and an enhanced sense of place;
- the involvement of communities and young people in artistic projects that engenders well-being – and that is only the short list. In creating these benefits, we believe the Winnipeg Arts Council is investing wisely and judiciously on behalf of the City.

Summary of request: In 2012, the New Creations Program was suspended in order to provide a very modest, but much-needed adjustment to the organizations receiving Operating Grants. In 2013, the Winnipeg Arts Council would like to reinstate that fund at a level of $250,000.00, so that Winnipeg arts organizations might again receive a contribution to the creation of new and innovative art works for Winnipeg audiences. Additionally, the budget includes a 3% increase in operating costs which have not received an upward adjustment in several years, plus an amount of $50,000.00, to be dedicated to the Youth With Art program. (NB: The utilization of funds is outlined in 6. Financial Plan, page 9; the detailed budget is attached.)

3. 2013 GOALS AND PROGRAMS

In the next twelve months, the Winnipeg Arts Council's focus will centre on five interconnected themes, each serving as an umbrella for the organization's various initiatives, activities and partnerships.

1. Encourage a thriving community of Winnipeg artists and arts organizations:

The world-renowned artists and arts institutions – together with the audiences and volunteers who passionately participate in and champion their efforts – are central to Winnipeg's identity. Without the creative leadership of the city's artists and arts institutions, Winnipeg would be a much different place.

Programs that serve the goal of bolstering and augmenting the experience of the arts in Winnipeg include –

1.1 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 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 public support, and to practise strict management and financial controls.

1.2 New Creations Fund

The purpose of this program is to encourage and support creativity in Winnipeg by making funding available to arts organizations 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.

1.3 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 arts forms, reflecting different cultural traditions and art practices. A Project Grant must be applied to a specific project planned to take place within the following calendar year after the application deadline. This program is not open to existing Operating Grant clients.

1.4 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.

1.5 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.

In the above listed Grant 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 pre-determined budget, against program criteria and guidelines. Panel members are selected to reflect the range of artistic expression represented by the applicants.

Key Performance Indicator –

Conditional upon the receipt of funds, arts organizations or artists are required to report the effect upon their programs and/or audience, including statistical comparisons year-to-year, seeking artistic success and financial accountability.

2 Create accessible routes to the arts for everyone.

People are increasingly seeking authentic, immersive experiences in the interactive age. The arts are uniquely capable of providing these experiences and the Winnipeg Arts Council is in a position to partner in such opportunities. By creating entry points for people who might not otherwise seek out artistic experiences, the Winnipeg Arts Council can provide introduction to the arts and encourage a desire for more and deeper experiences.

Arts Development programs and partnerships that serve the goal of providing access to the arts for all include –

2.4 Community Partnership Programs

Initially, through the Cultural Capital of Canada 2010 program, the Winnipeg Arts Council partnered with other organizations to establish events that would continue to provide the city with a cultural legacy. Currently, the River Barge Festival (with the Forks), the Big Dance (with Downtown Biz) and the International Cello Festival of Canada are three such events that receive partnership investment and management assistance from the Winnipeg Arts Council Arts Development initiative.

2.5 Culture Days

This open doors event invites one and all to become acquainted with all the arts in Winnipeg and has become a major vehicle for those with a bit of interest to find out more. The Winnipeg Arts Council invests in Culture Days in order to promote the arts and assist access for everyone in Winnipeg.

2.6 New Arts Development Programs

In 2013, the Winnipeg Arts Council will add new aspects to this envelope. Currently in development, one project will involve musical performance and involvement in unexpected locations throughout the city. Lectures and other educational events are under consideration.

Key Performance Indicator –

Each Arts Development program will be measured for attendance seeking year by year increases.

3 Enhance community livability and vibrancy through art.

Its immense urban forest, architectural diversity, and world-class public art, combine to make Winnipeg a city of outstanding character. Public artworks contribute to the livability and vibrancy of the communities where they are developed and play a significant role in placemaking. The Creative Spaces section of the proposed municipal cultural plan, **Ticket to the Future**, addresses in detail the infrastructure gap currently facing many of Winnipeg's arts organizations: inadequate facilities and old and outmoded equipment, as well as the lack of any means for municipal support for these problems.

3.1 The Public Art Policy and Program

The Public Art Policy and Program is managed and administered 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 2014, it is proposed that the salary costs for Public Art Program staff be taken in to the Operating Budget request of the Winnipeg Arts Council rather than be drawn from the capital request, achieving cost savings in the Public Art Program and providing added funds for the commissioning of art works.

3.2 Repairs and Equipment for Arts Organizations

The creation of a fund to support modest grants towards the costs of rehabilitation projects and new equipment for arts groups, for both professional and community needs, would not only contribute to the ongoing revitalization of Winnipeg's cultural facilities, but generate interest and support from other levels of government and the private sector. The fund would employ a transparent decision-making framework with clear criteria and adjudication processes for evaluation.

4. Identify the central role played by the arts and artistic expression in every aspect of Winnipeg life.

The arts and artistic expression play a central role in every aspect of Winnipeg life, and the Winnipeg Arts Council is in a unique position to identify, celebrate and champion this role. From the promotion of the arts, through to community initiatives, the Winnipeg Arts Council's strong connection to our city's artists and arts organizations offers a valuable vantage point. The Winnipeg Arts Council will continue to identify the impact of the arts on the city and to celebrate and promote the ways in which they are integrated into the lives of Winnipeggers.

4.1 Promotional and Celebratory Events

Presentation of the annual Winnipeg Arts Council Arts Awards and the Mayor's Luncheon for the Arts, occasions that draw attention to arts achievement and boost awareness of the arts in Winnipeg.

The Carol Shields Winnipeg Book Award to honour books that evoke the special character of, and contribute to the appreciation and understanding of the City of Winnipeg, a tribute to Carol Shields who did that in her own writing.

Official openings and launches for Public Art projects along with educational programs that connect people with public spaces.

4.2 Community Engagement with the Arts

WITH ART and YOUTH WITH ART are programs that encourage communities to collaborate with professional artists in the exploration of creative experience, a process of artmaking that can be a catalyst for beneficial change. These programs are designed to be flexible, experimental and truly collaborative.

Key performance indicator –

Measurement of attendance at events and press notice will be evidence of impact. With additional WITH ART and YOUTH WITH ART projects, accessibility to participation in creative experience and the influence such projects have upon communities and youth will be analyzed.

5. Develop new investment and support for the arts through innovative partnerships and collaborations.

Because of its unique relationship and mandate, the Winnipeg Arts Council's primary partnership is with the City of Winnipeg. In order to fulfill its mandate, the Winnipeg Arts Council will continue to seek out new ways of developing and extending resources, including a more sustainable funding model from the City.

5.1 The Winnipeg Arts Council will pursue an increase in partnerships with both the public and private sector for the purposes of the Public Art Program and for event and award sponsorships.

5.2 Now that an endowment fund has been established with the Winnipeg Foundation to benefit the programs and activities of the Winnipeg Arts Council, we will seek ways to enhance the fund.

5.3 The Winnipeg Arts Council will deliver arts development programs such as *artsVest,* that provide advantage for the arts community, and as well, remunerate the Winnipeg Arts Council.

5.4 The Winnipeg Arts Council will continue to work with the City of Winnipeg, the arts community, arts supporters and the people of Winnipeg, to increase the allocation from the City.

Key performance indicator –

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

4 ADMINISTRATION and ORGANIZATIONAL DEVELOPMENT

4.4 Board Priorities

In 2013, the Winnipeg Arts Council plans to undertake a thorough ByLaw review with the goal of a complete update that will bring the ByLaw into contemporary application. As written, the ByLaw does not provide the guidance required to steer the organization through to a future of sustainability.

As mentioned, the Winnipeg Arts Council welcomes the facilitation of a funding agreement with the City of Winnipeg. The prospect of developing a full service agreement will be explored in consultation with City officials. Issues of governance and government relations are constantly monitored and will be reviewed for policy updates in 2013.

4.5 Personnel Plan

STAFF 2013

Executive Director	Carol A. Phillips
Artist Projects Manager	tamara rae biebrich
Office Manager and Financial Administrator	Tanya Christensen
Program and Development Manager	Dominic Lloyd
Administrative Assistant	eryn mackenzie
Communications and Resource Development Manager	Alix Sobler
Manager, Public Art	Tricia Wasney

BOARD OF DIRECTORS

Vonnie von Helmolt, Vice Chair
Randy Joynt, Secretary-Treasurer/Chair of Finance Committee
Laird Rankin, Past Chair

Derek Dabee, Council Director
Monica Giesbrecht, Council Director
Perry Grosshans, Arts Community Director
Reid Harrison, Arts Community Director
Anne Hodges, Arts Community Director
Yude Henteleff, Council Director
Jeffery Kohut, Arts Community Director
Councillor John Orlikow
Theresa Harvey Pruden, Council Director
Sheila Spence, Arts Community Director
Marlene Stern, Council Director

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 manage the business of the Council and the Executive Director is currently supported by a staff of six.

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 2013 – 2015 FINANCIAL PLAN

6.1 Notes To Budget

2013: Additional funds are required for a 3% increase in Operations; the reinstatement of the New Creations Fund at $250,000; and the re-establishment of the Youth With Art Program at $50,000. Limited increase is planned for Project Grants and Individual Artists. There has not been an allowance for the increased costs in Operations for several years. A minimal cost-of-living budget adjustment has not been accommodated since 2007.

2014: The plan is to move the Public Art salaries from capital-sourced funds to the Operating budget. Also, 2014 will open the next two-year cycle for Operating Grants to arts organizations with the need to raise the fund available by 10% to permit modest increase for some and the addition of a very few new operating clients to the program. The Arts Development Program would see a small increase of $15,000 in order to support partnerships. The Repairs and Equipment for Arts Organizations Program would be established at $100,000, in order to make a contribution to the long-term sustainability of cultural facilities. Translation costs, jury fees and expenses will also increase.

2015: Additional funds are to be invested in all Grant Programs except for Operating Grants which will receive further attention in the 2016/2017 funding cycle.

6.2 Draft Budget (attached)

WINNIPEG ARTS COUNCIL

CODE		2013 Budget	2014 Budget	2015 Budget	Notes
	OPERATING EXPENSES				
001	Committee Expense/Hospitality	$2,500	$2,500	$2,500	
002	Courier/Trsp./Parking	$1,000	$1,000	$1,000	
003	Audit	$7,000	$7,000	$7,000	
004	Legal Fees	$2,500	$2,500	$2,500	
005	Equipment/Furniture	$6,000	$6,000	$6,000	
006	Board Expense	$6,000	$6,000	$10,000	
007	Insurance/Bank Charges	$5,000	$5,000	$5,000	
008	Seminars/Conferences/Prof. Dev.	$7,000	$7,000	$9,000	
009	Communications/Advertising	$10,000	$10,000	$15,000	
010	Phone/Fax/Computer	$6,500	$6,500	$6,500	
011	Postage	$2,500	$2,500	$2,500	
012	Office Supplies	$8,000	$8,000	$10,000	
013	Print Costs	$11,000	$11,000	$12,000	
014	Rent	$40,850	$40,850	$40,850	
015	Memberships/Subscriptions/Library	$3,000	$3,000	$3,000	
	Office sub-total	**$118,850**	**$118,850**	**$132,850**	
016	Staff	$328,000	$400,000	$400,000	2014 - Take in Public Art Salaries
017	Casual & Consultants	$26,000	$28,000	$28,000	
018	Benefits	$37,000	$40,000	$40,000	
	Staff sub-total	**$391,000**	**$468,000**	**$468,000**	
	Operations sub-total	**$509,850.00**	**$586,850.00**	**$600,850.00**	
	PROGRAM EXPENSES				
019	Operating Grants	$3,124,679	$3,437,000	$3,437,000	2013 - No change
020	Project Grants	$210,000	$230,000	$275,000	2014 - Increase of 10% to arts organizations
021	Individual Artist Grants	$145,000	$160,000	$200,000	2015 - Increase Projects & IA grants
022	New Creations Fund	$250,000	$250,000	$300,000	2013 - Reinstate Program
023	Carol Shields Wpg. Book Award	$6,250	$6,250	$6,250	
024	Professional Development Grants	$70,000	$70,000	$90,000	
025	Youth With Art	$50,000	$50,000	$100,000	2013 - Re-establish at $50,000 level
026	Arts Development	$105,000	$120,000	$150,000	
027	Repairs & Equipment for Arts Orgs		$100,000	$150,000	2014 - Establish at the $100,000 level
028	Translation Services	$10,000	$12,000	$12,000	
029	Jury Fees	$20,000	$28,000	$28,000	
030	Jury Expenses	$6,000	$8,000	$8,000	
031	Emergency Fund	$10,000	$10,000	$20,000	
	Program sub-total	**$4,006,929**	**$4,481,250**	**$4,776,250**	
	Grand Total	**$4,516,779.00**	**$5,068,100.00**	**$5,377,100.00**	
	Operations as % of total	11.3%	11.6%	11.2%	