2016 – 2018
Corporate Plan

Winnipeg Arts Council Inc.



WINNIPEG ARTS COUNCIL
CORPORATE PLAN 2016

> *There is nothing 'nice to have' about the arts… there is nothing tangential, there is nothing soft about any of them…they are absolutely central to our economy, our public life and our city's health…* *John Kampfner, CEO, Creative Industries Federation, UK

In 2015, funding from the City of Winnipeg shifted to a favourable direction, concluding years of fixed allocations. This positive action was step one towards the Mayor's goal of improving annual funding to seven dollars per capita over the course of two years. 2016 is year two, and in order to meet that goal, the amount requested is $5,082,552.00. We welcome the immediate impact the investment will have upon the arts in Winnipeg. In consideration of longer term strategic direction, further growth in the per capita amount will bring Winnipeg in line with standards of municipal funding in other major Canadian cities.

The arts and the city – it is at this juncture that the spark of creativity results in the culture and the character that defines place. Winnipeg's artists and arts institutions create the look and feel and also the sound of the city. At the very heart and soul of urban development, public art is the prime means for humanizing civic spaces. The Winnipeg Arts Council is proving its effectiveness as a city-building entity, guiding municipal investment in Winnipeg's arts organizations and artists, those that build the city's reputation through the public value and civic impact of the arts, through how the arts enhance community and spur civic pride. The high calibre of Winnipeg's artistic integrity acknowledged internationally is a result of this investment in artistic achievement. The Winnipeg Arts Council's Corporate Plan for 2016, will continue the reinvestment in the arts begun in 2015. Key elements to be included:

- Increasing the **Multi-year Grants funding** for large or continuously operating organizations
- Increasing the number of **Project Grants** to new and/or developing arts organizations
- For the first time in ten years, significantly increasing the number and amount of Grants to **Individual Artists**
- Restoration of the **New Creations Fund** (dormant since 2011) to invest in the development and production of new works by Winnipeg arts organizations that would otherwise be beyond their capacity to create
- Introduce the **Indigenous Arts Initiative** consisting of two parts, the **Indigenous Arts Management Fellowship** and the **Indigenous Public Art Project**. The Fellowship will provide advanced opportunity for arts managers of Indigenous heritage, and the public art project will contribute to the development of Indigenous arts that are vibrant, supported and connected to the broader arts and civic community.

1. THE NECESSITY OF MUNICIPAL FUNDING FOR THE ARTS

The Winnipeg Arts Council is a non-profit public benefit agency with charitable status, charged by the City of Winnipeg to distribute funding to arts organizations and artists, to manage the City's Public Art Policy, and to foster development of the arts for the people of Winnipeg. As a pre-eminent city-building organization, the Winnipeg Arts Council focuses on the quality of life in the city and how arts and culture determines Winnipeg's reputation as a City of the Arts, both nationally and internationally.

The Winnipeg Arts Council by delivering on priorities set by the municipal plan, *Our Winnipeg*:

> a) *helps* Winnipeg maximize the value it derives from the arts for purposes of the economy, tourism, employment and quality of life;
>
> b) *gives* Winnipeg a coherent, civic-wide policy on culture based in efficiency and best practice;
>
> c) *uses* Winnipeg's arts, culture and creative industries to enhance the quality of life, fortify the local economy, promote the City's reputation, and generate positive social benefits for all of Winnipeg's diverse communities, bringing Winnipeg in step with progressive cities around the world

The great distinguishing factor from any other organization listed on the City's "Grants" list is the fact that the Winnipeg Arts Council functions as an investor and administrator on behalf of the City and these funds are thereby distributed to over 200 arts organizations and artists each year at a lower administration cost than any other public funder in the country.

As an Economic Driver!

Arts and culture are powerful drivers of the quality of life in Winnipeg and of the local economy. In 2010, the Winnipeg Arts Council initiated and won the bid to be designated Canada's Cultural Capital by the federal government and invested an additional $3.5 million dollars into the City's arts economy. Not-for-profit arts organizations along with film, music, computer graphics and other creative initiatives, interact with and support investments in other sectors such as technology, the service sector, and the myriad of small and large businesses operating in the city. The larger the municipal investment in arts and culture, the greater the returns as demonstrated in the following. In no other sector are the yields proportionately as high.

In 2014, through the updated economic activities study *Ticket to the Future ENCORE,* Prairie Research Associates determined the following:

- The arts and creative industries account for over $1 billion in economic activity in Winnipeg and employ 6.4% of the city's labour force or approximately 26,000 citizens.
- By investing in arts and culture, municipal governments provide assurance to other prospective funders and demonstrate leadership. Every dollar of municipal funding attracts another $18.23 in support to

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local arts and culture organizations from other levels of government and from the private sector.

- More than 3 million visitors attend Winnipeg's concert hall, performances, art galleries and museums annually; 1.9 million seats are filled each year by 12 professional local arts and cultural organizations
- Cultural activities are the third most popular activity for tourists visiting Winnipeg, *ahead of both sightseeing and outdoor sports* and activities; tourists spent $87 million in 2007 that included enjoying arts and culture in the city

Community Engagement!
Through its Public Art community engagement programs, for example WITH ART and Youth WITH ART, the Winnipeg Arts Council funds and assists projects created to engage communities and most importantly, young people, in art projects that allow their creative voices to emerge. The results are transformational. Young people are given opportunities to make positive life choices, choices that can mean a difference to their education and their futures. Many of these programs are focussed in the inner city.

Building a City of Character!
The Public Art Program managed by the Winnipeg Arts Council has become a model for the rest of the country and is often called upon by other municipalities for advice. Projects in Winnipeg have transformed public space adding character and often creative utility. Whether the impressive light and mist fountain in the Library's redesigned park now an iconic marker in the centre of the city, or art works that enliven neighbourhoods, or artists' designs integrated into infrastructure like the Disraeli Active Transportation Bridge or in the Transcona Centennial Square, or the sculptural fire pit in St. Vital Park, the Winnipeg Arts Council provides the initiative and administrative integrity needed for all aspects of public art throughout the entire city.
Formally, 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. To deliver the Public Art Program Winnipeg requires and deserves means an allocation of 1% of the City's Capital Budget in addition to the fixed current allocation of $500,000. Adding a percent-for-art strategy will allow the program to build at a rate that corresponds with municipal growth. Other municipalities such as Vancouver and Toronto have requirements or incentives for private sector developments to contribute to the municipal Public Art fund, for example through implementing incentive-based contributions or levies.

2. 2016 GOALS AND PROGRAMS

In the next twelve months, the Winnipeg Arts Council focus will be directed by the five interconnected themes derived from the current Strategic Plan and reflecting *OurWinnipeg*, each serving as an umbrella for the organization's various initiatives, activities and partnerships.

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

The arts and creative industries account for **over $1 billion in economic activity** in Winnipeg and employ **6.4% of the city's labour force** or approximately 26,000 citizens.

Through its Public Art **community engagement** programs, for example WITH ART and *Youth* WITH ART, the Winnipeg Arts Council funds and assists projects created to **engage communities** and most importantly, **young people.**

The Winnipeg Arts Council provides the **initiative and administrative integrity** needed for all aspects of public art throughout the entire city.

A **percent-for-art strategy** will allow the program to build at a rate that corresponds with municipal growth.

The city's 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 starkly different place.

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

2.1 Multi-year Grants

The three-year Operating Grants and two-year Program Support Grants make contributions to the operations of established arts organizations that have a continuing presence in Winnipeg throughout the year or seasonally, and have track record of high-quality programming or services. Multi-year grants 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 forms, to participate in the development of local artists, to maintain public support, and to practice strict management and financial controls.

Organizations are invited to apply to either the two-year or three-year program depending on a variety of factors including budget size, scope of programming, and number of staff. All organizations receiving multi-year grants must have a history of consistent programming/presentation and public support, and must provide regular reporting to ensure that they continue to meet the objectives of the program. In 2016 the multi-year grants line will be increased by 5%, building upon the small increase made in 2015. Organizations in the middle of a multi-year funding agreement will be afforded the opportunity to access a portion of the increase.

2.2 Project Grants

Project Grants serve new and developing arts organizations, established arts organizations that work on a project basis, and artist collectives undertaking a special, one-time initiative. These grants support a range of activities and art forms, reflecting different cultural traditions and art practices. Each 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 multi-year grant clients.

2.3 Individual Artist Grants

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

Winnipeg is one of the few cities in Canada to have a support program for individual artists at the municipal level, making this program a valued contributor to the national reputation of Winnipeg as a city of the arts. In 2016, an increase to the Individual Artist grant line will yield two important results: an increase in the number of grants awarded to Winnipeg artists, and an increase to the amounts awarded for each grant category for the first time in ten years. Emerging artists will be eligible for grants of $3,000 (from $2,000 currently) and mid-career/established artists will be eligible for $7,000 awards (from $5,000 currently).

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Multi-year **grants support** a range of activities and art forms, reflecting **different cultural traditions and art practices.**

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2.4 Professional Development Grants

The Professional Development Grant Program assists 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.

2.5 The New Creations Fund

Between 2003 and 2011 the New Creations Fund invested over $1.7 million in the development and production of new works by Winnipeg arts organizations that would otherwise be beyond their capacity to create. Before it was suspended for lack of funds, the program was instrumental in the creation of new Winnipeg works of theatre, opera, music, literature, dance, and the visual arts. Works made possible by this program included creations addressing First Nations, Métis, and Francophone themes and several have been presented beyond Winnipeg by Canada's regional theatre companies, the National Arts Centre, and the 2010 Vancouver Olympics. As reported in the 2015 Corporate Plan, the New Creations Fund will be restored in 2016 with additional investment from the City of Winnipeg.

2.6 Indigenous Arts Management Fellowship

In 2016 the Winnipeg Arts Council will introduce the Indigenous Arts Management Fellowship. This program will provide an opportunity for a First Nations, Métis, or Inuit arts administration professional with a one-year opportunity to become immersed in the community of contemporary arts creation and presentation in Winnipeg. The program's aim is to provide an opportunity for arts managers from Canada's Indigenous communities and to contribute to the development of Indigenous arts communities which are vibrant, supported, and connected to the broader arts and civic community. A candidate selected through an application process will undertake a year's placement with the Winnipeg Arts Council where they will develop tangible skills and meaningful experience working in an arts environment, and undertake a research project.

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, and media arts. Applications for assistance are considered through **a peer assessment process** that advises the Winnipeg Arts Council on awards to be made within a pre-determined budget, against program criteria and guidelines. Panel members change each time to reflect the range of artistic expression represented by the applicants.

Program evaluation is a constant factor. Ongoing monitoring of our program delivery allows us to ensure that our operations continue to meet the needs of Winnipeg's arts organizations and the mandate of the Winnipeg Arts Council. Regular review ensures our programs stay current and allows us to play a role in the development of local and national arts policy.

Program evaluation in 2016 will focus on updating processes to meet changing technologies. New guidelines for artists' support material will be introduced

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and the Winnipeg Arts Council will continue to investigate and adapt, in consultation with funders across the country, aspects of the grant application process to an electronic format.

Key Performance Indicator:
As a condition of the receipt of funds, arts organizations or artists must meet the terms of a "Contribution Agreement" and are required to report the effect of their programs and/or audience response, including statistical comparisons year-to-year. Artistic success is measured and financial accountability is a requirement. A description of "public value" will have to be met that demonstrates artistic leadership, public engagement, and community impact.

Goal: 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:

2.7 Culture Days
This open doors event invites the public 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 partners in Culture Days in order to promote the arts and to assist access for everyone in Winnipeg, with both financial investment and representation on the Culture Days Board of Directors.

2.8 Art Matters
The goal of Art Matters is to highlight the importance of the arts in a way that extends beyond the normal relationship of artist-audience, and to seek out the connections that the arts make for everyday people in their everyday lives. Presenting artists, critics, and thinkers in a conversation, this series will reach across lines of discipline, genre, and gender to present a stimulating look at not only what makes artists tick, but at how the arts make *us* tick. Art Matters was introduced in 2014 and will continue in 2016 with two public presentations.

Key Performance Indicator:
Each Arts Development program or event will be evaluated for its artistic integrity and measured for attendance, seeking year by year increases.

Goal: 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 defining the character of a city.

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2.9 The Public Art Policy and Program

The Winnipeg Arts Council manages the Public Art Policy and Program on behalf of the City of Winnipeg through an annual allocation from the City's Capital Budget and has overseen the creation of more than 50 public artworks since the Policy was approved in 2004. The impressive diversity of sculptural, interactive, and community-engaged public projects give the population a way of reflecting upon and showing pride in their city. Major upcoming projects include an **Indigenous-focussed artwork** in the heart of downtown, light-based sculptures for the grand boulevard of Broadway and integration of artwork into some of Winnipeg's new libraries. Intimate community collaborations are taking place through the WITH ART and Youth WITH ART program in neighbourhoods all over the city, engaging community and exploring issues, ideas and placemaking.

While the success of the Public Art Program is a boon for Winnipeg, future achievements will require increased funding. As the collection grows, so too does the responsibility for upkeep. Managing the maintenance of a growing collection while continuing to respond effectively to the demand for quality cultural representation in Winnipeg is of the utmost importance to the Winnipeg Arts Council and requires more staff time to oversee and administer than is currently feasible based on a decade-long stagnation in funding for the Public Art Program.

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.

2.10 The Urban Idea Centre

Managed by the Winnipeg Arts Council, The Urban Idea Centre is mandated to promote the importance of the arts in city building. This is achieved through events, publications, and programs including "The Year of Urban Ideas" which in 2014 generated conversation about placemaking in Winnipeg through symposia, art installations, public performances, and more.
In 2016 Urban Idea will focus on young people with the second City Builders Camp, a month-long opportunity for Winnipeg high school students to work with artists and creative professionals using artistic practice to learn about city planning and operations.

Key Performance Indicator:
Continuous evidence of public involvement in and acceptance of city building initiatives; increasing demand for public art partnerships measured by partner investment and creation of new public art works.

Goal: 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

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celebrate and promote the ways in which they are integrated into the lives of Winnipeggers.

2.11 Promotional and Celebratory Events

The Mayor's Luncheon for the Arts, which includes the presentation of the annual Winnipeg Arts Council Awards, draws attention to arts achievement and boosts awareness of the arts in Winnipeg.

The Carol Shields Winnipeg Book Award honours books that evoke the special character of, and contribute to the appreciation and understanding 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.

2.12 Community Engagement with the Arts

WITH ART and Youth WITH ART programs 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 a model for community engagement.

The introduction of Public "Art Walks" and "Bike Tours" has been received by the public with great interest and more excursions were demanded. This program will be expanded in 2016 throughout all the seasons.

Urban Idea's City Builders Camp is a crossover program that serves more than one theme.

Mass Appeal is a new program being introduced in 2016. It is a series of free concerts that bring people together to celebrate in public space, as both artist and audience. Participation in Mass Appeal is open to anyone regardless of skill level, amateur or professional. Each event features one specific instrument or type of instrument to be played by every participant with a predetermined repertoire. The music is made available online for participants to rehearse and then performed at a specific time by as many musicians as show up, to whatever audience chooses to take part. In 2016 Winnipeg will see Mass Appeal events taking place in locations to be determined with the intention of five in total, one in each of the north, south, east, west, and central sections of the City.

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, City Builders Camp, and Mass Appeal, accessibility to participation in creative experience and the influence such projects have upon communities and youth will be analyzed.

Goal: 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

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developing and extending resources, including a more sustainable funding model from the City.

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

2.14 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.

2.15 The Winnipeg Arts Council will look for arts development programs that provide advantage for the arts community, and as well, remunerate the Winnipeg Arts Council.

2.16 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.

3. COMMUNICATIONS STRATEGY

In service to all the goals and activities outlined in the Corporate Plan, the Winnipeg Arts Council will engage in a multi-tiered communications strategy. Particularly in promoting and encouraging a thriving community of Winnipeg artists and arts organizations and in fostering awareness of the arts throughout Winnipeg. Accessible routes to the arts for all Winnipeggers is of prime importance, whether new to the possibilities of the arts or those already enthusiastic.

3.1 Communication Tools

The Winnipeg Arts Council *Billboard* is a very popular destination for local arts news and event listings. The site will be expanded to be more all-encompassing, as well as to grow the weekly distribution list (currently more than 1200 subscribers).

- The Winnipeg Arts Council website is a valuable landing place for artists and arts patrons. This space will continue to promote upcoming Winnipeg Arts Council events and programs.
- Introduced in 2015, the Winnipeg Arts Council's *Artist Directory* serves as a comprehensive online listing of Winnipeg's visual, media, performing, and literary artists. The Directory provides professional artists with a point of contact to connect with potential collaborators, new audiences, and commercial opportunities.
- In 2016, the *Art Matters* video segments which capture thoughts about their arts experiences from a cross-section of Winnipeggers will be completed. These videos will be a new on-line feature that demonstrates the fundamental public value of the arts through personal stories.

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.

In service to all the goals and activities outlined in the Corporate Plan, the Winnipeg Arts Council will engage in a multi-tiered communications strategy. Particularly in **promoting and encouraging a thriving community** of Winnipeg artists and arts organizations and in **fostering awareness of the arts** throughout Winnipeg.

- The Winnipeg Arts Council's *social media* presence has grown exponentially in 2015, and this trajectory will continue. We are steadily building a following through platforms such as Facebook, Twitter and Instagram. The Communications Manager has a mandate to increasingly make connections through these platforms, the purpose of course to expand the Winnipeg Arts Council presence and leverage these connections to spread awareness of arts programming, events, artists and arts organizations in Winnipeg.

3.2 Media Partnerships

The Winnipeg Arts Council is aiming to build stronger relationships with the major media outlets in Winnipeg, including radio, print, television, and online. These relationships will prove valuable when promoting Winnipeg Arts Council programming events, especially the Public Art Program. Working in tandem with our website and social media strategy, these connections with the media provide the opportunity to reach a far larger and more diversified audience.

3.3 Sponsor Partnerships

The Winnipeg Arts Council is exploring additional corporate sponsorships for some of our events and programming. It sees the importance of aligning with strong local brands, as events/programming with high-level local sponsors tend to receive an abundance of attention in the media and in the public eye. High level sponsorships also help the Winnipeg Arts Council reach out to new audiences and demographics that are more difficult to reach through only our own press and promotion.
Most importantly of course sponsorships can provide additional investment into Winnipeg's arts community.

4. ADMINISTRATION AND ORGANIZATIONAL DEVELOPMENT

4.1 Board Priorities

The Winnipeg Arts Council will continue to request City approval of Winnipeg Arts Council ByLaw updates that will bring the ByLaw into contemporary application. Currently, the ByLaw does not provide the guidance required to steer the organization. Revisions to the ByLaw were submitted to the City in April 2013.
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 further explored in consultation with City officials.

Issues of governance and government relations are constantly monitored and will be reviewed for policy updates in 2015.

4.2 Personnel Plan

STAFF

Executive Director	Carol A. Phillips
Artist Projects Manager	tamara rae biebrich
Office Manager and Financial Administrator	Tanya Christensen
Program and Arts Development Manager	Dominic Lloyd
Administrative Assistant	Genevieve Collins
Communications and Resource Development Manager	Brodie Sanderson
Manager, Public Art	Tricia Wasney
Public Art Assistant (temporary)	Alexis Kinloch

In 2016, the intention is to add one fte to assist in expanded program delivery.

The Winnipeg Arts Council is aiming to **build stronger relationships** with the major media outlets in Winnipeg, including radio, print, television, and online.
The Winnipeg Arts Council is exploring additional **corporate sponsorships** for some of our events and programming.

The Winnipeg Arts Council will continue to request City approval of Winnipeg Arts Council **ByLaw updates** that will bring the ByLaw into contemporary application.

BOARD OF DIRECTORS
Vonnie Von Helmolt, Chair
Jim August, Vice Chair
Lisa Wood, Secretary-Treasurer/Chair of Finance Committee
Laird Rankin, Past Chair

Louise Duguay, Council Director
Monica Giesbrecht, Council Director and Chair of Public Art Committee
Councillor Cindy Gilroy
Jason Granger, Council Director
Reid Harrison, Arts Community Director
Ann Hodges, Arts Community Director
Evan Klassen, Council Director
Jeffrey Kohut, Arts Community Director
Sandi Mielitz, Arts Community Director
Theresa Harvey Pruden, Council Director
Sheila Spence, Arts Community Director
Clive Wightman, Council Director (non-voting)

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 non-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. 2016-2018 FINANCIAL PLAN

6.1 Notes to Budget

2016: With an allocation of $5,082,552.00, funding to all grant programs will increase; the New Creations Fund will be reinstated and the Indigenous Arts Initiative launched. In 2016, the Mayor's goal of $7.00 annual per capita funding can be reached.

2017/2018: All additional funding will be invested directly into the Winnipeg arts community for the benefit of Winnipeg audiences.

WINNIPEG ARTS COUNCIL - 2016

CODE		2016 Budget	2017 Budget	2018 Budget	Notes
	OPERATING EXPENSES				
001	Committee Expense/Hospitality	$3,000	$3,000	$3,000	
002	Courier/Trsp./Parking	$4,800	$4,800	$4,800	
003	Audit	$7,000	$7,000	$7,000	
004	Legal Fees	$2,500	$2,500	$2,500	
005	Equipment/Furniture	$9,000	$9,000	$9,000	
006	Board Expense	$8,000	$8,000	$8,000	
007	Insurance/Bank Charges	$6,000	$6,000	$6,000	
008	Seminars/Conferences/Prof. Dev.	$10,000	$15,000	$15,000	
009	Communications/Advertising	$6,000	$6,000	$6,000	
010	Phone/Fax/Computer	$6,700	$6,700	$6,700	
011	Postage	$2,000	$2,000	$2,000	
012	Office Supplies	$10,000	$10,000	$10,000	
013	Print Costs	$12,000	$12,000	$12,000	
014	Rent	$52,000	$52,000	$52,000	
015	Memberships/Subscriptions/Library	$3,000	$3,000	$3,000	
	Office sub-total	**$142,000**	**$147,000**	**$147,000**	
016	Staff	$410,000	$422,300	$434,969	
017	Casual & Consultants	$20,000	$20,000	$20,000	
018	Benefits	$53,000	$53,000	$53,000	
	Staff sub-total	**$483,000**	**$495,300**	**$507,969**	
	Operations sub-total	**$625,000.00**	**$642,300.00**	**$654,969.00**	
	PROGRAM EXPENSES				
019	Multi Year Grants Program	$3,510,145	$3,690,653	$4,090,653	
020	Project Grants	$175,000	$185,000	$195,000	
021	Individual Artist Grants	$230,000	$230,000	$250,000	
022	New Creations	$200,000	$200,000	$250,000	
023	Carol Shields Wpg. Book Award	$6,250	$6,250	$6,250	
024	Professional Development Grants	$50,000	$55,000	$55,000	
025	Youth With Art	$60,000	$80,000	$80,000	
026	Arts Development	$180,157	$187,349	$194,680	
027	Translation Services	$10,000	$10,000	$10,000	
028	Jury Fees	$20,000	$20,000	$20,000	
029	Jury Expenses	$6,000	$6,000	$6,000	
030	Emergency Fund	$10,000	$20,000	$20,000	
	Program sub-total	**$4,457,552**	**$4,690,252**	**$5,177,583**	
	Grand Total	**$5,082,552**	**$5,332,552**	**$5,832,552**	