

Winnipeg Arts Council Corporate Plan 2024

Winnipeg Arts Council
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Treaty 1 Territory
204.943.7668
winnipegarts.ca

The Winnipeg Arts Council is located on Treaty 1 Territory and on the ancestral lands of the Anishinaabeg, Cree, Oji-Cree, Dakota and Dene Peoples and in the National Homeland of the Red River Métis. We offer our respect and gratitude to the traditional caretakers of this land.



The Arts in Winnipeg 2024 to 2027

In the Winnipeg City Council's *Strategic Priorities Action Plan*, Downtown Revitalization is among the highest priorities. The arts and public art are key components of a healthy downtown and supporting their stability and growth contributes to making downtown a place for all citizens to live, work and play. As Winnipeg Arts Council Chair, Andrew McLaren, wrote for the Winnipeg Free Press: *When the arts prosper, downtown prospers – and when downtown prospers, all of Winnipeg sees the benefits.*

The arts in Winnipeg need stability. It is understood that the City of Winnipeg faces a list of needs from many sectors. However, with a financial plan allocated over the next four-year City Budget, the predicament of the arts and public art can be conscientiously addressed.

1. GRANTS, PROGRAMS & OPERATIONS

To secure investment in the arts through the Winnipeg Arts Council using a funding formula that increases **the annual allocation** by 5% year over year for the course of the four-year City Budget:

- 2024 + $229,000 $4,809,000
- 2025 + $240,450 $5,049,450
- 2026 + $252,472 $5,301,922
- 2027 + $265,096 $5,567,018

Over this period, the Winnipeg Arts Council would secure programs and operations, and expand funding to those groups and artists currently underfunded. The impact of municipal arts funding would be reinvigorated with key investments to continue to assist the arts sector with recovery from the pandemic years, the return of audiences, enlivened programming in all the art forms and starting to bring Winnipeg more in line with municipal arts funding as demonstrated by cities and their arts councils across Canada.

2. PUBLIC ART

Winnipeg has been recognized across Canada for its leadership role in **Public Art** programming, despite some of the lowest comparative funding. Public Art in Winnipeg has suffered significantly over the last four years. As forecast now, there is no funding budgeted for Public Art starting in 2024. A pragmatic plan to safeguard Public Art and its alignment with *OurWinnipeg 2045* priorities could be designed as follows:

- **Reinstate an annual base amount to ensure effective policy implementation, project planning, and program and collection management.**

Recommended amount:

- $750,000 (the approximate value in today's dollars of the annual allocation of $500,000 which was in place from 2004–2018).

- **Create a City Administrative Directive for Including Public Art in Major Capital Infrastructure Projects.** The accumulated allowance can be pooled in a "public art fund" to be managed by the Winnipeg Arts Council, to contribute to Public Art commissions created downtown and throughout the city.

Recommended amounts:

- 1% from each Major Capital Project budgeted up to $50 million
- 0.75% from each Major Capital Project budgeted at $50 to $100 million
- 0.5% from each Major Capital Project budgeted over $100 million

3. MUSEUMS

In 2018, the Winnipeg Arts Council received direction from the City to develop a peer-assessed **museums grant program**. However, sufficient funds were not provided to support such a program. Our intentions are to create a museums program using as a template the guidelines and criteria of our Program Support Grant. Funds allocated for museums have not altered in many years except for a 10% reduction in 2020. Museums serve as the caretakers of the City's tangible and intangible heritage as well as primary educators. They work with minimal means.

Recommended amount:

- In 2023, the allocation was $258,570. For each year of the four-year budget, an allocation of $388,000 would begin to correct years of attrition and permit a more equitable funding program (+ 50% one time).

FOCUS AREA GRANTS, PROGRAMS & OPERATIONS

The Winnipeg Arts Council's programs and operations are designed around three main themes: inspiring Winnipeggers to deepen their engagement with and value for the arts; intentionally serving diverse communities and artistic disciplines; and highlighting the links between the arts and city building. By taking a leadership role in supporting artists and arts organizations in their creative practices, and providing opportunities for citizens to interact with the arts, WAC takes a leadership role in improving the quality of life in our city.

Grants to individuals and arts organizations are one of the primary avenues of support. Multiyear funding provides stability to established organizations while project support creates space for new and developing organizations and artist collectives to experiment, create, and connect with audiences. Individual grants provide support to emerging and established Winnipeg artists to develop and present new work and to develop their own skills.

WAC grants are available to individuals and organizations based in Winnipeg, and whose core activity is the arts. Our programs serve practitioners at all career levels, from the emerging to the established, in a variety of artistic disciplines. Programs are designed to be responsive to community needs, to new and evolving artforms, and to reflect the diverse population of Winnipeg.

The Indigenous Arts Leaders Fellowship is a program which specifically addresses Indigenous representation in Winnipeg's arts ecosystem, providing First Nations, Métis and Inuit Winnipeggers with paid opportunities to develop skills and contacts in arts administration. The program aligns with the Truth & Reconciliation Commission's Calls to Action 7, 84, and 92 addressing employment and education gaps between Indigenous and non-Indigenous Canadians, and equitable access to jobs and leadership positions in the arts.

Other programs to celebrate and inspire Winnipeggers to participate in the arts include partnerships such as those with Culture Days, Nuit Blanche Winnipeg, Jane's Walk, and the Winnipeg Architecture Foundation. WAC provides leadership through the City Builders program, delivering arts and urban awareness to high-school students and through the Poet Laureate program, which celebrates the city through the written word. The Mayor's Luncheon for the Arts and Winnipeg Arts Council Awards gather the best of Winnipeg's arts and business communities to salute the highest levels of artistic achievement in our city.

- 2024 Pilot Program: Culture Pass 18! The Winnipeg Arts Council will develop a pilot project for a Culture Pass, to provide young people with opportunities to access Winnipeg arts events free of charge. The Culture Pass will give free access to cultural goods events and experiences like music, theatre, dance and visual art, helping build the next generation of arts supporters in Winnipeg.

- We are currently in the planning stages for *City of Song,* a year-long celebration of the city's 150th birthday in 2024. A year of events will showcase the best of our local talents as well as guest performers from across Canada. *City of Song* will create opportunities for Winnipeggers to engage in the power of singing with friends and neighbours across the city.

FOCUS AREA PUBLIC ART

The Public Art Program creates opportunities for artists to reflect on Winnipeg's stories and places while creating civic icons. We strive for Indigenous representation and diversity in Winnipeg's Collection with consideration for artists, geography, materials, and scale. Art can be a meaningful path for reconciliation. It is essential that Winnipeggers see themselves reflected in their city and that Indigenous artists are represented in Winnipeg's Public Art Collection.

- **90% of Winnipeggers say that public art gives the city more character, and 78% say every city project should have an element of public art.**

Artworks transform public space, adding character and often creative utility. Whether the impressive light and mist fountain in Millennium Library Park, now an iconic marker downtown, or Rooster Town Kettle and the integrated works along the BLUE Line, the Winnipeg Arts Council provides the initiative and administrative integrity needed for all aspects of public art throughout the entire city.

While the Program has been limited by a severely reduced budget in recent years, we have focused on the development of smaller temporary and community-based artworks along with maintenance and engagement with existing works. WITH ART and *Youth* WITH ART programs encourage communities to come together through the process of artmaking. Families gather to skate under the rainbow lights in Kildonan Park, Indigenous artists share teachings in Air Canada Park, and wheelchair athletes invite us to a pickup game at the Mayfair Recreation Centre.

We prioritize interpretation and access to art beyond the physical installation of works in public space. We work with writers, designers, and community partners to develop interpretive materials. Public art tours attract a broad audience to explore our city together. Our free mobile app provides Winnipeggers and visitors with a tool to get outside and learn about our city through the art found in our parks and on our city streets.

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

We continue to advocate for investment to rebuild the Program through the implementation of a percent for art initiative and consideration for art throughout the planning process. We have been actively seeking out partnerships, working with BIZs and the Downtown Action Team, consulting with Recreation Services and Public Works on capital projects in development (St. Vital Bridge, St. James Civic Centre, and Southwest Recreation Centre).

- **With investment from the Downtown Recovery Strategy, we have leveraged provincial funding for the commissioning of a legacy artwork by an Indigenous artist along Broadway to mark Winnipeg's 150th Anniversary. A request for federal funding has also been made.**

The allocation of a percentage of Major Capital Project Budgets to public art, along with an annual base allocation, would deliver the Public Art Program Winnipeg needs and allow it to build at a rate that corresponds with municipal growth.

Formally, the annual Public Art Program Plan is submitted under separate cover to the Director of the Department of Planning, Property and Development for approval by the Planning Executive Advisory Committee.

FOCUS AREA MUSEUMS

Museums serve as the caretakers of the City's tangible and intangible heritage as well as primary educators. In 2018, City Council directed the Winnipeg Arts Council to take over funding for five museums which had previously been funded directly by the City and WAC has been distributing these funds since 2019.

Also in 2018, WAC received direction from City Council to develop a peer-assessed museums grant beginning in 2022. However, under the terms of a four-year museums funding agreement (2020-2023) issued by the City of Winnipeg, all museums funding currently flowing through WAC has been prescribed by the City including which recipient organizations are funded, individual grant amounts, and all funding/reporting requirements. No funds to support the Council-directed program have been provided and there is no flexibility within the existing structure.

WAC can create a museums program using the Program Support Grant for Arts Organizations as a template, but this requires both new investment and the ability to manage a Museums program in the same manner as WAC manages the arts portfolio. Museums funding has not changed in many years except for a 10% reduction in 2020. Beginning with the 2024 year, WAC will seek an additional $130,000 to seed this program and fulfill the direction received from City Council in 2018.



FRAMING THEMES, GOALS/OBJECTIVES and OUTCOMES

- **The Winnipeg Arts Council will inspire the people of Winnipeg to deepen their engagement with, and value for, the arts.**

The Winnipeg Arts Council will continue to develop programs and activities that inspire Winnipeggers and create opportunities for the public to participate in the arts. Winnipeg's 150th anniversary will be a focal point of these objectives in 2023. New public art by an Indigenous artist will be commissioned for Broadway as a forward-looking legacy of the anniversary activities, and *City of Song* will invite all citizens to sing together in a variety of settings and locations across Winnipeg all year long. Winnipeg Poet Laureate Chim Undi will continue to capture the imagination of Winnipeggers with her words and with the publication of her first full volume of poetry.

- **The Winnipeg Arts Council intentionally serves diverse communities and artistic disciplines.**

The Winnipeg Arts Council is constantly working to ensure programs serve a wide cross-section of citizens. There are ongoing efforts to ensure programs remain adaptable and responsive to new and emerging forms of artistic practice, and to artists from underrepresented communities. WAC provides assistance in the preparation of grants requests and public art submissions, and conducts outreach to ensure that these are accessible to artists from different backgrounds, socioeconomic statuses and ethnocultural communities. Public art opportunities are developed to target underrepresented artists. Ongoing attention is paid to the evolution of language used in our forms, on our website, and in land acknowledgements and to the composition of juries, and to consultants, advisors, staff and Board appointments.

- **The Winnipeg Arts Council facilitates a culture where art is understood as essential to city building.**

In addition to raising the city's profile with arts-based 150th birthday activities, the Winnipeg Arts Council will continue to engage with the Mayor, City Councillors, and the civic administration to promote support for the arts as a catalyst for progress in Winnipeg. WAC will continue to engage with business and economic development organizations, tourism, and the education sector to ensure the arts are prominent on the municipal agenda. Work will continue on the creation of policy for expanding and integrating public art throughout the city as part of all municipal planning processes.

- **Increased funding for the Winnipeg Arts Council in order to expand support to artists and arts organizations, and to increase the public's opportunity to interact with art.**

The Winnipeg Arts Council will advocate for full restoration and expansion of arts investment in future budgets with three focus areas: programs and operations, public art, and museums. Additionally, WAC will continue its practice of leveraging funding from other levels of government as well as the private sector, foundations, and other partners, to increase its capacity to deliver upon the actions and activities mandated by the City.

▲ Progress ◆ Ongoing ▼ Incomplete / needs consideration

The Winnipeg Arts Council will inspire the people of Winnipeg to deepen their engagement with, and value for, the arts.		
GOALS/OBJECTIVES:		**2023 OUTCOMES:**
Continue to develop outreach and interpretive programming for the Public Art Program	▲	- Doubled the number of free tours - Added bus tours along the BLUE Line. - Collaborated on Downtown Recovery, Culture Days and other programming with Exchange District BIZ, Downtown Winnipeg BIZ, Bike Winnipeg, Storefront Manitoba, the Winnipeg Architecture Foundation, South Valour Residents Association, Jane's Walk and Winnipeg Chinese Cultural and Community Centre - Continued strategic outreach for tours to a wide range of neighbourhood and cultural groups through social media. - Let's Play Wheelchair Basketball WITH ART publication added to Winnipeg Public Library Catalogue
Complete artwork repairs based on condition reporting completed in 2022	◆	- Challenges finding contractors
Review existing & investigate new Arts Development programs to facilitate interaction between professional artists and the general public	▲	- Enhanced Mayor's Luncheon for the Arts in new venue & expanded accessibility technologies. - Review of partnership with Culture Days & Nuit Blanche Winnipeg
Work on public programs with new Poet Laureate	▲	- Poet Laureate has high public profile including appearances at Chamber of Commerce events and being quoted on floor of City Council. - Poet Laureate developing workshop series for BIPOC writers
Investigate special opportunities for Winnipeg's 150th anniversary	▲	- Developed framework for celebratory programming & public art project; secured provincial support, more fundraising underway
Develop accessibility standards in social media	▼	- Did not have staffing resources to support this
Develop Youth Poet Laureate program	▼	- Did not have staffing resources to support this

▲ Progress ◆ Ongoing ▼ Incomplete / needs consideration

The Winnipeg Arts Council intentionally serves diverse communities and artistic disciplines.		
GOALS/OBJECTIVES:		**2023 OUTCOMES:**
Monitor Covid-19 recovery in the arts sector with a focus on the effects on individual artists, adjusting and responding as need arises	◆	- Participation in national dialogue about recovery and progress across Canada
Ongoing program review to ensure programs continue to be adaptable and responsive to new and emerging forms of artistic practice	▲	- Updated grants language to include mandatory disclosure of AI technology.
Resume professional development opportunities for artists in grant writing and peer assessment, delayed due to Covid-19, with focus on targeting diverse groups	▲	- Presented at workshops hosted by Urban Shaman, Creative Manitoba, and ArtsAccessibility Network Manitoba
Evaluate online grant processes	▲	- Brought multiyear grant programs online
Build on success of Indigenous Arts Leaders Fellowship	▲	- New partnership with Plug In ICA
Incorporate equity audit response into program development and operations	▲	- Expanded self-ID questions to allow more room for identification of D/deaf and hard of hearing, mental and chronic illness by applicants - Brought Disability Arts organization into multiyear funding program - Prioritized smaller organizations and organizations serving historically underrepresented groups for increases with partially restored City investment.
Ongoing attention to board and staff diversity	◆	- Updated equity statement on job posting, appointment made from pool of qualified equity-deserving candidates
Continue to caption video productions and provide ASL interpretation	▲	- Improved ASL visibility with and provide additional tech assistance video at Mayor's Luncheon - Added captioning and ASL interpretation to WITH ART videos
Engage underrepresented artists in the creation of public artworks and programming	▲	- Developed public art opportunities for underrepresented artists (Lights on the Exchange, Winnipeg Words, Chinatown Neighbourhood Banners, Central Park Banners) - Collaborating on interpretive programming for Chinatown Banner Artwork with Chinese Cultural and Community Centre - Developed framework (secured provincial funding/requested federal funding) for a major commission by an Indigenous artist as a legacy of Winnipeg's 150
Implement new Museums grant program upon receiving commensurate funding	▼	- Museums grant amounts and recipients directed by City of Winnipeg through 2023

▲ Progress ◆ Ongoing ▼ Incomplete / needs consideration

The Winnipeg Arts Council facilitates a culture where art is understood as essential to city building.		
GOALS/OBJECTIVES:		**2023 OUTCOMES:**
Develop new City Builders youth program in collaboration with local school divisions	▲	- Expanded City Builders to 12 weeks & made it part of MCAT curriculum
Increased engagement with new Mayor and City Council members	▲	- Resumed regular meetings with Mayor, paused since 2019 - Ongoing engagement with Mayor's office regarding Winnipeg's 150th in 2024
Increased engagement from City Council representative on WAC Board	◆	
Increased participation with other civic organizations	▲	- Renewed dialogue and collaboration with Downtown BIZ, Exchange BIZ, West End BIZ, Osborne Village BIZ, Downtown Recovery Strategy teams, Travel Manitoba, Tourism Winnipeg
Collaborate with City Departments on Capital Projects	▲	- Continued consultation with project teams for the St. Vital Bridge Rehabilitation, Route 90 Widening, Portage & Main St. James Civic Centre Expansion, and development of the Southwest Recreation Campus, - Met with Mayor and PPD to discuss Percent for Art and Administrative Directive for Public Art - Collaborating on Creative City Network research on Public Art Models

Increased funding for the Winnipeg Arts Council to expand support to artists and arts organizations, and to increase the public's opportunity to interact with art.		
GOALS/OBJECTIVES:		**2023 OUTCOMES:**
Advocate for restoration of arts investment in future City budgets	▲	-Partial restoration of funds from 2020 cuts -Submission of budget priorities regarding arts programs, museums, and public art to City of Winnipeg's 2024 multiyear budget process
Leverage funding from other levels of government and foundations	▲	- Winnipeg 150: Confirmed provincial & pending federal funding for public art; confirmed provincial & pending federal funding for programs
Collaborate with the Downtown Action Committee on the integration of public art in pandemic recovery	▲	- Developed framework for major commission by an Indigenous artist for Broadway, collaborated on Downtown Culture Days programming for the Exchange, continued to consult with project teams for Air Canada Park Redevelopment, Broadway Streetscape Vision, SHED Exchange Corridor/Odeon Park
Museums funding which allows WAC to fulfill mandate received by the City in 2018	▼	- Museums funding held at 2020 levels in 2023 City budget
Work with City Admin to include public art early in planning process	◆	- New Director of PPD appointed, request meeting in later half of 2023

WINNIPEG ARTS COUNCIL
2024 DRAFT BUDGET

CODE		2023	2024	2025	2026	2027
	OPERATING EXPENSES					
001	Committee Expense/Hospitality	$3,500	$3,675	$3,900	$4,100	$4,300
002	Courier/Trsp./Parking	$4,900	$5,145	$5,600	$5,716	$6,000
003	Audit	$7,400	$7,770	$8,300	$8,600	$9,000
004	Legal Fees	$2,500	$2,625	$2,800	$2,900	$3,000
005	Equipment/Furniture	$8,000	$8,400	$9,200	$9,450	$10,000
006	Board Expense	$6,000	$6,300	$6,700	$7,000	$7,350
007	Insurance/Bank Charges	$6,000	$6,300	$6,720	$7,050	$7,500
008	Seminars/Conferences/Prof. Dev.	$5,500	$5,775	$6,300	$6,500	$6,800
009	Communications/Advertising	$5,000	$5,250	$5,700	$5,800	$6,500
010	Phone/Fax/Computer	$8,000	$8,400	$9,100	$9,300	$9,800
011	Postage	$2,200	$2,310	$2,400	$2,500	$2,600
012	Office Supplies	$9,000	$9,450	$10,000	$10,500	$11,000
013	Print Costs	$10,000	$10,500	$11,500	$11,600	$12,500
014	Rent	$55,000	$57,750	$61,000	$63,000	$70,000
015	Utilities	$8,307	$8,500	$9,000	$9,400	$9,900
016	Memberships/Subscriptions/Library	$3,400	$3,570	$3,800	$3,950	$4,273
	Office sub-total	**$144,707**	**$151,720**	**$162,020**	**$167,366**	**$180,523**
017	Staff	$400,000	$420,000	$441,000	$463,050	$486,203
018	Casual & Consultants	$15,000	$15,750	$17,500	$17,850	$18,743
019	Benefits	$42,000	$44,100	$48,000	$49,350	$51,818
	Staff sub-total	**$457,000**	**$479,850**	**$506,500**	**$530,250**	**$556,763**
	Operations sub-total	**$601,707**	**$631,570**	**$668,520**	**$697,616**	**$737,286**
	PROGRAM EXPENSES					
020	Multi Year Grants Program	$3,420,000	$3,541,000	$3,718,050	$3,903,953	$4,099,150
021	Project Grants	$130,000	$135,000	$141,750	$148,838	$156,279
022	Individual Artist Grants	$250,000	$260,000	$273,000	$286,650	$300,983
023	New Creations					
024	Carol Shields Wpg. Book Award & Prizes	$6,750	$11,750	$6,750	$11,750	$6,750
025	Poet Laureate	$10,000	$10,500	$11,025	$11,400	$12,200
026	Professional Development/RESTART	$30,000	$31,500	$33,075	$34,729	$37,000
027	Culture Pass Pilot		$65,000	$68,250	$71,663	$75,246
028	Arts Development	$90,000	$78,000	$81,900	$85,995	$90,295
029	Indigenous Arts Leaders Fellowship	$20,000	$21,000	$22,000	$23,000	$24,000
030	Museums Grants	$240,900	$370,330	$370,330	$370,330	$370,330
031	Translation Services	$5,000	$5,250	$5,600	$5,700	$6,100
032	Jury Fees	$20,000	$21,000	$22,000	$23,000	$24,000
033	Jury Expenses	$5,000	$5,100	$5,200	$5,300	$5,400
034	Emergency Fund	$10,000	$10,000	$10,000	$10,000	$10,000
	Program sub-total	**$4,237,650**	**$4,565,430**	**$4,768,930**	**$4,992,306**	**$5,217,732**
	Grand Total	**$4,839,357**	**$5,197,000**	**$5,437,450**	**$5,689,922**	**$5,955,018**

PUBLIC ART
DRAFT BUDGET

EXPENSES	2023	2024	2025	2026	2027
Percent for Art Commissions	0	?	?	?	?
Major Commissions	$13,500	$493,500	$493,500	$493,500	$493,500
Maintenance Reserve (10% of commissions)	$3,300	$54,000	$54,000	$54,000	$54,000
WITH ART Communicty Collaborations	$25,700	$55,000	$55,000	$55,000	$55,000
Public Outreach & Education	$5,000	$20,000	$20,000	$20,000	$20,000
Short-Term Financing Fee 2% (CoW)	$2,500	$15,000	$15,000	$15,000	$15,000
Program & Collection Management	$75,000	$112,500	$112,500	$112,500	$112,500
TOTAL	**$125,000**	**$750,000**	**$750,000**	**$750,000**	**$750,000**

MUSEUMS
DRAFT BUDGET

EXPENSE	2023	2024	2025	2026	2027
Museums Grants	$240,900	$370,330	$370,330	$370,330	$370,330
REVENUE	2023	2024	2025	2026	2027
Museums Grants	$258,570	$388,000	$388,000	$388,000	$388,000

STAFF

Executive Director	Carol A. Phillips
Public Art Manager	tamara rae biebrich
Operations Manager	Tanya Christensen
Program and Arts Development Manager	Dominic Lloyd
Administrative Coordinator	Anna Maceda

BOARD OF DIRECTORS

Andrew McLaren, Chair
Donna Fletcher, Vice Chair
Darrel Nadeau, Secretary-Treasurer/Chair of Finance Committee
Jason Granger, Past Chair

Ian August, Council Director
Laurel Howard, Council Director
Julie Penner, Council Director
Liz Wreford, Council Director
Seema Goel, Arts Community Director
Bola Opaleke, Arts Community Director
Valerie Shantz, Arts Community Director
Ben Williams, Arts Community Director
Erica Wilson, Arts Community Director
Vonnie Von Helmolt, Chair Emerita

Councillor Markus Chambers, City Council
Vacant, City Administration (non-voting)

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.

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 four.