CREATION
PARTICIPATION
INSPIRATION

CORPORATE PLAN
2018 – 2020

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Winnipeg Arts Council
Corporate Plan Summary
2018

The new strategic plan for the Winnipeg Arts Council uses three words to describe the planning framework – **Creation, Participation, Inspiration**. We believe these are the fundamental conditions for creativity in Winnipeg and it is the responsibility of the Winnipeg Arts Council to support and invest in arts programs that enable those conditions to flourish.

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 i**s the prime means for humanizing civic spaces. The Winnipeg Arts Council proves its effectiveness as **a city-building entity**, guiding municipal investment in Winnipeg's arts organizations and artists 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 Winnipeg Arts Council's 2018 Corporate Plan will continue the reinvestment in the arts begun by the City in 2015 and 2016, with a request for $5,036,986, an increase of $391,667 over 2017.

Increased funding in 2018, permits the following:

- Expanded funding to large or continuously operating arts organizations that have not seen a change in three years
- A modest amount for operations to provide cost of living increases
- Further development of programs, events and public art initiatives

The request from the **City's Capital Budget for the 2018 Public Art Program** is $650,000, an increase of $150,000. This funding will permit the technical and conservation expertise required to advise on preventative maintenance and to preserve Winnipeg's Public Art Collection, protecting the City's investment in its collection. Winnipeg's nationally-celebrated Public Art Program has not received a funding increment since it was established fourteen years ago.

The unique partnership and mandate the City of Winnipeg has with the Winnipeg Arts Council reinforces the high calibre of artistic accomplishment for which the City is celebrated. The City's economy, community relationships, and health and well-being are all reinforced when the arts thrive.

2018 Corporate Plan

All of the Winnipeg Arts Council programs are lodged within three spheres that describe the fundamental conditions for creativity in Winnipeg, and thereby also are words that identify the planning framework:

CREATION

The determination of Winnipeg's artists and arts organizations to create is fearless and unstoppable. With whatever resources available, this city produces artistic accomplishment of the highest degree.

PARTICIPATION

Winnipeg communities of every nature desire the best that artists and arts organizations can offer, but also know that they too need, contribute to and participate in creative experience.

INSPIRATION

The arts are a source of inspiration and when public art is created in civic spaces, it gives the city character and livability, and easy access for all.

The Winnipeg Arts Council delivers on priorities set by the municipal plan, *OurWinnipeg.* The Arts Council:

Helps Winnipeg maximize the value it derives from the arts for purposes of the economy, tourism, employment and quality of life;

Gives Winnipeg a coherent, civic-wide policy on culture based in efficiency and best practice;

Harnesses Winnipeg's arts, culture and creative industries to 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.

► 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.

2018 Programs

C R E A T I O N

As stated constantly by the Winnipeg Arts Council, the individual artist is recognized as the primary source of creative activity. It is, however, the expectation that arts organizations implement creativity, ideas, imagination and artistic expression into their programs. Further, everyone in Winnipeg is invited to bring their curiosity and participation to the arts and engage in the endless possibilities on offer.

The following Winnipeg Arts Council programs support "Creation" in the arts community. Included are:

Multi-year Grants to Arts Organizations
The three-year Operating Grants and two-year Program Support Grants are intended to make contributions to the operations of established arts organizations that have a continuing presence in Winnipeg and have a 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.

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. This program is not open to existing multi-year grant clients.

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. This program is a valued contributor to the national reputation of Winnipeg as a city of the arts.

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. The New Creations Fund will continue its hiatus in 2018 with a planned relaunch in 2019.

***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.*

Indigenous Arts Leaders Fellowship
NEW PROGRAM
The Winnipeg Arts Council has begun implementation of the Indigenous Arts Leaders Fellowship. This program will continue to evolve in 2018 with the goal of providing opportunities for First Nations, Métis, or Inuit arts professionals to become immersed in the community of contemporary arts creation and presentation in Winnipeg. The program's aim is to contribute to the development of Indigenous arts communities which are vibrant, supported, and connected to the broader arts and civic community.

▶ Ongoing monitoring of our program delivery allows us to ensure that operations continue to meet the needs of Winnipeg's arts organizations and the mandate of the Winnipeg Arts Council.

▶ A description of "public value" has to be met by arts organizations that demonstrates artistic leadership, public engagement and civic impact.

PARTICIPATION

Creative pursuit contributes to the quality of life in Winnipeg and to the health and wellbeing of its citizens. Just as important is the value of art itself, the creative ingenuity of people applied for its own purpose. Experiencing the arts provides the capacity to perceive, feel and interpret the world. The multiple aspects of "engagement," whether through community, audience, civic or youth-oriented arts experiences are a programmatic priority for the Winnipeg Arts Council through our Arts Development and Public Art programs. Associated activities include:

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.

Public Art Tours
The introduction of Public "Art Walk" and "Art Ride" walking and biking tours has been received by the public with great interest and more excursions were demanded. This program will be expanded throughout all the seasons.

Mass Appeal
Introduced in 2016 and continuing in 2018, Mass Appeal 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.

Culture Days - *PARTNERSHIP*
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.

Nuit Blanche Winnipeg - *PARTNERSHIP*
Nuit Blanche is a free all-night exploration and celebration of contemporary art, focused on public participation and engagement with a wide array of

artists. It creates a climate where emerging and established professional artists, as well as the public, take active roles. Works exhibited are a combination of curated projects and open calls (*Illuminate the Night* and *Emerging Voices*) and programming adheres to a high degree of artistic standards. The Winnipeg Arts Council will continue to develop its relationship with Nuit Blanche Winnipeg which consists of both financial support and a contribution to the event's programming.

The Urban Idea Centre & City Builders
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 the arts in the public realm in Winnipeg through symposia, art installations, public events, and more.

► 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.

► 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.

INSPIRATION

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, 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 Planning, Property and Development for approval by the Planning Executive Advisory Committee.

An allocation of 1% of the City's Capital Budget in addition to increasing the annual allocation from $500,000 to $650,000, would deliver the Public Art Program Winnipeg needs. Funding of public art has remained unchanged at $500,000 since the City policy was established fourteen years ago. In 2018, the proposal is to reinvest and to allow for the technical and conservation expertise required for preserving Winnipeg's Public Art Collection. Also, adding a percent-for-art strategy will allow the program to build at a rate that corresponds with municipal growth.

Winnipeg's Poet Laureate
NEW PROGRAM
The Winnipeg Arts Council recently created the position of Winnipeg's Poet Laureate. The inaugural Poet Laureate will begin their two-year appointment just prior to the start of 2018, serving as a literary ambassador for the city. The Poet Laureate will elevate awareness and appreciation of the arts among the public through the creation of

new works and public programs which reflect the life of the City.

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.

► 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.

► An impressive diversity of sculptural, interactive and community-engaged public artworks give the citizens of Winnipeg and visitors a way of reflecting upon the unique qualities of the city.

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

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

Framing Themes and Touchstones
Winnipeg Arts Council Goals 2018-2020

Framing Theme:

The people of Winnipeg deepen their engagement with, and value for, the arts

Touchstones	Impacts	Programs/Goals/ Objectives for 2018	Programs/Goals/ Objectives for 2019-2020 / Beyond
By actively pursuing: ● A leadership role in celebrating and boosting the visibility of the arts across all sectors ● A renewed strategy that tells the story of Winnipeg Arts Council programs, projects and services to the widest possible audience ● Strategic and integrated communication for promotion, advocacy and interaction with stakeholders	● The image of Winnipeg as a city of the arts is reinforced ● The Winnipeg Arts Council is an effective information hub for the arts in Winnipeg ● There is an increase of participants, in number and diversity, in Winnipeg arts events ● Stakeholders understand the Winnipeg Arts Council's contribution to the arts	● Communications strategy for rolling out public art projects, the expansion of billboard readership and calendar ● Develop a volunteer program to lead public art tours ● More strategic distribution of Public Art guidebooks ● Attract interest in Public Art works by communicating about works in progress ● A social media strategy that encourages more engagement, for example - tweet/IG post a day, fun fact about specific public art works, re-posting contests ● Continue to create and implement Arts Development programs throughout the city to facilitate interaction between professional artists and the general public	● Review relevance of website content/functionality ● Review relevance, intent, and function of cultural map (out of date info/PA photos not working/easier ways to get this info) ● Working more with universities and high schools to inform students and engage them in the arts ● Continue to create and implement Arts Development programs throughout the city to facilitate interaction between professional artists and the general public

Framing Theme:

The Winnipeg Arts Council is intentionally serving diverse communities and artistic disciplines

Touchstones	Impacts	Programs/Goals/ Objectives for 2018	Programs/Goals/ Objectives for 2019-2020 / Beyond
By actively engaging: ● The varied and diverse needs of artists with dynamic programs ● Diverse communities including all ages, income and abilities ● Indigenous, multicultural and newcomer populations ● Board membership that reflects the diversity of the community the Winnipeg Arts Council serves ● Wide-ranging audience participation ● With contemporary artistic expression	● Increased participation in the arts ● Increased and diversified audiences ● Communities that feel engaged and supported by the Winnipeg Arts Council ● Increased Board diversity	● Create professional development opportunities for artists in grant writing and peer assessment targeting diverse groups ● Undertake a recruitment drive for new peer assessors ● Engage communities in public art tours and partnerships Board development assessing board membership and community representation ● Introduce process to develop online/electronic grants ● Implement a specific training initiative for Indigenous arts managers (IALF) Maintain programs which are adaptable and responsive to new & emerging forms of artistic practice ● Plan a media strategy announcement for the Indigenous Artists' Project at Air Canada Park.	● Increase number and budget for With Art ● Reintroduce New Creations Grant Program ● Board development assessing board membership and community representation Introduce process to develop online/electronic grants ● Maintain programs which are adaptable and responsive to new & emerging forms of artistic practice

Framing Theme:

Facilitating a culture where art is understood as essential to city building

Touchstones	Impacts	Programs/Goals/ Objectives for 2018	Programs/Goals/ Objectives for 2019-2020 / Beyond
By building upon: ● The positive relationship with the City of Winnipeg ● The Winnipeg Arts Council contribution to placemaking and city building ● The inclusion of the arts in city planning and development	● The benefits of the arts are acknowledged by city officials ● Increased support for public art and the 1% of City Capital Budget designated for public art ● The cultural lens is utilized for City of Winnipeg policy and planning (in addition to social, economic and environmental lenses) ● The City of Winnipeg includes the Winnipeg Arts Council in city processes and decision-making	● Encourage councillors to go on tours/attend openings/other WAC events ● Revisit "My City's Still Breathing" type conference, events ● Strengthen the Board's relationship with the City of Winnipeg through its Councillor and City Admin representatives ● Ensure proper recognition for WAC / City of Winnipeg made at public events & presentations by funded artists/organizations to demonstrate the value of the City's investment in the arts ● Continue to work with City administration to implement % for art in capital projects initiative ● Continue to find ways to work with City early in planning processes to include public art ● Enhance partnerships with Mayor and Councillors and their media and social media about WAC events, and all arts events. ● Introduce Winnipeg's first Poet Laureate	● Encourage councillors to go on tours/attend openings/other WAC events ● Add detail to Public Art website pages ● Strengthen the Board's relationship with the City of Winnipeg through its Councillor and City Admin representatives ● Ensure proper recognition for WAC / City of Winnipeg made at public events & presentations by funded artists/organizations to demonstrate the value of the City's investment in the arts ● Expand artist in residence program to allow more direct exchange between artists and City staff

Framing Theme:

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

Touchstones	Impacts	Programs/Goals/ Objectives for 2018	Programs/Goals/ Objectives for 2019-2020 / Beyond
By strengthening: ● The relationship with the City of Winnipeg ● A fund development strategy	● Significant increases to the Winnipeg Arts Council from the City of Winnipeg with a goal of $12 per person by 2022 ● The Winnipeg Arts Council continues to source project funds as opportunities arise.	● Continue to build relationship with Mayor and Councillors and work to convince them of the arts imperative ● Significant increases to the Winnipeg Arts Council from the City of Winnipeg with a goal of $12 per person by 2022 ● Partner with experienced consultant in the creation of a fund development strategy ● Continue to negotiate WAC By-Law renewal with the City	● Continue to build relationship with Mayor and Councillors and work to convince them of the arts imperative ● Significant increases to the Winnipeg Arts Council from the City of Winnipeg with a goal of $12 per person by 2022 ● Implement fund development strategy

PERSONNEL PLAN

STAFF

Executive Director	Carol A. Phillips
Artist Projects Manager	tamara rae biebrich
Office Manager and Financial Administrator	Tanya Christensen
Administrative Assistant	Katherine Dzbik
Communications Coordinator	Trish Cooper
Public Art Coordinator	Alexis Kinloch
Program and Arts Development Manager	Dominic Lloyd
Manager, Public Art	Tricia Wasney

BOARD OF DIRECTORS

Jim August, Chair
Jason Granger, Vice Chair
Vonnie Von Helmolt, Past Chair
Andrew McLaren, Secretary-Treasurer/Chair of Finance Committee

Diane Berger, Council Director
Kerry Dangerfield, Arts Community Director
Melanie Deane, Arts Community Director
Louise Duguay, Council Director and Chair of Public Art Committee
Ann Hodges, Arts Community Director
Evan Klassen, Council Director
Cheryl Miki, Arts Community Director
Kristin Nelson, Arts Community Director
Andrea Ratuski, Arts Community Director

Councillor Jason Schreyer
John Kiernan, Council Director (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 seven.

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, Community Services and Parks, a three-year Arts and Culture Business Plan to be adopted on an annual basis

Mission

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

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.

Values

ART

Creative human expression in all its manifestations results in art. It may be stating the obvious, but the importance of art is the basic reason for the existence of the Winnipeg Arts Council. Art making, art producing, art interpreting, art educating – are all about making meaning through art.

COURAGE

It takes courage to arrive at great things. We have courage in what we initiate and in how we respond. We take informed risks and encourage artists to do the same. We are responsive and adaptive to others. The Winnipeg Arts Council leads with ideas.

INTEGRITY

Integrity is how we build credibility. We are centered and clear in our intentions and honest and respectful in our practices. All programs and transactions are acquitted with transparency and accountability.

EQUITY

Access, inclusion, diversity – all are encompassed beneath the banner of equity. We want to intentionally create space and opportunity for the diverse people of Winnipeg to be engaged in or have access to art. We want to ensure we are supporting diverse art forms, ideas and communities.

CELEBRATION

Bringing focus and attention to the arts allows for connection, communication and celebration of the arts in our city. We actively promote all forms of art and opportunities to engage with art.

2018-2020 FINANCIAL PLAN

► 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.

► Because of its unique relationship and mandate, the Winnipeg Arts Council's primary partnership is with the City of Winnipeg.

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

Notes to Budget

2018: The request for $5,036,986 includes capacity to expand funding to large or continuously operating arts organizations that have not seen a change in three years, a modest amount for operations to minimize cost of living increases.

Under separate cover, the request to the City's Capital Budget for the 2018 Public Art Program is $650,000, an increase of $150,000. The funding is designated for technical and conservation expertise required to advise on preventative maintenance and to preserve Winnipeg's Public Art Collection.

2019 and 2020: At $5,330,740, grants are maintained at the 2018 level with additional funds requested to reinstate the New Creations Program and to supplement *Youth* WITH ART. Also, one part-time Grants Assistant position has been included to allow support for the introduction of digital application processes.

WINNIPEG ARTS COUNCIL 2018 Draft Budget			
	2018	**2019**	**2020**
OPERATING EXPENSES			
Committee Expense/Hospitality	$3,000	$3,000	$3,000
Courier/Trsp./Parking	$4,800	$4,800	$4,800
Audit	$7,000	$7,000	$7,000
Legal Fees	$2,500	$2,500	$2,500
Equipment/Furniture	$7,000	$7,000	$7,000
Board Expense	$7,000	$7,000	$7,000
Insurance/Bank Charges	$6,550	$6,550	$6,550
Seminars/Conferences/Prof. Dev.	$8,000	$9,000	$9,000
Communications/Advertising	$4,000	$4,000	$4,000
Phone/Fax/Computer	$6,500	$6,500	$6,500
Postage	$2,000	$2,000	$2,000
Office Supplies	$9,000	$9,000	$9,000
Print Costs	$10,000	$10,000	$10,000
Rent	$49,000	$49,000	$49,000
Utilities	$7,000	$7,000	$7,000
Memberships/Subscriptions/Library	$3,000	$3,000	$3,000
Office sub-total	**$136,350**	**$137,350**	**$137,350**
Staff	$353,940	$410,000	$410,000
Casual & Consultants	$20,000	$20,000	$20,000
Benefits	$49,306	$51,000	$51,000
Staff sub-total	**$423,246**	**$481,000**	**$481,000**
Operations sub-total	**$559,596**	**$618,350**	**$618,350**
PROGRAM EXPENSES			
Multi Year Grants Program	$3,755,640	$3,755,640	$3,755,640
Project Grants	$175,000	$175,000	$175,000
Individual Artist Grants	$220,000	$220,000	$220,000
New Creations		$200,000	$200,000
Carol Shields Wpg. Book Award	$6,750	$6,750	$6,750
Poet Laureate	$10,000	$10,000	$10,000
Professional Development Grants	$50,000	$50,000	$50,000
Youth WITH ART	$60,000	$80,000	$80,000
Arts Development	$160,000	$175,000	$175,000
Translation Services	$10,000	$10,000	$10,000
Jury Fees	$15,000	$15,000	$15,000
Jury Expenses	$5,000	$5,000	$5,000
Emergency Fund	$10,000	$10,000	$10,000
Program sub-total	**$4,477,390**	**$4,712,390**	**$4,712,390**
Grand Total	**$5,036,986**	**$5,330,740**	**$5,330,740**
Operations as % of total	11.1%	11.6%	11.6%