# 2025 CORPORATE PLAN

WINNIPEG ARTS COUNCIL



**Winnipeg Arts Council**
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Treaty 1 Territory
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**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.

Cover: Chinatown Neighbourhood Banner artwork by Natalie Mark 麥月明.

# Introduction

Winnipeg's guiding documents recognize the arts not only as economic drivers, but also for the contributions that a thriving arts ecosystem makes to the development of a healthy, safe, and equitable city. The "arts ecosystem," encompasses a broad spectrum of small, medium and large organizations, established or new; individual artists; communities of interest aligned with the arts. The Winnipeg Arts Council remains committed to supporting all members of this interconnected community. All the elements feed into each other and are essential for the system to flourish.

*OurWinnipeg 2045* states "Valuing arts and culture builds capacity for reflection, critical thinking, expression and dialogue about our communities' history, current and future state." In short, the arts are social and economic drivers of the City and they play an important role in allowing Winnipeggers to develop our sense of place, tell our stories and build our shared identity. All the arts contribute to such capacity. Fittingly, all six of OurWinnipeg's policy goals contain references to the arts: Leadership & Good Governance (LG), Environmental Resilience (ER), Economic Prosperity (EP), Good Health and Well-Being (HW), Social Equity (SE), and City Building (CB). The Complete Communities Direction Strategy focuses on the importance of the arts in Downtown Winnipeg.

How is municipal support to be distributed among the predictably competitive interests, equally deserving? It's revealing to examine Winnipeg's commitment to arts support over the recent history, especially compared to other Canadian cities reliant on arts councils. In ten years, the budget for Calgary's arm's length arts funder increased more than 264%, from $5.4 million in 2014 to $14.4 million in 2024. Other cities saw increases over the same time period ranging from 46% in Toronto, 53% in Edmonton, and 69% in Montreal.

Meanwhile, Winnipeg's change during that stretch was slightly less than 14%. In 2014, the City of Winnipeg invested $4.08 million and in 2024, $4.65 million. This excludes funding the Public Art Program or any initiatives by the City outside the mandate of the Winnipeg Arts Council.

According to the Bank of Canada, the inflation rate between 2014 and 2024 was 28.96%. Winnipeg is the only one of these five cities to invest fewer inflation-adjusted dollars in 2024 than in 2014. This is exacerbated by the fact that Winnipeg's population has increased by more than 100,000 over the same period.

All to say that a fair allocation to the arts in Winnipeg through the Winnipeg Arts Council would be approximately twice as much as that made in 2024. What would be done with those funds? Twice as much support to the vast array of arts in Winnipeg,

shoring up the impacts of the pandemic and maintaining a future for all the arts in this city.

Not disconnected to arts funding across Canada is the need to restate the guiding principle of government-supported arts funding, a principle that we thought was well imbedded, but seems to be slipping. Since the creation of the British Arts Council after the Second World War, the "arm's length principle" means that arts support provided by government is distributed at a distance from political preferences. A measure that protects governing authorities from any artistic statement, and additionally protects the arts from any conditional interference. All benefit from this practice. Decisions are made through a peer-assessment process, which the Winnipeg Arts Council remains dedicated to upholding.

## FOCUS AREA GRANTS, PROGRAMS & OPERATIONS

The Winnipeg Arts Council's grants, programs and operations provide an opportunity for the City to achieve its goals and objectives in the following ways:

**Grant programs** are the primary avenue of support providing stable multiyear funding to established organizations as well as project support which creates space for new and developing organizations and artist collectives to experiment. Individual grants provide assistance to both emerging and established Winnipeg artists to develop and present new work and to develop their own skills. Programs are designed to be responsive to community needs, to new and evolving artforms, and to reflect the diverse population of Winnipeg. (LG, EP, HW, SE; Poverty Reduction Strategy Goals 1 & 6)

**Partnerships** allow WAC to work with other organizations to present special initiatives. Smaller events like Jane's Walk provide local points of connection between citizens, while major festivals like Nuit Blanche have grown into hotly anticipated, well-attended celebrations due in large part to the initial investment and ongoing expertise of the Winnipeg Arts Council. (EP, HW, SE, CB; Winnipeg's Indigenous Accord)

**Celebrations** such as the Mayor's Luncheon for the Arts and the Winnipeg Arts Council Awards, as well as programs like the Winnipeg Poet Laureate, provide a forum for all Winnipeggers to recognize and delight in the level of artistic achievement in our city. (HW, SE, CB)

**Special Programs** are initiated when opportunities (and external funding) are available. The Winnipeg Arts Council seeks out both; most recently in 2024 as *City of Song* brought nearly half a million dollars into the arts community. A celebration of Winnipeg's 150th anniversary, funds were distributed to arts organizations and community groups across the City to create opportunities for citizens to sing with each other. Previous programs have

ranged in scope from smaller initiatives like 2014's *Year of Urban Ideas*, which was an examination of the connections between the arts and the built form in Downtown Winnipeg, to the major celebration of Winnipeg and the Cultural Capital of Canada in 2010. (LG, ER, EP, SE, CB; Poverty Reduction Strategy Goal 6)

**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. The IALF has created opportunities for six individuals and is currently undergoing a programmatic update to ensure it remains relevant to the community. (EP, HW, SE; Winnipeg's Indigenous Accord)

## FOCUS AREA PUBLIC ART

Public art is integral to Winnipeg's identity, shaping its public spaces and telling its unique stories. Yet, the future of the City's Public Art Program is in jeopardy. Budget cuts have left the Program without funding for 2024, with no allocation projected for 2025. Given the complexity and multi-year nature of public art projects, these cuts are leading to visible and lasting consequences that undermine the Program's effectiveness. The current reliance on small administrative fees from ad-hoc projects is unsustainable and hinders our ability to plan strategically, manage the city's Public Art Collection, and sustain the Program's long-term impact. Without secure funding, the Program cannot effectively implement policy, maintain the Collection, or initiate new projects that reflect the diverse voices of our community. (OurWinnipeg LG, CB)

A recent Council Motion directing the Public Service to work with the Winnipeg Arts Council to develop a program that integrates public art into Major Capital Projects is a step in the right direction. The findings will be reported back to the Executive Policy Committee in late 2024. This initiative could be a pivotal step in revitalizing the Public Art Program. A percent-for-art strategy would align with municipal development and pooled funding would support projects in under-served communities. (Poverty Reduction Strategy Goal 6, OurWinnipeg LG, SE, CB)

As a stopgap, we continue to seek out funding opportunities and partnerships, negotiating agreements with City Departments, and collaborating with community partners on smaller, temporary artworks. Ongoing projects like the St. Vital Bridge Rehabilitation, St. James Civic Centre, BIZ Banner collaborations, Air Canada Park, and the Winnipeg 150 Indigenous-led project, are supported by a mix of fragile municipal project, federal, provincial, and private foundation funding. Despite these efforts, the Program's momentum is faltering, and without decisive action, the lasting impact of public art in Winnipeg is at serious risk. (OurWinnipeg LG, CB)

We cannot afford to lose sight of the critical role public art plays in our city. The Public Art Program is committed to the inclusion of Indigenous representation and diversity, ensuring that all Winnipeggers see themselves reflected in their city. Public art is more than beautification; it is a meaningful path toward reconciliation and community connection. By prioritizing Indigenous artists and embracing a diversity of voices, we create artworks that resonate deeply with our community. (Poverty Reduction Strategy Goals 1 & 6, OurWinnipeg SE, HW, CB, Wpg's Indigenous Accord)

The Winnipeg Arts Council ensures the administrative integrity of all public art initiatives, offering interpretation and accessibility beyond physical installations. Collaborations with artists and community partners result in rich interpretive materials, and public art tours continue to attract diverse audiences to explore the city together.

Winnipeggers value public art – 90% of Winnipeggers believe public art enhances the city's character, and 78% agree that every city project should include public art (OurWinnipeg SE, CB). Despite this strong public support, without stable funding, it is increasingly difficult to plan strategically, sustain the Program's impact, and maintain the Collection. Efforts are being diverted to the pursuit of temporary funding opportunities, navigating new administrative processes, and responding to rising city-wide vandalism. This is not sustainable.

## FOCUS AREA **MUSEUMS**

Heritage Conservation is a key objective throughout OurWinnipeg 2045 and museums serve as the caretakers of the City's tangible and intangible heritage. Museums are educators of Winnipeg's citizens about our shared history, providing opportunities for the development of civic identity and cultural perspectives. truth-telling, and reconciliation (LG, HW, SE).

Museums are recognized as important resources throughout City's guiding document in reference to all six policy goals: Leadership & Good Governance, Environmental Resilience, Economic Prosperity, Good Health and Well-Being, Social Equity, and City Building. Further, the *Complete Communities* Direction Strategy recognizes the City's responsibility to act as a leader both in safeguarding the City's past and its heritage resources, and by incorporating heritage and cultural knowledge into the design of an equitable and sustainable urban environment, ensuring a positive future for all citizens. (ER, EP, CB)

Museums funding through WAC is not arm's-length. WAC has been distributing grants to five Winnipeg museums since being directed by the City in 2018, however the recipient organizations, individual grant amounts, and all funding/reporting requirements are prescribed by the City. WAC is unable to provide any assistance or affect change to the way these vital institutions are supported.

This situation has been noted annually in the organization's Corporate Plan for several years and although some discussions have taken place with various City offices, no change has been achieved to date.

## FRAMING THEMES, GOALS/OBJECTIVES and OUTCOME

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

In 2025 the Winnipeg Arts Council will continue to develop programs and activities that inspire Winnipeggers. We will explore new arts development activities which create opportunities for the public to participate in the arts and the Public Art Program remains committed to outreach and interpretive programming as the budget allows. We will work to ensure the artistic success of Nuit Blanche Winnipeg. A new Poet Laureate will be appointed, bringing new voice and new perspective to the position. Additionally, a new Youth Poet Laureate will be appointed to engage with young people though the written and spoken word. (LG, EP, HW, SE, CB)

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

The Winnipeg Arts Council works constantly 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 traditionally underrepresented communities. WAC provides assistance in the preparation of grants requests and public art call submissions, and conducts outreach to ensure that these are accessible to artists from different backgrounds, socioeconomic statuses and ethnocultural communities. 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. (LG, HW, SE, CB; Poverty Reduction Strategy Goal 6; Winnipeg's Indigenous Accord)

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

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. The City will have a new CAO and WAC will reach out to ensure the lines of communication are open. WAC will continue to develop existing, and grow new, relationships across sectors including business and economic development, tourism, and the education sector to represent the arts. We will continue to advocate for rebuilding the public art program and protecting the collection. Organizations receiving ongoing funding continue to be required to provide a statement of environmental responsibility. (LG, ER, EP, HW, SE, CB)

- **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.**

2024 saw the City increase WAC's budget for grants, programs and operations by 1.4% over the previous year, bringing it back it its 2019 level. Museums funding directed through the Winnipeg Arts Council was held fast, and a base amount for operating the Public Art program was reduced to zero. All of these amounts are projected to remain at these levels through the end of calendar 2027. At the same time, City Council directed to the Public Service to work with WAC on a program to include public art in major capital projects and work on this will be ongoing. In the coming year the focus will be on ensuring the arts remain prominent on the municipal agenda so that annual budget updates, as well as the next 4-year budget, can move the City's investment in artists, arts organizations, museums and public art in a positive direction. Additionally, WAC will continue its practice of looking for opportunities to leverage 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 noted above. (LG, ER, EP, HW, SE, CB; Poverty Reduction Strategy Goals 1 & 6; Winnipeg's Indigenous Accord)

▲ 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.** | | |
|---|---|---|
| **FOCUS AREA:** | | **2024 OUTCOMES:** |
| Grants, Programs & Operations | ▲ | City of Song: Over 65 public events (and counting) presented by WAC, arts organizations and community choirs to sing in celebration of the City's 150th birthday. |
| | ▲ | Poet Laureate represented Winnipeg at events in Winnipeg, across Canada, and in NYC; released new volume of poems with major Canadian publisher |
| | ▲ | Essay collection *Voices* made into regular web feature with Winnipeg writers and editors. |
| Public Art | ▼ | Public Art Program Funding reduced to $0 in 2024 Budget |
| | ◆ | Continued free tour program with strategic outreach to a wide range of neighbourhood and cultural groups through social media |
| | ▲ | Delivered winter tours in conjunction with Lights on the Exchange |
| | ▲ | Jane's Walk, doubled number of walks, 600 participants |
| Museums | ▼ | Reduced funding level maintained in 2024 budget |
| | ▼ | WAC continues to issue grants as directed by City of Winnipeg |

▲ Progress ◆ Ongoing ▼ Incomplete / needs consideration

| **The Winnipeg Arts Council intentionally serves diverse communities and artistic disciplines.** | | |
|---|---|---|
| **FOCUS AREA:** | | **2024 OUTCOMES:** |
| Grants, Programs & Operations | ◆ | Ongoing program review to ensure programs continue to be adaptable and responsive to new and emerging forms of artistic practice. |
| | ◆ | Indigenous Arts Leaders Fellowship undergoing structural/programmatic review. |
| | ◆ | Used occasion of Mayor's Luncheon for the Arts to highlight *Ma Buhay!*, Winnipeg's first all-Filipino musical |
| | ◆ | Budget increases for grant programs geared at individuals and project-based arts organizations/collectives |
| | ◆ | Ongoing attention to diversity of board and staff. |
| | ◆ | Majority of jurors come from equity-seeking communities. |
| Public Art | ▼ | Public Art Program Funding reduced to $0 |
| | ▲ | Collaborated on the development of banner artwork with Natalie Mark 麥月明 for Chinatown and with WCCC on interpretive materials in simplified Chinese |
| | ▲ | Commissioned all equity-seeking artists for Lights on the Exchange, and banner projects in Central Park and along South Osborne |
| | ▲ | Integrating Cree/Metis Poet Duncan Mercredi's temporary installation into infrastructure in Air Canada Park renewal |
| Museums | ▼ | Reduced funding level maintained in 2024 budget |
| | ▼ | WAC continues to issue grants as directed by City of Winnipeg |

▲ Progress ◆ Ongoing ▼ Incomplete / needs consideration

| **The Winnipeg Arts Council facilitates a culture where art is understood as essential to city building.** | | |
|---|---|---|
| **FOCUS AREA:** | | **2024 OUTCOMES:** |
| Grants, Programs & Operations | ▲ | Marquee arts events to celebrate Winnipeg sesquicentennial throughout the year. |
| | ◆ | Resumed City Builders program with Seven Oaks School Division; ongoing program review to determine how (but not if) it will run in the future. |
| | ◆ | Engaged with organizations to discuss embedding of the arts in activities with Winnipeg Foundation and True North Real Estate (Portage Place redevelopment). |
| | ▲ | New City administration board member from department of Planning Property & Development. |
| Public Art | ▼ | Public Art Program Funding reduced to $0 |
| | ▲ | Consulted with Downtown Planners on CentrePlan 2050. Integrate more public art included as Goal 4.2 under Strategic Move 4: Create a Lively Downtown |
| | ◆ | Working with Infrastructure Planning Office to develop sustainable funding plan for Public Art Program |
| | ◆ | Working with Legal Services to develop public art management agreement standards |
| Museums | ▼ | Reduced funding level maintained in 2024 budget |
| | ▼ | WAC continues to issue grants as directed by City of Winnipeg |

▲ Progress ◆ Ongoing ▼ Incomplete / needs consideration

| **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.** | | |
|---|---|---|
| **FOCUS AREA:** | | **2024 OUTCOMES:** |
| Grants, Programs & Operations | ◆ | Grants, programs & operations budget increased by 1.4% |
| | ▲ | Sourced over $260,000 from external sources for Winnipeg 150 City of Song project. |
| Public Art | ▼ | Public Art Program funding reduced to $0 |
| | ◆ | Negotiating agreements with project teams for the St. Vital Bridge Rehabilitation, St. James Civic Centre Expansion, Odeon Park, Air Canada Park |
| Museums | ▼ | Reduced funding level maintained in 2024 budget |
| | ▼ | WAC continues to issue grants as directed by City of Winnipeg |

**STAFF**

| | |
|---|---|
| Executive Director | Carol A. Phillips |
| | |
| Public Art Manager | tamara rae biebrich |
| Operations Manager | Tanya Christensen |
| Program and Arts Development Manager | Dominic Lloyd |
| Administrative Assistant | vacant |

**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
Lisa Stinner Kun, Arts Community Director
Erica Wilson, Arts Community Director
Vonnie Von Helmolt, Chair Emerita

Councillor Markus Chambers, City Council
Marsha Christiuk, 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.

| | 2025 DRAFT BUDGET | | | | | |
|---|---|---|---|---|---|---|
| | | 2024 | 2025 | 2026 | 2027 | 2028 |
| CODE | OPERATING EXPENSES | | | | | |
| | | | | | | |
| 001 | Committee Expense/Hospitality | $3,500 | $3,500 | $3,500 | $3,500 | $7,000 |
| 002 | Courier/Trsp./Parking | $4,900 | $4,900 | $4,900 | $4,900 | $6,000 |
| 003 | Audit | $9,000 | $9,000 | $9,000 | $9,000 | $15,000 |
| 004 | Legal Fees | $2,500 | $2,500 | $2,500 | $2,500 | $5,000 |
| 005 | Equipment/Furniture | $8,000 | $8,000 | $8,000 | $8,000 | $20,000 |
| 006 | Board Expense | $6,000 | $6,000 | $6,000 | $6,000 | $10,000 |
| 007 | Insurance/Bank Charges | $7,500 | $7,500 | $7,500 | $7,500 | $15,000 |
| 008 | Seminars/Conferences/Prof. Dev. | $5,000 | $5,000 | $5,000 | $5,000 | $10,000 |
| 009 | Communications/Advertising | $5,000 | $5,000 | $5,000 | $5,000 | $10,000 |
| 010 | Phone/Fax/Computer | $8,500 | $8,500 | $8,500 | $8,500 | $15,000 |
| 011 | Postage | $2,000 | $2,000 | $2,000 | $2,000 | $3,000 |
| 012 | Office Supplies | $9,200 | $9,200 | $9,200 | $9,200 | $15,000 |
| 013 | Print Costs | $10,000 | $10,000 | $10,000 | $10,000 | $20,000 |
| 014 | Rent | $55,500 | $60,000 | $60,000 | $60,000 | $75,000 |
| 015 | Utilities | $8,500 | $8,500 | $8,500 | $8,500 | $18,000 |
| 016 | Memberships/Subscriptions/Library | $3,500 | $3,500 | $3,500 | $3,500 | $6,000 |
| | | | | | | |
| | **Office sub-total** | **$148,600** | **$153,100** | **$153,100** | **$153,100** | **$250,000** |
| 017 | Staff + Public Art | $440,000 | $520,000 | $520,000 | $520,000 | $750,000 |
| 018 | Casual & Consultants | $10,000 | $12,000 | $12,000 | $12,000 | $50,000 |
| 019 | Benefits + Public Art | $55,000 | $77,254 | $77,254 | $77,254 | $120,000 |
| | **Staff sub-total** | **$505,000** | **$609,254** | **$609,254** | **$609,254** | **$920,000** |
| | | | | | | |
| | **Operations sub-total** | **$653,600** | **$762,354** | **$762,354** | **$762,354** | **$1,170,000** |
| | | | | | | |
| | **PROGRAM EXPENSES** | | | | | |
| | | | | | | |
| 020 | Multi Year Grants Program | $3,420,000 | $3,420,000 | $3,420,000 | $3,420,000 | $6,400,000 |
| 021 | Project Grants | $140,000 | $140,000 | $140,000 | $140,000 | $380,000 |
| 022 | Individual Artist Grants | $255,000 | $255,000 | $255,000 | $255,000 | $450,000 |
| 023 | New Creations | | | | | $300,000 |
| 024 | Carol Shields Wpg. Book Award & Prizes | $6,750 | $6,750 | $6,750 | $6,750 | $10,000 |
| 025 | Poet Laureate | $10,000 | $10,000 | $10,000 | $10,000 | $20,000 |
| 026 | Professional Development | $32,000 | $32,000 | $32,000 | $32,000 | $50,000 |
| 027 | Culture Pass 18 Pilot | | | | | $120,000 |
| 028 | Arts Development | $81,107 | $81,107 | $81,107 | $81,107 | $150,000 |
| 029 | Indigenous Arts Leaders Fellowship | $20,000 | $20,000 | $20,000 | $20,000 | $175,000 |
| 030 | Museums Grants | $240,900 | $240,900 | $240,900 | $240,900 | $500,000 |
| 031 | Translation Services | $5,000 | $5,000 | $5,000 | $5,000 | $10,000 |
| 032 | Jury Fees | $25,000 | $25,000 | $25,000 | $25,000 | $50,000 |
| 033 | Jury Expenses | $5,000 | $5,000 | $5,000 | $5,000 | $8,000 |
| | Technology | | | | | $17,000 |
| 034 | Emergency Fund | $10,000 | $10,000 | $10,000 | $10,000 | $25,000 |
| | **Program sub-total** | **$4,250,757** | **$4,250,757** | **$4,250,757** | **$4,250,757** | **$8,665,000** |
| | | | | | | |
| | **Grand Total** | **$4,904,357** | **$5,013,111** | **$5,013,111** | **$5,013,111** | **$9,835,000** |

## BUDGET NOTES

### 2025 – 2027

Currently, the need to staff the Public Art Program within the Operating Budget of the Winnipeg Arts Council is under consideration by the City of Winnipeg. The salary line reflects a positive outcome of this discussion.

### 2028

This year will mark a new phase for the City of Winnipeg Financial Plan. As noted in the Introduction to this document, the Winnipeg Arts Council will continue to argue for doubling the investment in the arts community. This pro forma budget allows for the expansion of current programs and operations, and the introduction of lapsed and new programs that could reinvigorate the Winnipeg arts community with meaningful municipal funding.

### Key Programs 2028:

020 **Multi year Grants:** Grants to arts organizations are a pillar of municipal arts investment, providing stability and growth potential and would begin to bring Winnipeg more in line with municipal arts funding as demonstrated by cities and their arts councils across Canada.

021 **Project Grants:** Project grants serve new and developing arts organizations and support a wide range of activities reflecting varied cultural traditions and practices.

022 **Individual Artist Grants:** The Winnipeg Arts Council recognises the individual artist as the primary source of creative activity. Artists continue to struggle in a low income bracket.

023 **New Creations:** This program was suspended several years ago in another round of funding cuts to the Winnipeg Arts Council. Its purpose is to stimulate the creation and production of major new artworks by Winnipeg arts organizations for Winnipeg audiences.

025 **Poet Laureate/Young Poets:** The Poet Laureate program has been a great success. Their role is to create work that reflects the life of the city, act as a literary ambassador, and develop their own body of work and performance. Further expansion will include a program for young poets.

026 **Professional Development:** This program supports artists and arts administrators in activities that contribute to their professional development and enhance their careers in the arts.

027 **Culture Pass 18 Pilot:** Development of a pilot program offering free culture passes to eighteen-year olds, to events of their own choosing. Utilizing social media and apps, this program will speak to young people within their own terms.

028 **Arts Development:** Through its own programming as well as in partnership with other organisations, the Winnipeg Arts Council creates ways for the general public to experience and participate in the arts in a variety of public settings.

029 **Indigenous/Aspiring Arts Leaders:** Launched in 2018, this program increases the number of Indigenous Winnipeggers with professional arts administration skills. The priority remains with Indigenous administrators, however, expansion will provide additional support to under-represented groups.

030 **Museums:** The intention for this program was to expand access to additional Winnipeg museums. However, funds were never provided.. The Winnipeg Arts Council would revise the program utilising the Program Support Grant as a model.