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**TO:** Mayor J. Lehman, and Members of Council

**FROM:** Rudi Quammie Williams, B.F.A., MBA, Director of Department of Culture

**NOTED:** Zvi Lifshiz, B.Sc, MBA, Executive Director Invest Barrie   
Carla Ladd, Chief Administrative Officer 

**RE:** Cultural Grants Program, 2014

**DATE:** February 18, 2015

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For the information of Council, the Department of Culture is pleased to announce that a total of \$325,000 was presented to 13 community arts organizations through the City of Barrie Cultural Grants process for 2014 (Appendix "A").

Return On Investment for Arts and Culture

In 2014, the City of Barrie dispersed \$269,000 in funding in operating grants and \$56,000 in project grants. This funding enabled these groups to leverage another \$941,205.00 in funding from provincial and federal funding programs and \$1,463,794.00 in private and corporate sector sponsorships. These not-for-profit arts organizations also generated over \$1,197,801.00 in earned revenue, through ticket sales on events and performances. Since the inception of the workshops and granting programs, we have seen significant growth in return on investment, especially in the area of revenue from other government sources. For example, in 2008 participating organizations leveraged only \$381,396 in other government funding. Given the level of support being achieved today, since the inception of the grants program, this amount has tripled. This clear demonstration of the effect of municipal support is encouraging. When the City of Barrie supports its arts sector, participants in the sector are generally deemed to be more sustainable organizations and therefore worthy of both public and private sector dollars.

In addition to the quantitative analysis of the Grants Program, staff also engages in collecting qualitative data and many testimonials were received from Arts Organizations that were funded in 2014. The few examples of those comments, presented in Appendix 'B', reflect the degree of importance placed on the City's financial investment in Barrie Arts and the level of support that local arts organizations were able to leverage from other levels of government, residents and private sponsors as a direct result of the City of Barrie's arts and culture grants and training workshops.

Granting Process

The 2014 granting process began in September of 2013 when groups were encouraged to submit their applications to the City. The grants program was advertised through the City's website, Facebook, This Week in Barrie, press releases and e-mail notices sent to community groups and individuals participating in the arts.

The Department of Culture (DOC) employed a panel of five highly qualified arts consultants from across the province to review and rate the applications as per Appendix "C". The application deadline was December 2, 2013 which was slightly earlier than in 2012 as it was deferred in order to allow City Council the opportunity time to review the Cultural Grants Program. City Council made several changes to the grants program, one of them being that we were to hire one jury panel member that hailed from our community. Jury panel members are outlined in Appendix "C" and you will note that Marion Paquet, arts consultant and philanthropist, is a city of Barrie resident.

The other significant change made to the program was that individual artists were made ineligible. In 2013 \$33,500.00 was given out to 22 individual artists. In 2014, that money was dispersed amongst the project grants for not-for-profit arts organizations. It should also be noted that several art organizations that have traditionally applied for City of Barrie arts funding did not submit applications this year for a variety of reasons, they were Caribfest, Lyrica Choir, The Colours of Music, The Barrie Folk Society, the Spring Art Tour and the King Edward Choir. Reasons for not applying ranged from a shortage of administrative support to a leadership change and in at least one case, the belief (real or perceived), that the application would not be supported. Groups that did apply were able to reap greater benefits of the program. One successful applicant was unable to execute the project for which they were awarded and the \$5,000 grant was returned.

The panel was given a month and a half to review and evaluate the applications in the comforts of their own homes and then they convened in Barrie on January 17 and 18, 2014 to discuss their evaluations and formulate a consensus on the strengths of the applications, the areas for improvement and suggestions that would benefit the applicants. The panel also recommended a level of financial support for each application. The grant amount was based on several factors:

- A review of the applications funding request in relation to their total operating budget,
- An expectation that the City of Barrie's funding is not the sole source of funding,
- The applicant's ability to meet the goals of the program by building capacity and developing a sustainable organization that consistently demonstrates excellence in the arts,
- The group achieving a ranking acceptable to the panel,
- The realization that most groups will not receive their requested amounts as the total dollars requested usually far exceeded the funds available.

The panel members consisted of the following five arts consultants Marion Paquet, Jacoba Knaapen, Alana Wilcox, Tricia Baldwin and Kirsten Johnson. A brief bio of each consultant is attached as Appendix "C" for your perusal.

#### Training Workshops

In 2013 and 2014 as in previous years, the DOC organized a number of workshops on items such as governance, succession planning, strategic planning and the real purpose behind having a mission, a vision and values. We continued to present our annual workshops on grant writing to enable individuals and organizations to hone their grant writing skills in order to properly complete the City of Barrie's funding applications. These workshops have the added benefit of increasing the applicants' potential for success when applications are made to external funders. The workshops are specifically designed to increase success when applications are made to other levels of funding such as the provincial and federal. When possible, local experts are called upon to share their expertise. Two such workshops were offered in the fall of 2012 and facilitated by the Executive Director of the MacLaren Art Centre, Carolyn Bell Farrell. Carolyn has a long history of writing successful grant applications. Other workshops offered in the past and intended to support the arts sector were, Marketing Your Arts Organization, Data Collection – Its Importance and Uses, and Funding Opportunities. Through our workshops, several funding bodies e.g. the Ontario Arts Council, the Canada Council and Trillium were invited and have sent representatives to speak to our arts sector about their respective funding programs.

#### Comparison by Indicators

In 2009, the City of Barrie issued arts and culture grants totaling \$297,000. The per capita cost of this service was \$2.12. This was in strong contrast to the levels of support allocated to artists and arts organizations in other communities that recorded the same statistics. The municipal per capita average was \$4.60 for Ontario municipalities who delivered and measured this service in 2009. In 2010 the City of

Barrie's per capita cost for this service increased to \$2.42 but was still in striking contrast to the municipal average of \$4.76. This was the case in 2011 as well. Barrie provided \$3.42 arts grants per capita in 2011 compared to the municipal average of \$4.95 and in 2012 we reduced funding to \$2.31 per capita, a significant reduction when compared to other municipalities whose average per capita funding was \$4.87 in 2012. We have continued in 2013 and 2014, through our strategic mix of grants, strategic consulting and training workshops, to assist artists and arts organizations in their efforts to increase sustainability by making prudent investment in their growth and disseminating valuable information to support their strategies.

### Reports

Each year the grant recipients are asked to complete and submit report forms by December 1<sup>st</sup> prior to applying to the cultural grants program for the coming year. The reports solicit information on how the monies were utilized, how the grant monies assisted the groups in building capacity in their organization, and how they in turn impacted their community. These reports are beneficial to the DOC as they provide valuable information on the ongoing successes and challenges faced by the Barrie arts sector; as well they provide information to the DOC that assists them in improving the grants process.

In 2014, the report forms provided many fine examples of how the arts organizations have listened to the feedback provided by the jurors and used it to implement positive change in their organizations. For example, the Barrie Film Festival, a highly successful organization in Barrie added new programming with their "Dinner and a Movie" package that partnered them with local restaurants. Programs such as these add to the vibrancy of our downtown and provide economic opportunities for local business. The Film Festival noted a 42% increase in their attendance at film screenings and a 21% increase in their education programs. The Film Festival commented that their in-kind support also increased dramatically and they now receive over \$75,000.00 of in-kind assistance with items such as venue space, web and tech support, signage, catering and meeting space.

Talk is Free Theatre wrote that the funding from the City of Barrie was instrumental in helping them to address the infrastructure needs of their organization, in particular the ability to sustain themselves by adding, retaining and training professional staff. The funding allows them to offer work opportunities to local artists that would otherwise not be possible. In 2014 Talk is Free used their project funding to support their newest development "The Barrie Comedy Festival", which they plan to spin-off into a separate entity over the next three years. The Barrie Comedy Festival is expected to become a provincial attraction that will stimulate significant cultural tourism and attract greater cultural resources, tourism and jobs to the community.

The Barrie Concert Band was able to attract new members, many of whom were young adults, thus providing them with the opportunity to sustain their organization with the addition of new members. The Concert Band was also able to increase their social media presence, also a jury recommendation, and through this extra publicity they were able to increase ticket sales, their revenue and private sector sponsorships.

The MacLaren Art Centre reported that as a direct result of their funding they were able to reach over 50,000 people with their programming – over 1/3 of our population. The MacLaren also noted that the grant makes it possible for them to offer year round programming of exhibitions, educational programmes and the ability to care for their public collection of 26,600 works. The MacLaren, along with several other organizations stressed that provincial and federal organizations are more willing to provide culture grants to organizations that are consistently supported by their municipalities.

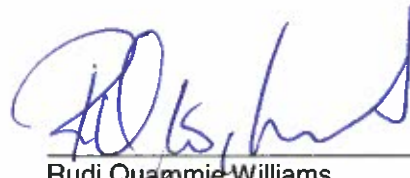
As mentioned previously, of the 19 organizations that received funding from the City of Barrie, 1 organization was unable to commence the activity for which they were funded. The Barrie Arts and Cultural Council's plan to present Art Ce Soir as part of the annual Culture Days celebration was not executed. Those funds (\$5,000), were returned to the City of Barrie. 18 out of the 19 organizations were

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able to complete their proposed activity to an acceptable level (80 – 100 % completion of stated outcomes).

In conclusion, 95% of the funded arts organizations found that the City of Barrie's funding facilitated them in the production and creation of a higher quality of work and increased their ability to deliver improved productions and attract new producing partners. Several organizations suggested that the City of Barrie consider multi-year funding to the arts sector in order to provide them with the ability to plan for their evolution rather than a pattern of planning one year at a time.

Beginning with the 2014 report that you now hold in your hands, the DOC has altered the timing of its Memorandum to Council on the Cultural Grants in order to include comments that are informed by the awardees reporting and feedback.



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Rudi Quammie Williams  
Director of Culture

**Appendix "A"**

**2014 Cultural Grant Funding**

<b><u>Organization Name</u></b>	<b><u>Operating Grants</u></b>	<b><u>Project Grants</u></b>
Arts Ce Soir (Barrie Arts and Culture Council)		\$5,000
Back To Basics		\$5,000
Barrie Concert Band	\$6,000	
Barrie Film Festival	\$20,000	\$5,000
Barrie Latin Club		\$2,000
Barrie Pipes and Drums		\$5,000
Bravado Show Choir		\$5,000
Campus Gallery	\$11,000	
D.I.Y. Arts Collective		\$5,000
Huronina Symphony	\$16,000	\$5,000
Kempfenfelt Community Players	\$7,000	
MacLaren Art Centre	\$125,000	\$5,000
Simcoe Contemporary Dancers	\$8,000	\$5,000
Talk Is Free Theatre	\$48,000	\$5,000
Theatre By The Bay	\$27,000	\$5,000
<b>Total Operating Grant Funding</b>	<b>\$268,000</b>	
<b>Total Project Grant Funding</b>		<b>\$57,000</b>

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**Appendix "B"**

**Testimonials for 2014 Funding**

"The City Grants Program assisted the Barrie Film Festival group in building its capacity by supporting a portion of the annual operating and programming costs essential to running our initiatives. We continue to see steady growth in our attendance, added a new monthly program, increased our outdoor screenings and also carried out 4 partnered screening events with community partners. We were pleased with our part in hosting Aboriginal Day activities this past year. This initiative helped to broaden our learning of aboriginal traditions, build capacity and expanded our industry and community network. As we add new programs the goal is to further diversify what we offer and expand on our patron base. We increased our public activities by 21% and as a result we have seen a 42% increase in our attendance overall."

*Claudine Benoit, Executive Director*  
Barrie Film Festival

"The grant allowed us to have a more professional approach to our concert season, by including guest artists and creating new music. We continue to engage more youth and have just welcomed 8 new members to our organization, 4 of which are young adults – under 25 years. We were able to expand our investment in marketing, mostly through social media and the creation of a more dynamic website. This investment helped us to generate \$6,255.00 in net income from concert ticket sales and an additional \$1,450.00 in private sector sponsors for program advertising."

*Rick Singer*  
The Barrie Concert Band

"The pride we felt as members was evident in our group as we now had a brand new kilt that was tailor made to fit each member. Members now proudly represent the City of Barrie not only through our name but also through the tartan that we wear. Showcasing the City of Barrie's talents, not only through our music, but also through our cultural heritage has been a pleasure."

*Matt Keigelmann, Pipe Major*  
Barrie Pipes and Drums

"Support from the City last year and in the past has been absolutely paramount. It helped us accomplish an extensive range of results. Our new annual project, the Barrie International Comedy Festival, is rapidly becoming one of the anchor tourism events for the region. Additionally, our unique theatre work was seen last year in Munich, Germany; Hannibal, USA and Vancouver, BC. We also increased the level of work and mentorship opportunities for local artists. We produced five local productions and managed four youth engagement initiatives. As a result, our organization is seen not only as a vital contributor to Barrie's arts, economy and quality of life, but is also considered trailblazing in the national and international ecologies."

*Arkady Spivak, Artistic Director*  
Talk is Free Theatre



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**Appendix "C"**

**Jury Panel Bios for 2014**

**Tricia Baldwin** became Managing Director of Tafelmusik in July, 2000. Under her leadership Tafelmusik has experienced tremendous growth. During Ms. Baldwin's tenure, Tafelmusik has enjoyed a prolific and prestigious period on the world stage including 57 provincial, national and international tours.

In 2012, Tricia Baldwin was awarded the Canada Council for the Arts' John Hobday Award in Arts Management and a full scholarship from the Harvard Business School Club of Toronto and KPMG to attend Harvard University's course in Strategic Perspectives in Nonprofit Management in July, 2012.

Baldwin received her Bachelor of Music in Performance from the University of Toronto and her MBA from the Schulich School of Business at York University. Prior to Tafelmusik, she was the Executive Director of Ballet British Columbia and General Manager of the Kingston Symphony.

Baldwin has served on juries and panels for the Canada Council for the Arts, the Ontario Arts Council, the Manitoba Arts Council and the City of Toronto. She is a past Board Member of Creative Trust and Orchestras Canada, currently serves on the Advisory Board of York University's MBA Arts and Media programme at the Schulich School of Business, and has written a case study on recording for this graduate programme.

**Jacoba Knaapen** is the Executive Director of the Toronto Alliance for the Performing Arts (TAPA), an arts service organization that represents 187 professional theatre, dance and opera companies in the city of Toronto). Jacoba is a champion for the performing arts and committed to the ongoing development of a healthy arts sector in Toronto. Her career in the Canadian professional arts industry spans 30 years.

Jacoba is also the Producer of the annual Dora Mavor Moore Awards, which she has been producing since 1999. She is past producer of Elinore & Lou Siminovitch Prize, and worked as the Company Manager at Theatre Passe Muraille for eleven years and also past producer for Topological Theatre. She was co-founder and past editor of *Theatrum A Theatre Journal* and recently published *The Doras: 30 Years of Theatre, Dance and Opera in Toronto*. Jacoba is the recipient of a Harold Award for her contribution and mentorship in the Toronto theatre scene, and has been recognized with a *Vital People Award* by the Toronto Community Foundation for her work in improving Toronto's arts sector 'vital signs'. Jacoba teaches a marketing course on Communication & Promotion for the Arts at the Chang School for Continuing Education at Ryerson University, is the co-Chair of Artsvote Toronto, and sits on the Advisory Committees for ArtsBuild Ontario and the Theatre Performance Program at Humber College.

**Alana Wilcox** is the senior editor of Coach House Books, where she has worked for the past ten years. She is the founding editor of the uTOpia series, which includes uTOpia: Towards a New Toronto, The State of the Arts: Living with Culture in Toronto, GreenTOpia: Towards a Sustainable Toronto, and a forthcoming volume on civic engagement. She is the past chair of the Literary Press Group of Canada and sits on the Literary Committee of the Toronto Arts Council and is a co-chair of the Industry Advisory Committee at the Ontario Media Development Corporation. She holds an MA in English Literature from the University of Toronto and is the author of a novel, *A Grammar of Endings* (The Mercury Press).

**Marion Paquet** was born and raised on a poultry farm located just on the outskirts of Quebec City, and after graduating from the University of Western Ontario, she lived in Vienna, Austria; Ottawa; and Sydney, Australia before moving to Toronto. Marion A. Paquet is the President of M.A.P. Consulting Services Inc. which provides strategic planning and organizational development services for not-for-profit organizations, including cultural organizations, health, social services, community colleges and universities. Marion's firm undertook The Study of Management Development Needs of Not-for-Profit, Publicly-funded Arts and Heritage Organizations in Canada in 1986, as part of a number of initiatives to encourage greater sustainability of arts organizations. Marion is the principal author of *A Handbook for Cultural Trustees*, as well as chapter on organizational development in OAAG's Art Gallery Handbook,

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Volume 2. Marion initiated and taught a course in arts administration to 3rd and 4th year Fine Arts students at York University. Marion has a musical background in both voice and piano, although she no longer sings professionally. She is an arts donor. Marion recently moved from Toronto to south-east Barrie and is an avid arts supporter and philanthropist.

**Kirsten Johnson** is a visual artist, performer and filmmaker. Kirsten Johnson's art work appears in private and public collections all over North America, Europe, Australia and Japan, including Montréal's prestigious *Colart Collection*. Her work last appeared publicly with "Fight or Flight" at Pentimento Fine Art in Toronto and previous to that in Tokyo's *Art x Life*. Her work can be found in the collections of novelist Ann Marie-MacDonald, director Jeremy Podeswa, puppeteer Ronnie Burkett, producer Mark Breslin and many other of Canada's cultural elite. As an actor she has worked with such directors as Jeremy Podeswa, David Cronenberg and Hillar Liitoja. She is a founding member of the Harold Awards which have been celebrating Toronto's alternative theatre scene for twenty years. She turned to filmmaking in a serious manner a couple of years ago as a way to fuse these different practises. She's just received her first major media arts grant from the Canada Council to complete a largely animated work.