

REPORT NO. 153 of the
**SOCIAL DEVELOPMENT,
HEALTH & CULTURE STANDING COMMITTEE**
of its meeting held April 10, 2013

Present: Councillor Ed Sleiman, Chair
Councillor Jo-Anne Gignac
Councillor Percy Hatfield
Councillor Alan Halberstadt
Councillor Fulvio Valentinis

That the following recommendation of the Social Development, Health and Culture Standing Committee **BE APPROVED** as follows:

Moved by Councillor Gignac, seconded by Councillor Valentinis,

THAT the report from the Manager of Cultural Affairs outlining the proposed City of Windsor's Cultural Funding Program as suggested in the Municipal Master Plan Recommendation #7 (Establish an arm's length funding commission) **BE RECEIVED**, and

THAT the report **BE REFERRED** to Council for the 2014 Operation Budget, and further;

THAT City Council **ENDORSE** the establishment of an Arm's Length Grant Program as per Recommendation #7 from the Cultural Master Plan as a Pilot Project for 2013 at a cost of \$87,200 to be funded from the Budget Stabilization Reserve.

Carried.

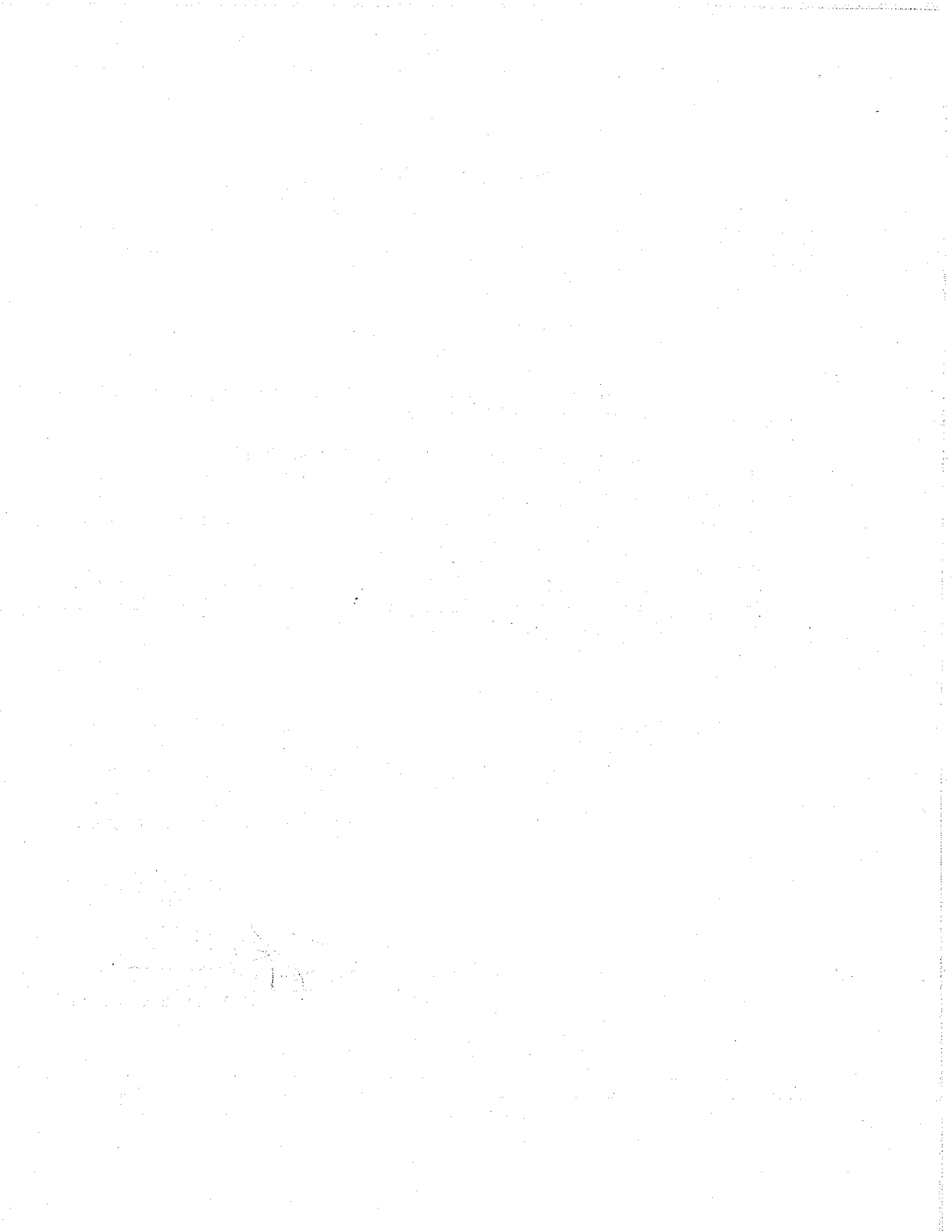
Clerk's Note: The administrative report authored by the Manager of Cultural Affairs dated March 14, 2013 entitled "*Establishing and Arm's Length Grant Program as per Recommendation #7 of the Municipal Cultural Master Plan*" is attached as background information.

LIVELINK 16392, GM/7387, APR/10206


CHAIRPERSON


COUNCIL SECRETARIAT

NOTIFICATION:



THE CORPORATION OF THE CITY OF WINDSOR
Social Development, Health and Culture Standing Committee-
Administrative Report

**MISSION STATEMENT:**

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

LiveLink REPORT #: 16392 GM/7387 APR/10206	Report Date: March 14, 2013
Author's Name: Cathy Masterson	Date to Standing Committee: April 10, 2013
Author's Phone: 519 253-2300 ext. 2724	Classification #:
Author's E-mail: cmasterson@city.windsor.on.ca	

To: Social Development, Health and Culture Standing Committee

Subject: Establishing an Arm's Length Grant Program as per Recommendation # 7 of the Municipal Cultural Master Plan

P&R 13-18

1. RECOMMENDATION: City Wide: Ward(s): _____

THAT the report from the Manager of Cultural Affairs outlining the proposed City of Windsor's Cultural Funding Program as suggested in the Municipal Cultural Master Plan Recommendation #7 (Establish an arm's length funding commission) **BE RECEIVED,**

AND that the report **BE REFERRED** to Council for the 2014 Operating Budget.

EXECUTIVE SUMMARY:

N/A

2. BACKGROUND:

The City of Windsor's Municipal Cultural Master Plan (MCMP) was approved by City Council in May 2010. The report mapped out 16 recommendations intended to serve as a goal-centred approach to facilitating the growth of culture in our community.

Recommendation #7 is the establishment of an arm's length funding commission for cultural organizations and staff in Recreation and Culture sees this as a priority for 2013. As such, the request for \$87,200 was brought forward to the 2013 budget process for consideration (budget issue #2013-0266). Although this addition to the 2013 budget was not approved, this report is provided to lend background and context around work that has already occurred relative to this MCMP recommendation.

Culture is one of the most complex concepts of our times. It is pervasive and winds its way through everyday life, defining our communities and providing our city with a sense of identity and uniqueness. It deals with the intellectual achievements, ideas, customs, and social behaviour of a particular people. Interconnected with all City departments, culture is an essential key to the development of the City of Windsor.

The City of Windsor's Community Strategic Plan also called for a focus on cultural growth. It urges: capitalizing on our strengths to promote tourism and hospitality, making the most of our advantages as a key Canadian gateway; reaching out to the world to showcase Windsor as an outstanding place to live, work and visit; celebrating diversity by recognizing our rich diverse culture and heritage; honouring heritage by preserving structures that tell the story of our past; and valuing art by promoting and supporting the arts and local artists, and ensuring that our citizens have many opportunities to experience a wide variety of expression and performance.

3. DISCUSSION:

Municipal Cultural Master Plan Recommendation #7 Establish arm's length Cultural Funding Commission outlined in detail the structure and operation of the proposed fund along with the recommendation the funding commission be established as soon as possible in 2011.

During the November 2011 Cultural Summit, 12 people expressed their interest in forming a Task Force to provide comment and participate in developing a granting program for Windsorites. The people who volunteered represented a variety of arts and culture interests including: individual artists and technicians, local cultural organizations such as the United Way and the Multi-Cultural Council, and regional provincial representatives.

Prior to the first Task Force meeting, Administration did a significant amount of research on the municipal grant programs available. Staff did a more thorough investigation of seven Canadian municipalities and two Michigan municipalities to determine dollar amounts of the grants as well as the operating parameters of the program. In addition, staff considered the program supported by the Windsor Endowment for the Arts.

Through the research it was determined there are three fundamental models for arm's length cultural funding:

1. City staff, advised by a volunteer committee.
 - City's culture staff vet finances and operations of grant applications;
 - Advisory committee of culture experts works with City culture staff;
 - Develop recommendations for disbursement; Council to approve through a yearly budget allocation.
2. A Commission.
 - Volunteers are community representatives;
 - Vet applications; recommendations for disbursement; Council to approve;
 - Work with eligibility/assessment criteria set by City Council;
 - City staff are ex-officio;
 - One or more Council members may sit, ex-officio on commission;
 - Decisions are final; except in extreme cases.
3. A separate incorporated agency.

- Has its own paid staff;
- Funds cultural organizations, while the municipality funds its operations;
- Disbursed funds come from municipality;
- Agency sets funding criteria, and disburses funds accordingly;
- Funds are secured, held, and distributed by the agency
- One or more Council members may sit on the agency governing board.

The MCMP considered all three models, recommended model # 2, the commission structure, and suggested that over time this might evolve into a separate incorporated agency.

During the first Task Force meeting, staff presented the research on the type of grant available, the requirements of the grant and the amount of money other municipalities provided to their funding model. This was a very lively and passionate conversation and at the end of the meeting, the group had agreed on two foundational stones. Firstly, that it is most cost effective to begin with Option 1 as the model which will allow for the minimum of money to be spent on administering the grant and the maximum amount of money going to the local organizations who will utilize the funds within the community. Secondly, the group agreed that starting the grant program with a realistic amount of money such as the \$0.40/per capita that the Region of Waterloo supported would provide a solid and sustainable base for the program.

It should be noted that after each Task Force meeting, the members went back to their cultural communities and sought out input, reactions, considerations and comments. They had a significant amount of homework to do between each meeting.

The second Task Force meeting occurred on June 20, 2012. The specific goals for the group to achieve included: the purpose of the grant program, discussion of eligibility requirements for organizations, individuals and projects, discussion of project funding specifics from the perspective of what could work for Windsor, the application process, and the slogans or phrases to promote to this project.

The Task Force determined a purpose statement: *Investing in the soul of our City by providing financial assistance to locally-developed arts, culture and heritage projects that provide exciting, surprising, and meaningful opportunities to strengthen our creative community.* There was a long and participatory debate around the purpose with the proposal that emerged centering on the principle of making culture happen now.

The group agreed that while individuals may apply to the grant, individuals should also be encouraged to form a collaborative/partner with an established eligible organization for their project. They determined the terms of eligibility to include: Windsor-based, have arts, culture and heritage as their main focus, be incorporated, non-profits or registered charities, be in good-standing for a period of at least a year and be fiscally responsible (demonstrated with unaudited financial statements signed by two board members OR with audited financial statements for the most recently-completed fiscal year).

Project eligibility was also determined by the Task Force to mean: organizations must be able to demonstrate some support (financial or in-kind) for their project beyond what is provided in the grant and secondly the organization must not already receive funding from the City of Windsor.

It was during this meeting that the idea of two funding rounds per year was discussed to encourage the creation of arts, cultural and heritage projects year round while encouraging great

activity and to create a more consistent impact on the community through make culture happen now.

July 12, 2012 was the third Task Force meeting. The group re-considered the work that they had previously completed, and previewed the presentation that would be made to a larger group of stakeholders on July 25, 2012. The Task Force confirmed the Program Objectives, Key Priorities, Eligible Projects and Maximum Funding as outlined in Appendix A DRAFT Program Guidelines.

An invitation was sent out by the Cultural Affairs section in July, to 62 well-known Windsor cultural supporters for further discussion. The meeting was held at Malden Park Visitor Centre and the proposed grant program was thoroughly discussed by all in attendance. It was a very positive discussion. At the end of the meeting it was clear that the voices in the room were supportive of the initiative moving forward. It was submitted into the 2013 budget process for consideration during the budget approval process.

4. RISK ANALYSIS:

The cultural community is paying close attention to the rollout of the initiatives that were defined in the Culture Workplan 2012 as it was presented to the Social Development, Health & Culture Standing Committee March 21, 2012 and through the Minutes to Council on April 16, 2012.

Recommendation #7 was determined to be a priority to bring forward. This was established as a starting point to implement the MCMP as it supports the Community Strategic Plan and supports the six priorities determined for the current term of City Council.

Windsor's cultural community has actively participated in the creation of this grant funding process. Over 60 cultural ambassadors have had the opportunity to provide input on the type, frequency, goals and intentions of the fund.

The implications of not establishing the fund per Recommendation #7 of the MCMP is the risk that multiple arts and cultural organizations will approach Council individually for grant funding on a case by case basis, without a set of criteria in place to guide Council.

5. FINANCIAL MATTERS:

The City of Windsor has provided grants to a limited number of cultural organizations in the past. There are five external organizations who have received funding dollars including:

- The Art Gallery of Windsor
- The Windsor Symphony Orchestra
- Artcite
- Arts Council of Windsor and Region
- The Canadian Historical Aircraft Association (Lancaster Bomber)

Funding has been changed for both the Art Gallery of Windsor and the Windsor Symphony Orchestra through the establishment of facility agreements.

Other internal cultural related initiatives include:

- Cultural Affairs Office
- Windsor Community Museum
- Windsor Sculpture Garden
- Capitol Theatre
- Mackenzie Hall
- Willistead Complex

This funding proposal, would see the City of Windsor providing the fund with \$0.40/per capita totalling \$87,200 in the first year. The financial support will be awarded to fund projects which will take place within the City boundaries. There will be two intake opportunities six months apart for individuals and cultural organizations to access funding to "make culture happen now".

6. CONSULTATIONS:

Manager of Operating Budget Control & Financial Administration

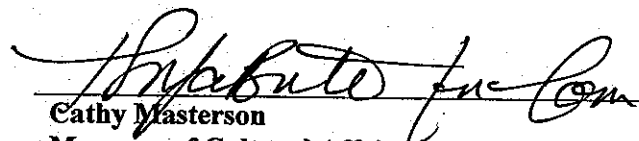
Municipal Cultural staff with the: City of Kelowna, City of Richmond, Halifax Regional Municipality, Region of Waterloo, City of Barrie, City of London, City of Kingston, Detroit, and Grand Rapids and the City of Windsor

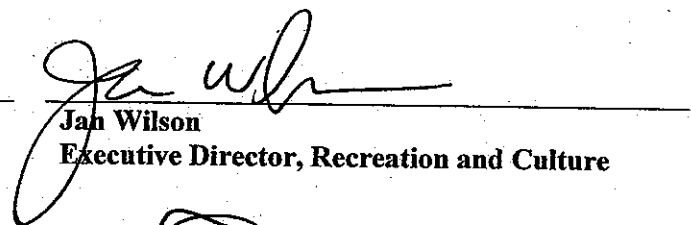
In addition the following community members participated in the consultation process: Lorraine Goddard, Chris Ford, Cleopatra Kierstead, Gina Lori Riley, Nancy Nosanchuk, Ghislaine Brodeur, Laurie Smith, David Hanna, Christine Burchnell, Tom Savage, Jeremy Riggsby, Oona Mosna, Lenore Langs, Marty Gervais, Irene Timko, Amanda Gellman, Jack McGarry, Lionel Walsh, Mark Lefebvre, Peter Coady, Brian Raisbeck, Florence Raisbeck, Peter Hrastovec, Mario Carnevale, Michelle Mainwaring, Vanessa Shields, Karolyn Hart, Jean Foster, Michelle Le Chien, Justin Langlois, Carolyn Rourke, Catharine Mastin, Srimoyee Mitra, Paul Medved, Virginia Anne, Shantelle Browning-Morgan, Dann Bouzide, Theresa Sims, Tom Lucier, Mike Hargreaves, Jeffery Wilkinson, Paul Meanwell, Lisa Kolody, Padmini Raju, Rob Whent, Karlene Nielson, Lori Newton, Dianne Clinton, Linda Scott, Colleen Mitchell, Glenn Stresman, Zeke Moores, Kay Curtis, Francine Schlosser, Lorraine Steele, Darren Winger, Jeremy Renaud, Sarah Beveridge, Dan Wells.


7. CONCLUSION:

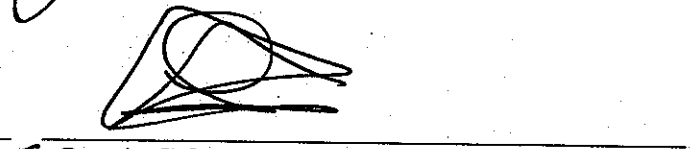
The City of Windsor has made a significant contribution to the cultural fabric of the community. The grant funding will continue to grow this sector by providing small amounts of funding to make culture happen now.


Administration will bring forward for Council consideration of this grant program totalling \$87,200.00 again as part of the budget process in 2014.


Cathy Masterson
Manager of Cultural Affairs


Jan Wilson
Executive Director, Recreation and Culture


Jelena Payne
Community Development and Health
Commissioner and Corporate Leader Social
Development, Health, Recreation and Culture


Onorio Colucci
Chief Financial Officer/City Treasures and
Corporate Leader Finance and Technology


Helga Reidel
Chief Administrative Officer

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APPENDICES: (enclosure)
Appendix A: DRAFT Program Guidelines
Appendix B: Arm's Length Cultural Funding Commission Research
Appendix C: Copy of Comparison Chart
Appendix D: July 25, 2012 Group Meeting PowerPoint Presentation

DEPARTMENTS/OTHERS CONSULTED:
Name:
Phone #: 519 ext.

NOTIFICATION :

Name	Address	Email Address	Telephone	FAX