

Report from Community, Recreation and Culture Services, Programs and Culture Services

Date of Report: November 8, 2019

Date of Meeting: November 20, 2019

Report Number: CRCS-B055-2019

File: 35.65.12

Subject: St. Catharines Cultural Investment Program (SCCIP)

Recommendation

That Report CRCS-B055-2019, regarding the St. Catharines Cultural Investment Program (SCCIP), be received for information.

Background

At its meeting on October 28, 2019, the Budget Standing Committee approved the following motion:

“That staff be directed to report back on the cost of bringing the SCCIP investment up to the recommended \$3.28 per capita by the next BSC meeting; and

That a plan be brought forward re: 1) how to achieve the \$3.28 and 2) how to move the SCCIP program from the Civic Project Fund and onto the levy.”

Report

In late 2015, City Council established a Cultural Funding Task Force (CFTF) to undertake a review of the existing cultural investment policies, programs and funding levels. As a part of this process, the CFTF looked at economic impact, sector conditions and comparable information and carried out sector consultations to inform their final recommendations.

The CFTF made nine recommendations. The full report is attached as Appendix 1. Recommendation #2 relates directly to the contents of this report.

Recommendation #2

That City Council adopt \$3.28 per capita as a minimum target for cultural investment, or a cash level of \$435,000; and that Council work to ensure funding levels are maintained through stable and sustainable financing.

Based on the most recent census information, the population of St. Catharines is 133,113. The per capita investment goal of \$3.28 would amount to a corresponding total of \$436,611 in investment in SCCIP.

SCCIP Funding to Date

Currently, SCCIP funding for 2019 is \$339,587 of which, \$246,000 is funded from the Civic Project Fund in both 2019 and 2020. This amounts to a per capita investment of \$2.55 for 2019. The 2020 budget amount for SCCIP is \$351,000 which is a \$2.64 per capita investment. An increase of 3.53%, which is an increase that is greater than inflation.

The level of investment that was recommended by the CFTF was based on comparing the cultural investment of the 10 comparator municipalities identified by Council, then isolating the four comparator municipalities that are the lower tier of a two tiered municipal system similar to that found in St. Catharines. The average investment for those four municipalities (Kitchener, City of Waterloo, St. Catharines and Niagara Falls) was calculated at \$3.28 per capita. In 2016, this was determined to be a reasonable goal for cultural investment.

In order for the City of St. Catharines to achieve the SCCIP funding level recommended (\$3.28 per capita), an additional \$97,024 is required to be added to the current 2019 operating budget and \$85,611 is required to be added to the draft 2020 operating budget.

If the SCCIP program were to be moved from the Civic Project Fund(CPF) and onto the levy, an additional \$246,000 would be required to be added to the CRCS 2020 operating budget. This would increase the City's 2020 total expenditure budget by 0.22% to an increase of 5.56% from 2019. Should the committee or Council determine it prudent to reduce the reliance on the CPF as a funding source for SCCIP, a phased approach over a number of years would be recommended to minimize the impact on the annual operating budget.

Options to Grow SCCIP

The CFTF recommended options that were considered "cautiously feasible" at the time on how to increase revenue and grow the cultural investment allocation. Some of these options were implemented and others were not but continue to be worth consideration.

1. An increase from revenues from downtown parking.

A percentage of the revenues collected from the special events parking fees is allocated to SCCIP. The current amount could be increased to provide additional SCCIP funding. The parking surcharge revenue projection for 2019 is \$24,250. Note that reallocating parking revenues would mean that other programs and services may be impacted. The parking reserve fund balance is declining. If more special events parking dollars are reallocated towards SCCIP, there would be a negative impact on the parking reserve fund.

2. Fundraising

The Cultural Funding Task Force looked at fundraising as an ongoing activity for SCCIP directed revenues. At the time of the Task Force report, it was identified that fundraising comes with a number of challenges including the capacity of staff to raise significant funds within their current roles.

At the time of the CFTF report, a number of notes were identified with regards to fundraising and these remain relevant today.

If a fundraising plan is identified as a viable revenue source, some ground rules should be established on principle, including:

- a. Fundraising for the arts should not compete with the arts. Every not-for-profit arts organization seeks sponsors and donors, and relies on those revenues to survive and thrive. Any fundraising to bolster municipal investment should take every precaution to not steal sponsors or donor dollars.
- b. Funds raised should be incorporated into the following year's program investments. It's a more efficient and transparent system when applicants, staff and evaluators all know how much funding is available – in the planning phase of the programs.
- c. The City should maintain a steady – or growing – funding level for culture, no matter how much funds are raised through fundraising. Fundraising should be a community effort to grow our sustainable future, rather than an opportunity to reduce municipal expenditures.
- d. A dedicated fundraising event for SCCIP may be considered. A challenge to this type of event is that revenues cannot be guaranteed from year to year. Additionally, the capacity of the staff to carry out this event is dependent on the reallocation of staff time from other projects. If this option is considered feasible, staff recommend retaining an outside contractor who specializes in fundraising event management to implement this recommendation. This option would require an additional budget allocation to hire professional fundraisers.

New Opportunities for Funding SCCIP

In addition to funding opportunities as recommended in the 2016 Cultural Funding Report, other options are proposed to increase revenues to SCCIP with an end of moving the cost of SCCIP from the Civic Project Fund to the levy.

- 1. Allocate a percentage of a potential accommodations tax to SCCIP.**

Currently the City does not have an accommodations tax but should one be implemented, a portion of these revenues could be allocated to SCCIP.

- 2. Include an option to make a donation on FirstOntario Performing Arts Centre's membership subscription application form.**

This recommendation was also included in the CFTF recommendations but was not implemented. Providing an option for one time donations for patrons already supporting local arts will bring visibility to a fundraising component of SCCIP revenues and get the message directly to an already established target audience. This option will require on-going conversation with the new board of the FirstOntario Performing Arts Centre to ensure this would not have an adverse impact on their ability to raise funds for their own operation.

3. Increase the price of Arts Awards tickets

The current price of a ticket to Arts Awards is \$11.06 before fees and taxes. In 2019 there is a potential of 304 tickets to be sold. The price of a ticket to the Arts Awards event could be increased by \$5 per ticket with the additional being directed to SCCIP. This would realize \$1,520 in revenues.

Other Options Considered, Not Recommended

1. Reallocation of Culture / Historical resources

The responsibilities of the currently vacant Cultural Services Supervisor position have been assumed for the past two years in an acting capacity by the Historical Services Supervisor. The funds normally allocated to the Cultural Services Supervisor position have been partially directed towards hiring a contract Culture Coordinator to complete projects in the department. Eliminating the supervisor position would amount to approximately \$35,000 that could be allocated to SCCIP. Staff is currently reviewing options related to this topic and what the future structure of the Cultural and Historical Services divisions may look like.

In addition, the City allocates funds towards the operation of the Morningstar Mill and an option would be to cease operations at the Morningstar Mill and reallocate the remaining budget to SCCIP. While this option would allow for the reallocation of some budget, utility and maintenance costs will still be required and any revenues projected for that site will not be realized. This would realize approximately \$84,000 in funds that could be re-allocated to SCCIP. This option would result in the reduction of one full-time staff from the current complement and would mean that much of the public programming at the Mill would no longer move forward.

2. Implementing a ticket surcharge on cultural events at the Meridian Centre.

Similar to the ticket surcharge at the FirstOntario Performing Arts Centre, an additional ticket surcharge on events held at the Meridian Centre could be applied. Ticket pricing for events at the Meridian Centre is already at a high level compared to similar sized facilities and an additional surcharge may impact sales and attendance.

3. An additional \$1 charge on tickets sold at the FirstOntario Performing Arts Centre.

A \$1 ticket surcharge has been in place to offset SCCIP since 2016. In 2020, an additional \$1 surcharge would double the projected revenues from this source and from \$75,000 to \$150,000; however, an additional surcharge may impact sales and attendance.

Financial Implications

In order to bring SCCIP funding to a target amount of \$3.28 per capita, the current SCCIP allocation would have to be increased by \$85,611 in 2020. This would bring the SCCIP allocation in 2020 to \$436,611.

If SCCIP were to be funded from the levy instead of the Civic Project Fund, \$246,000 would be needed to be added to the tax levy. This would increase the 2020 total City expenditures by 0.22%.

In order to continue to remain competitive, SCCIP should also continue to grow by at least the cost of living every year. This would allow the program to continue to grow its funding commitments with the pressures being felt by the community as their cost of doing business increases annually. The SCCIP budget in 2020 has increased by \$11,413 or 3.36% from 2019 to 2020. This increase is greater than projected inflation for 2020.

Relationship to Strategic Plan

This report supports the Cultural Renaissance section of the Strategic Plan to “celebrate the City’s rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth.”

Conclusion

Direct cultural investment in the arts and culture in the community is an important way that the City of St. Catharines supports the growth and sustainability of this industry. In order to continue to provide this support, the City needs to consider the growth of the St. Catharines Cultural Investment Program and its ongoing stability. With this program being funded from the Civic Project Fund, that stability could be in jeopardy within a few years as this fund is depleted. This report addresses strategies to consider in moving forward this investment in an important and vital sector.

An analysis of the current practice of funding SCCIP shows that the CPF should not be considered a long term source for a significant portion of the annual SCCIP budget. Reducing the reliance on the CPF should occur in a phased manner over a number of years, which is best practices for transitional type changes. Considering changes to other funding sources at the same time as reducing reliance on CPF for SCCIP would further reduce the impact on the annual operating budget. The remaining annual amount for the SCCIP budget is derived from a combination of downtown parking revenues, PAC ticket surcharges, fundraising and the tax levy.

This report informs the BSC that there are other sources of funding that can be considered but that those considerations will require policy development and approvals beyond the BSC and Council. Finally, this report informs the BSC that the reallocation of current operating budget dollars to bring the SCCIP to the per capita amount of \$3.28

previously approved by Council will result in the reduction in the provision of programs and services in other areas.

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ST. CATHARINES CULTURAL FUNDING REVIEW

SUMMARY OF EVALUATION AND RECOMMENDATIONS

Culture Funding Task Force

December 2015

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“St. Catharines will be the most dynamic,
innovative, sustainable, and livable city in
North America.”

Council Vision Statement
Strategic Plan 2015 - 2025

INTRODUCTION

On September 28, 2015 St. Catharines City Council established a Cultural Funding Task Force to undertake a review of existing cultural investment policies, programs and funding levels. Recommendations for revision were requested by December 14, 2015 so that Council can consider the recommendations during the 2016 budget review process. Over eight weeks the Task Force looked at economic impact, sector conditions and comparable information. Members of the arts and cultural community were invited to present to the Task Force, the Task Force reviewed the issues and opportunities summarized in a discussion paper, and finalized recommendations for Council at a meeting on December 8, 2015.

SUMMARY OF FINDINGS

- An investment in the arts is an investment in our local economy, quality of life and cultural vitality.
- The arts should be the priority of the City's direct cultural investment programs.
- St. Catharines' annual investment levels are low compared to other cities – currently \$1.29 per capita.
- \$3.28 per capita will meet minimum standards of the City's peers, \$435,000 per year.
- There are potential sources of revenue that could be leveraged.
- Culture Plan 2020 should be used to reshape the new investment programs.

RECOMMENDATIONS

RECOMMENDATION #1

That Council recognize the importance of growing and sustaining the cultural sector for the future sustainability of our community.

RECOMMENDATION #2

That City Council adopt \$3.28 per capita as a minimum target for cultural investment, or a cash level of \$435,000; and that Council work to ensure funding levels are maintained through stable and sustainable financing.

RECOMMENDATION #3

That Council prioritize the arts, including festivals that celebrate the arts, for the City's cultural investment programs.

RECOMMENDATION #4

That Council request a review by the Niagara Region of its cultural investment levels, with the aim of strategizing increases to funding levels according to comparable municipal practices in Canada; and that the Niagara Region be asked to work with the City of St. Catharines to develop a sustaining grant program that will support core arts organizations that serve the broader region.

RECOMMENDATION #5

That City Council recognize the FirstOntario Performing Arts Centre's (FOPAC) operations will impact the local arts community, and that staff be directed to report back in one year's time on changes in expenditures, revenues and operating budgets of SCCIP clients who produced work in the FOPAC.

RECOMMENDATION #6

That Council direct the Arts & Culture Advisory Committee to:

- Undertake further investigation of cultural investment levels in lower tier municipalities beyond the 10 comparator cities;
- Revise the purpose, goals, program streams, priorities and evaluation criteria of SCCIP policy using **Inspire St. Catharines: Culture Plan 2020**, in time for the 2016 SCCIP application release;
- Develop plans and policy to guide an Individual Artist grant program in 2017.

RECOMMENDATION #7

Request that City Council re-instate a budget, of up to \$25,000, for the Heritage Property Grant Program, confirming the City's leadership role in fostering private sector commitment to heritage preservation. Increase the maximum grant level, recognizing the work required in application and the costs of preservation, and consider giving the Heritage Committee full approval of grants under \$5,000. Review program requirements to reduce bureaucracy, including the pre-approval requirement.

RECOMMENDATION #8

The Festivals and Events (F&E) program is at a crossroads. The Task Force requests that Council commit to the program and:

- Approve F&E funding within the 2016 budget for both the 2016 and 2017 festival seasons;
- Establish a minimum funding level of \$44,000 for 2016, as part of the cultural funding envelope for 2016; and,
- Direct the ACAC to move the F&E Program into SCCIP, merging policies and establishing criteria suitable for festivals and in keeping with the original intent and goals of the F&E Program.

RECOMMENDATION #9

That the Arts & Culture Committee be asked to explore fundraising options that will serve the growth of SCCIP without compromising the ability of the arts community to fundraise for their own operations.

CURRENT CULTURAL INVESTMENT PROGRAMS

The City of St. Catharines has two funding programs that are designed as investments into the cultural sector to strengthen the sector, support special projects and cultivate cultural experiences for residents and tourism activity. Each program is open to eligible applicants from the community, which are reviewed by a committee of volunteer residents who bring a strong culture-related knowledge base to the table and use evaluation criteria pre-approved by City Council. Each year, funds are distributed to multiple applicants. Not all applicants are successful. The request for funds has consistently exceeded the available budget, although 85% of applicants receive some degree of funding.

The two programs are:

- St. Catharines Cultural Investment Program (SCCIP) – established in 2004
- Festival and Events Grant Program (F&E) – established in 2013

Each program is governed by a Council-approved policy which outlines purpose and goals, definitions, eligibility, and evaluation criteria. Funding is approved each year as part of the City's budget approval process. Funding for SCCIP is approved in advance of the application deadline.

This is not the case for the F&E program, which receives applications in the fall, for funds that have yet to be approved for the next fiscal year.

ST. CATHARINES CULTURAL INVESTMENT PROGRAM

SCCIP supports arts, heritage and ethnocultural activity, and has invested \$150,000 into the sector per year since 2008¹. It is designed to support professional, amateur and grassroots activity with a broad definition of culture. It does this through three different program streams:

- Sustaining Program – provides core operating funding to established organizations that provide significant activities and services to the community
- Cultural Development Program – supports special projects, new initiatives and small capital needs of the sector.
- Culture Builds Community Program – supports grassroots community projects and events, with an expanded definition of culture.

Over the years SCCIP has invested in 72 different applicants. In 2015, 15 applicants received investments, five of whom were first-time applicants.

FESTIVAL & EVENTS GRANT PROGRAM

The Festival & Events Grant Program was established in 2013 to build festivals seeking to attract tourists to St. Catharines. It has a focus on marketing and economic impact, and is designed to build tourism assets. The program's funding base has changed each year, ranging from \$18,900 to \$36,800 in its three years of operations. 7 festivals and events have been funded through the program.

As of November 2015, letters of intent have been gathered from 5 festivals interested in applying for the 2016 festival season. Their total anticipated request is \$88,000 in support of budgets totaling \$1,571,274.

¹ In 2004 the program began with \$124,000 per year, which remained constant until 2008.

WHY INVEST?

Over 12 years, the City has invested \$1.7 million into the cultural sector through SCCIP. The return on investment was confirmed in an economic impact analysis that was part of Culture Plan 2020, and three years later when a 10-year review of SCCIP was completed.

In 2009, 2010 and 2011, SCCIP client expenditures, in addition to the expenditures of SCCIP's audiences, generated between 33 and 36 jobs in the local market (Appendices: Chart 1). This is indirect job creation, over and above the jobs created by the client base. In 2012, this job base included 24 full-time and 8 part-time jobs, and 385 contracts for artists (Appendices, Chart 2).

SCCIP ACTIVITY GENERATES MORE THAN 55 FULL-TIME JOBS PER YEAR AND HUNDREDS OF ARTIST CONTRACTS.

Revenues generated by SCCIP clients continue to grow, and the SCCIP investment has supported that growth. Growth in earned and private sector revenues can be the direct result of investment that supports personnel needed to develop these revenues. As well, municipal investment has a direct influence on provincial and federal granting bodies, who consistently review municipal investment as part of grant evaluations. (Appendices: Chart 3)

IN 2012, SCCIP CLIENTS LEVERAGED \$16 FOR EVERY \$1 OF SCCIP INVESTMENT: MORE THAN \$2.4M OF REVENUE GENERATION PER YEAR.

SCCIP's clients' activities generate street-level activity which stimulates spin-off economic activity for local business. St. Catharines residents of all ages benefit directly from the 422 events and exhibitions, educational programs, in-school and in-the-community programming led by SCCIP clients. Many SCCIP-supported activities also function as an export industry – through touring performances and exhibits and art sales – as well as tourism attractions. In particular, our festivals play a key role in cultivating tourism visitation, and St. Catharines is seeing new opportunities for tourism attraction emerge. (Appendices, Chart 4)

SCCIP'S CLIENTS CREATED 422 ACTIVITIES IN 2012. SCCIP IS GOOD FOR BUSINESS, AND FOR RESIDENTS OF ALL AGES. LOCAL ARTS ARE AN EXPORT INDUSTRY, AND ALSO ATTRACT TOURISTS.

Finally, the arts, heritage and festivals of St. Catharines deepen civic pride and foster a distinct sense of place. Culture contributes to the environmental and social health of our community through recreational pursuits, events and enrichment experiences, design and aesthetic, the promotion of creativity, imagination and skills development, the celebration of local people and stories, and the investigation and exploration of diverse perspectives.

SCCIP IS ESSENTIAL TO QUALITY OF LIFE.

RATIONALE FOR REVIEW

There are several pressures on the City's existing cultural funding programs that warrant this review. Some are municipal in nature:

- March 2015 – City Council approved *Inspire St. Catharines: Culture Plan 2020*. The plan offers new priorities that could change the strategy for investment.
- September 2015 – City Council approved a new Strategic Plan, which includes a stretch vision and goals for the cultural sustainability of the community.
- November 2015 -- the FirstOntario Performing Arts Centre opened, forever changing the landscape of the local arts sector.

Others are the result of a maturing arts sector:

- The growing recognition that arts organizations and artists are an important part of a sustainable community, as cornerstones of cultural vibrancy and as contributors -- directly and indirectly -- to economic and social health, and to a distinct sense of place.
- SCCIP has not been able to support growth in the sector. In a previous evaluation, it was clear that emerging organizations receive little or no funding.
- While annual investments in “core” arts organizations have steadily grown, these levels of funding are insufficient for the community's needs.
- New organizations and festivals are emerging as a direct result of the FOPAC, and these new organizations will be seeking a cut of the SCCIP pie.
- With this year's move of the Marilyn I. Walker School of Fine and Performing Arts to the downtown core, the needs of emerging artists are more present than ever. The arts community has been collectively outspoken about the need to support growth in the sector as a means of encouraging young creative talent to remain in St. Catharines.
- Established artists would benefit from local investment as well as emerging artists. Funding for individual artists is being sought by the arts community. Funding to artists

can offset what are often below-poverty level wages, encourage this export industry and support creative projects.

St. Catharines has begun a bold new era and as with all new ventures, with reward there is risk. City staff and experienced arts managers are all concerned about the future health of the sector as the FOPAC begins a new life in our downtown.

FUNDING LEVELS WHERE SHOULD THEY BE?

There is no formula for municipal cultural investment, so how do you determine a suitable investment? As the research in this section will confirm, every municipality funds culture differently, with different dollar amounts, programs, in-kind contributions and priorities. Essentially, a city must look to its own local community and determine how investment can maximize cultural assets for the community's benefit.

Four areas of research were considered when answering the question, "What level of funding does St. Catharines' cultural sector need?"

1. A comparison of funding in the ten communities Council has approved for such comparisons;
2. Research from Statistics Canada on the sources of revenues generated by different types of arts organizations
3. Consultation with the local arts community – 14 deputations were made to the Task Force, from artists and arts managers from a range of disciplines and organizations.
4. Case studies of art galleries, orchestras, chorales – borrowed from a Region of Waterloo study with some additions.

CULTURAL FUNDING IN COMPARABLE MUNICIPALITIES

The ten municipalities approved by Council for comparative purposes were surveyed, and asked if they fund culture, how they fund culture and how much funding they invest. Dedicated cultural funding exists in seven cities; the other three fund culture through community grants programs. The majority of cultural funding goes to arts groups and festivals.

The Task Force looked at both dollar levels and per capita investments in the comparable cities. Charts 2, 3 and 4 appended provide the detailed numbers. St. Catharines annual investment of \$1.29 per capita compares poorly. Investment levels do not include signature festivals or municipal operations, such as a performing arts centre, civic gallery or museum.

10 City Comparison	Ave. Per Capita Investment, 2014	Appendices
10 cities, single and 2-tier	\$4.04	Chart 6
Same, removing top and bottom	\$3.10	Chart 6
5 single-tier municipalities only	\$5.47	Chart 7
4 lower-tier municipalities	\$3.28	Chart 8
St. Catharines	\$1.29	

One final comparison was looked at, to determine whether the Niagara Region's investment in culture makes a difference to the per capita level. St. Catharines is the highest per capita investor in Niagara, but together, this region's three local municipalities are far behind in their investment levels.

Kitchener + Waterloo + Region of Waterloo \$6.26 per capita

Niagara Falls + St. Catharines + Niagara Region \$1.30 per capita

RECOMMENDATION #2

That City Council adopt \$3.28 per capita as a minimum target for cultural investment, or a cash level of \$435,000; and that Council work to ensure funding levels are maintained through stable and sustainable financing.

RECOMMENDATION #6, PART 1

That Council direct the Arts & Culture Advisory Committee to undertake further investigation of cultural investment levels in lower tier municipalities beyond the 10 comparator cities.

RECOMMENDATION #4

That Council request a review by the Niagara Region of its cultural investment levels, with the aim of strategizing increases to funding levels according to comparable municipal practices in Canada; and that the Niagara Region be asked to work with the City of St. Catharines to develop a sustaining grant program that will support core arts organizations that serve the broader region.

MUNICIPAL CULTURAL INVESTMENT LEVELS -- A NATIONAL VIEW

Statistics Canada undertakes surveys every two years of professional arts organizations. These surveys show the sources revenues generated by organizations by discipline and by size of operating budget. In 2012, a survey of not-for-profit performing arts companies across Canada shows that the City of St. Catharines' investment is below the national average.

Public Sector Investment in the Performing Arts, 2012

	Total as % of operating revenues	% of public investment from municipal sources
National Average	22 to 34 %	18.20%
St. Catharines Core² Arts	32.30%	14.80%

It should be noted that the above survey includes a wide array of sizes and types of organizations – the chart above includes organizations like the Shaw Festival, as well as Garden City Productions – assuming they completed the survey, of course. It is more valid to review comparable organizations in order to generate an apples to apples perspective.

COMPARING ST. CATHARINES ARTS ORGANIZATIONS TO THEIR PEERS

A case by case analysis of revenue sources was used to evaluate industry standards for distinct professional arts organizations. Appended to this report in Charts 12 – 16 are the revenue comparisons of specific St. Catharines-based professional arts organizations with their peers³ in other parts of the province or country. The following chart provides a quick summary of the findings.

² Only performing arts clients within the Sustaining Program of SCCIP are included in this comparison.

³ We are very grateful for the work of the Waterloo Region, whose study we borrowed from: "REVIEW of Per Capita / Arts Sustainability Funding and Municipal Funding Models for Key Cultural Institutions – City of Kitchener, City of Waterloo, Region of Waterloo" Angela Birdsell Inc., September 2015. Some additions are by City of SC staff.

St. Catharines Organization	# of orgs in comparison	Ranking Highest to lowest budget	Ranking Highest to lowest % of City funds in revenues	Notes of remark
Chorus Niagara	5	3rd	4th	#1 in donated revenues as a % of budget
Niagara Symphony	6	6th	5th	#1 in earned revenue; lowest budget \$
Niagara Artists Centre	4	1st	2nd	#1 in earned revenues; 3 times higher than 2 nd ranked
Carousel Players	3	2nd	3rd	#1 in earned revenues
Rodman Hall	5	5th	5th	Only gallery to not receive municipal funds

Our local arts organizations consistently generate earned or donated revenues at a higher rate than their peers, despite consistently lower city funding.

SOME ADDITIONAL CONCLUSIONS

In its review, the Task Force concluded that:

- An overwhelming majority of SCCIP and F&E funding has been invested in the arts sector, who are responsible for more than 80% of applications.
- St. Catharines has substantial physical heritage assets which contribute to a distinct sense of place in many of our neighbourhoods. The heritage sector needs investment to preserve and restore built heritage, which is primarily under the ownership of the private sector and supported by the City's Planning and Building Services department.
- Ethnocultural groups in St. Catharines are well-served by the Folk Arts Multicultural Centre and could reasonably become less of a priority for SCCIP.

RECOMMENDATION #3

That Council prioritize the arts, including arts festivals, for the City's cultural investment programs.

RECOMMENDATION #7

Request that City Council re-instate a budget, of up to \$25,000, for the Heritage Property Grant Program, confirming the City's leadership role in fostering private sector commitment to heritage preservation. Increase the maximum grant level, recognizing the work required in application and the costs of preservation, and consider giving the Heritage Committee full approval of grants under \$5,000. Review program requirements to reduce bureaucracy, including the pre-approval requirement.

REVENUE SOURCES FOR INCREASED CULTURAL FUNDING

It will not be easy – in fact it is unlikely – for City Council to increase SCCIP substantially from the tax base. The Task Force looked at several options for growing revenues for SCCIP. Further consultation is required on all options, but the following are endorsed as – cautiously – feasible:

1. **A \$1 charge on tickets sold at the FirstOntario Performing Arts Centre.** Projections are for 120,000+ people to attend events, so \$1 per ticket could result in a significant source of revenue for SCCIP. Consideration could be given to charging on roadshow tickets only, a \$0.25 charge per film ticket etc. Any charge would be in addition to current charges, which include \$2 per ticket for capital improvement fund and a \$2 charge per ticket order for processing.
2. **A percentage of the increased revenues from downtown parking.** Current revenues are paying off the debt incurred with the build of the Carlisle St Parking garage, and there are two significant capital projects pending on the Ontario St. parking garage, which will be paid for out of parking revenues. While this idea has merit, it is a long term idea and should be directed to the Downtown Parking Committee for consideration within their planning.
3. **Billboard tax.** The City of Toronto is creating a new tax on billboards with all the proceeds directed to the Toronto Arts Council. This is an exciting possibility, however, staff do not know if St. Catharines can do this yet – it may be an exclusive opportunity for Toronto, who are governed by different legislation than any other Ontario municipality.
4. **Civic Project Fund.** SCCIP funds have come out of the Civic Project Fund since 2006. However, there is no guarantee that this fund will remain in perpetuity. The City is currently paying back into the CPF from the debt incurred for the Seymour Hannah Sports and Entertainment Complex. City Council is currently considering using this fund for other capital projects. The Task Force could ask for an increase to SCCIP from the

CPF, but in the meantime the CPF offers some stability to existing SCCIP funds, which should be safeguarded.

5. **Fundraising.** There has been talk of various fundraising ideas to support growth in cultural funding levels. If a plan emerges as a reality, some ground rules should be established on principle, including:
 - a. Fundraising for the arts should not compete with the arts. Every not-for-profit arts organization seeks sponsors and donors, and relies on those revenues to survive and thrive. Any fundraising to bolster municipal investment should take every precaution to not steal sponsors or donor dollars.
 - b. Funds raised should be incorporated into the following year's program investments. It's a more efficient and transparent system when applicants, staff and evaluators all know how much funding is available – in the planning phase of the programs.
 - c. The City should maintain a steady – or growing – funding level for culture, no matter how much funds are raised through fundraising. Fundraising should be a community effort to grow our sustainable future, rather than an opportunity to reduce municipal expenditures.

RECOMMENDATION #9

That the Arts & Culture Committee be asked to explore fundraising options that will serve the growth of SCCIP without compromising the ability of the arts community to fundraise for their own operations.

FUNDING DELIVERY AN EVALUATION OF PROGRAMS

The Task Force looked at operating, project and festival funding and the client base that each program stream serves. Basically, the program streams of SCCIP work well, although they can be improved, and require a revision based on the Culture Plan. They have also been limited by lack of funding – as the need of core arts organizations has become apparent, they have become the funding priority, at the expense of growth.

CORE INVESTMENT

In 2015, 84% of the SCCIP budget was invested into Sustaining Program clients. In 2012, SCCIP's Sustaining Program clients were responsible for:

- 95% of all reported revenues
- 97% of full time jobs
- 87% of part-time jobs
- 90% of artist contracts

The majority of job-creation, revenue generation, expenditures and activity levels – which generate spin-off economic activity – come from this core of SCCIP clients. Provincial and federal funding to these groups was more than \$1M in 2013, a critical investment into local arts jobs and cultural life. The Task Force was told by multiple SCCIP clients that the juries at these two arts councils **always** look at the municipal contribution to an applicant – it's a fundamental criteria in their evaluation.

Stakeholders told the Task Force that the opening of the FOPAC lends itself to a new era of expense in the local arts community, and while City Council has given the Executive Director authority to negotiate flexible deals on a case-by-case basis, it will take 2 – 4 years before the effect of the arts centre on local arts organizations will be known. This is a high risk time for the arts - stability and growth can be negatively affected by the opening of such a large performing arts centre as the FOPAC.

RECOMMENDATION #5

That City Council recognize the FirstOntario Performing Arts Centre's operations will impact the local arts community, and that staff be directed to report back in one year's time on the effect on expenditures, revenues and operating budgets of SCCIP clients who produced work in the FOPAC.

In the arts, when anticipated revenues are not received, the first budget to be cut is marketing. Then admin, if possible. Then staff, some of whom will “take a secondment” in order to avoid a deficit. Many, many people in Niagara work for free or for poverty-level wages in the arts. For some it is volunteer work, for others it is to grow a career, for others it is driven by a passionate need to ensure that artists be paid and the work gets done. Burnout in the arts sector is high.

The professional arts sector of St. Catharines can play a strategic role in the future sustainability of our community. The City’s new culture plan is designed to address sustainability, and its strategic direction should play a role in any future cultural funding programs.

RECOMMENDATION #6, PART 2

That Council direct the Arts & Culture Advisory Committee to revise the purpose, goals, program streams, priorities and evaluation criteria of the SCCIP Policy using **Inspire St. Catharines: Culture Plan 2020**, in time for the 2016 SCCIP application release.

PROJECT FUNDING

Project funding is essential for growth, and for small and neighbourhood-based arts activity. Investment through the Cultural Development and Culture Builds Community program streams of SCCIP serves:

- small groups who do one project per year;
- recreational or amateur groups for a special initiative, usually a capital project or marketing related;
- emerging professional artists seeking to develop a new company; and
- grassroots organizations seeking to engage residents with a particular area of shared interest.

The average project grant handed out through SCCIP in the last 3 years has been between \$2,500 and \$3,000. These levels of investment are insufficient to grow emerging organizations.

FESTIVAL FUNDING

The City of St. Catharines has invested in its two signature festivals for decades – the Niagara Wine Festival and the Niagara Folk Arts Festival. Within the last ten years a number of new festivals and one major event has emerged, but funding levels are failing to support them adequately. While festivals can access more sources of funding than an arts organization – with higher average grant levels – they require stable annual investment like core arts organizations.

St. Catharines' festival funding levels do not reflect the goals of the F&E Policy. The program is designed to cultivate festivals that will attract tourists, but the average grant size - \$5,780 in 2015 – does not serve these goals.

Municipal investment in local festivals is an eligibility requirement of a festival funding program in Department of Canadian Heritage.

RECOMMENDATION #8

The F&E program is at a crossroads. The Task Force requests that Council commit to the program and:

- approve F&E funding within the 2016 budget for both the 2016 and 2017 festival seasons;
- establish a minimum funding level of \$44,000 for 2016, as part of the cultural funding envelope for 2016; and,
- direct the ACAC to move the F&E Program into SCCIP, merging policies and establishing criteria suitable for festivals and in keeping with the original intent and goals of the F&E Program.

INDIVIDUAL ARTISTS

There is a growing desire in the local arts community for grants for individual artists. The Task Force supports the concept, but realizes there is more work to be done to develop a program and to find the resources required to run it.

RECOMMENDATION #6, PART 3

That Council direct the Arts & Culture Advisory Committee to develop plans and policy to guide an Individual Artist grant program in 2017.

THE FUTURE

A new arts centre sparks excitement and possibility in the eyes of many, including the arts community. There are new initiatives in the works, hoping to set roots down in St. Catharines.

- The Foster Festival promises to be major tourism asset as it has exclusive rights from Canada's internationally renowned playwright, Norm Foster, to premiere a new play of his every summer. Their first season of three theatrical productions will be presented next summer in the FOPAC.
- The founders of Lyndesfarne Theatre Projects are planning a three-week theatre festival for February 2017, providing a forum for all of Niagara's theatre community to perform in the FOPAC in festival setting.
- The Niagara Jazz Festival completed its second year of activity and is planning a third. Set in both Niagara-on-the-Lake and St. Catharines, it's an obvious cultural asset for both residents and tourists as jazz has a devoted following.

Each of the above warrants City investment, all three could grow to a size that would justify operating funds. If SCCIP does not grow, the only way to support these new opportunities is to cut the funding to existing clients, who are already underfunded.

RECOMMENDATION #1

That Council recognize the importance of growing and sustaining the cultural sector for the future sustainability of our community.

APPENDICES

MEASURING RESULTS - ST. CATHARINES CULTURAL INVESTMENT PROGRAM

CHART 1: ECONOMIC IMPACT OF SCCIP 2009 - 2011

From The State of Culture Report, 2012, Lord Cultural Resources.

Impact of SCCIP Grantee Spending on Ontario			
Year	Expenditures (Direct Impact of Grantees + Audiences)	Output (Indirect Impact)	Employment (Jobs)
2009	\$ 2,297,889	\$ 3,398,435	33.17
2010	\$ 2,359,899	\$ 3,476,195	33.65
2011	\$ 2,549,402	\$ 3,768,426	36.25

CHART 2: JOBS IN CULTURE, 2012

From the SCCIP 10-Year Review.

Jobs in Culture					
	2004	2005	2011	2012	Increase 2004 -2012
Full-time positions	12	10	22	24	100%
FTE (part-time positions)	4	6	2	8	100%
Number of artists contracted	197	239	454	385	95%

CHART 3: REVENUES OF SCCIP CLIENTELE, 2012

From the SCCIP 10-Year Review.

Total Revenues of SCCIP Clientele					
	2004	2005	2011	2012	Growth
Total Revenues	\$ 1,988,748	\$ 2,299,351	\$ 2,253,750	\$ 2,412,349	+21.3%
Total SCCIP Investment	\$ 124,00	\$ 124,000	\$ 150,000	\$ 150,000	+21%
SCCIP as a percentage of total revenues	6.2%	25.4%	6.7%	6.2%	0.0%

CHART 4: ACTIVITY LEVELS OF SCCIP CLIENTS, 2004 AND 2012

From the SCCIP 10-Year Review.

Cultural Activities Produced by SCCIP Clients				
Measurement	2004	2005	2011	2012
# of cultural activities by SCCIP recipients	497	366	411	422
Not including activity of touring companies	169	130	279	283

MUNICIPAL COMPARISONS

CHART 5: MUNICIPAL CULTURAL INVESTMENT SYSTEMS

City	Dedicated Cultural Funding	Direct Agreements*	Community Grants	In Kind Support
Barrie	√			√
Cambridge			√	
Guelph	√	√		
Kingston	√			
Kitchener	√	√		√
Niagara Falls	√	√		√
Oshawa		√	√	√
Thunder Bay	√	√		
Waterloo (City of)		√	√	√
Windsor	√	√		√

The City of St. Catharines provides dedicated cultural funding through SCCIP and F&E. Direct agreements and in-kind are provided to the Niagara Wine Festival and Niagara Folk Arts Festival. In recent years Council has approved three fee-for-service investments in new initiatives such as the Niagara Integrated Festival and Busker Festival.

CHART 6: CULTURAL FUNDING IN 9 SINGLE AND TWO-TIER MUNICIPALITIES

City	Population (2011 figures)	Amount of Funding (2014)	Per Capita Funding
Thunder Bay	121,569	\$1,899,893	\$15.63
Kingston	123,363	\$737,700	\$5.98
Kitchener	219,153	\$1,300,137	\$5.93
City of Waterloo	98,780	\$532,544	\$5.39
Guelph	121,688	\$354,450	\$2.91
Barrie	135,711	\$325,000	\$2.39
St. Catharines	131,400	\$168,900	\$1.29
Niagara Falls	82,997	\$40,925	\$0.49
Windsor	210,891	\$87,200	\$0.41
Oshawa	149,607	\$33,000	\$0.22
Average City Funding Pool:		\$605,194	
Average Per Capita:		\$4.04	
Without top and bottom:		\$3.10	

St. Catharines' investment ranks 6th lowest of 9 cities, ahead of Windsor, Niagara Falls and Oshawa. However, all three of these municipalities provide in-kind support in addition to cash, by way of rent-free facilities, maintenance and/or utilities. Windsor, in particular, invests heavily through in-kind. A dollar value was not available for this review.

CHART 7: SINGLE-TIER MUNICIPAL INVESTMENT

City	Population (2011 figures)	Amount of Funding (2014)	Per Capita Funding
Thunder Bay	121,569	\$1,899,893	\$15.63
Kingston	123,363	\$737,700	\$5.98
Guelph*	121,688	\$354,450	\$2.91
Barrie	135,711	\$325,000	\$2.39
Windsor**	210,891	\$87,200	\$0.41
Average City Funding Pool:		\$680,849	
Average Per Capita:		\$5.47	

CHART 8: LOWER TIER MUNICIPAL INVESTMENT

City	Population (2011 figures)	Amount of Funding (2014)	Per Capita Funding
Kitchener	219,153	\$1,300,137	\$5.93
City of Waterloo	98,780	\$532,544	\$5.39
St. Catharines	131,400	\$168,900	\$1.29
Niagara Falls	82,997	\$40,925	\$0.49
Average City Funding Pool:		\$510,627	
Average Per Capita:		\$3.28	

CHART 9: A COMPARISON OF TWO-TIER FUNDING

City	Population (2011 figures)	Amount of Funding (2014/15)	Per Capita Funding
Kitchener	219,153	\$1,300,137	\$5.93
City of Waterloo	98,780	\$532,544	\$5.39
Niagara Falls	82,997	\$40,925	\$0.49
St. Catharines	131,400	\$168,900	\$1.29
Region of Waterloo	477,160	\$1,156,520	\$2.42
Niagara Region (2015)	392,184	\$300,000	\$0.76
	Total Fund	Per Capita	
Kitchener Waterloo	\$2,989,201	\$6.26	
St. Catharines Niagara	\$509,825	\$1.30	

CHART 9B: FUNDING PROGRAMS IN 10 COMPARABLE MUNICIPALITIES

City	Sustaining/ Operating Funding	Project Funding	Grants to Individuals	Festival Support Cash	Festival Support In kind
Barrie	√	√			√
Cambridge					
Guelph	√	√			
Kingston	√	√		√	
Kitchener	√	√		√	√
Niagara Falls		√			√
Oshawa				√	√
St. Catharines	√	√		√	√
Thunder Bay	√	√	√	√	
Waterloo (City of)		√			√
Waterloo (Region)		√	√		
Windsor		√	√	√	

STATISTICS CANADA DATA

Note: Statistics Canada surveys the not-for-profit sector only for this data.

CHART 10: PERFORMING ARTS COMPANIES IN CANADA, SOURCES OF OPERATING REVENUES, 2012

Type of Performing Arts Company	% of public sector revenues	% of private sector revenues	% of earned revenue
Theatre companies*	21.7%	19.6%	55.9%
Dance companies	34.0%	21.2%	43.3%
Musical groups and artists	31.0%	28.5%	39.6%
Other performing arts companies**	30.9%	4.4%	60.4%

* Does not include musical theatre

** Includes multidisciplinary

CHART 11: SOURCES OF PUBLIC SECTOR GRANTS FOR PERFORMING ARTS IN CANADA, 2012

	Federal grants	Provincial/Territorial grants	Municipal and other government grants
% of total public sector	30.2%	51.6%	18.2%

LOCAL ARTS ORGANIZATIONS AND THEIR PEERS

CHART 12: A CASE STUDY COMPARISON: CHORUS NIAGARA

Selected Philharmonic Choirs (2014)	Annual Operating Revenue	Municipal Funding	Provincial Funding	Federal Funding	Total Public Funding	Earned	Donated	Endowment
Cantabile Choirs of Kingston	\$464,298	\$26,000	\$0	\$0	\$26,000	\$385,027	\$46,860	\$6,411
Grand Philharmonic Choir (KW)	\$378,498	\$45,037	\$11,056	\$3,000	\$59,093	\$148,077	\$171,328	\$0
Chorus Niagara	\$278,373	\$8,000	\$18,200	\$8,000	\$34,200	\$77,098	\$161,582	\$5,493
Richard Eaton Singers (Edmonton)	\$199,291	\$10,000	\$22,289	\$0	\$32,289	\$99,123	\$67,879	\$0
Winnipeg Philharmonic Choir	\$163,586	\$1,300	\$10,700	\$0	\$12,000	\$75,167	\$70,977	\$5,442
Selected Philharmonic Choirs (2014)	Annual Operating Revenue	% Municipal Funding	% Provincial Funding	% Federal Funding	% Earned	% Donated	% Endowment	
Cantabile Choirs of Kingston	\$464,298	6%	0%	0%	83%	10%	1%	
Grand Philharmonic Choir (KW)	\$378,498	12%	3%	1%	39%	45%	0%	
Chorus Niagara	\$278,373	3%	7%	3%	28%	58%	2%	
Richard Eaton Singers (Edmonton)	\$199,291	5%	11%	0%	50%	34%	0%	
Winnipeg Philharmonic Choir	\$163,586	1%	7%	0%	46%	43%	3%	
Selected Philharmonic Choirs (2014)	% Municipal Funding							
Grand Philharmonic Choir (KW)	12%							
Cantabile Choirs of Kingston	6%							
Chorus Niagara	3%							
Richard Eaton Singers (Edmonton)	5%							
Winnipeg Philharmonic Choir	1%							

CHART 13: A CASE STUDY COMPARISON: NIAGARA SYMPHONY ORCHESTRA

	Annual Operating Revenue	Municipal Funding	Provincial Funding	Federal Funding	Total Public Funding	Earned	Donated	Endowment
Selected Orchestras (2014)								
Kitchener-Waterloo Symphony	\$5,219,181	\$683,671	\$365,000	\$477,520	\$1,526,191	\$1,673,998	\$2,018,992	\$0
Victoria Symphony	\$4,883,455	\$391,500	\$364,980	\$443,126	\$1,199,606	\$1,971,473	\$1,712,376	\$0
Symphony Nova Scotia	\$4,334,512	\$20,000	\$441,000	\$672,313	\$1,133,313	\$1,230,707	\$1,970,492	\$0
Regina Sympony	\$2,028,657	\$125,000	\$264,700	\$158,000	\$547,700	\$674,194	\$806,763	\$0
Kingston Symphony	\$815,705	\$75,000	\$82,307	\$50,000	\$207,307	\$281,541	\$290,375	\$36,482
Niagara Symphony	\$759,667	\$22,500	\$56,258	\$44,438	\$123,196	\$383,703	\$252,768	\$0
	Annual Operating Revenue	% Municipal Funding	% Provincial Funding	% Federal Funding	% Earned	% Donated	Endowment	
Selected Orchestras (2014)								
Kitchener-Waterloo Symphony	\$5,219,181	13%	7%	9%	32%	39%		
Victoria Symphony	\$4,883,455	8%	7%	9%	40%	35%		
Symphony Nova Scotia	\$4,334,512	0.5%	10%	16%	28%	45%		
Regina Sympony	\$2,028,657	6%	13%	8%	33%	40%		
Kingston Symphony	\$815,705	9%	10%	6%	35%	36%	4%	
Niagara Symphony	\$759,667	3%	7%	6%	51%	33%		
				</				

CHART 14: A CASE STUDY COMPARISON: NIAGARA ARTISTS CENTRE

Selected Artist-Run Centres (Y/E 2014)	Annual Operating Revenue	Municipal Funding	Provincial Funding	Federal Funding	Earned	Contributed	Endowment
Niagara Artists' Centre*	\$374,089	\$57,080	\$61,850	\$58,691	\$101,161	\$94,684	\$623
Contemporary Arts Forum Kitchener+Area	\$298,022	\$34,000	\$15,800	\$79,428	\$0	\$168,794	\$0
Definitely Superior Art Gallery (Thunder Bay)	\$297,880	\$58,795	\$94,778	\$46,000	\$1,417	\$96,890	\$0
Ed Video (Guelph)	\$272,305	\$16,884	\$42,000	\$160,380	\$29,384	\$23,657	\$0
Selected Artist-Run Centres (Y/E 2014)	Annual Operating Revenue	% Municipal Funding	% Provincial Funding	% Federal Funding	% Earned	% Contributed	Endowment
Niagara Artists' Centre	\$374,089	15%	17%	16%	27%	25%	0.2%
Contemporary Arts Forum Kitchener+Area	\$298,022	11%	5%	27%	0%	57%	0%
Definitely Superior Art Gallery (Thunder Bay)	\$297,880	20%	32%	15%	0.5%	33%	0%
Ed Video	\$272,305	6%	15%	59%	11%	9%	0%
Selected Artist-Run Centres (Y/E 2014)	% Municipal Funding						
Definitely Superior Art Gallery (Thunder Bay)	20%						
Niagara Artists' Centre	15%						
Contemporary Arts Forum Kitchener+Area	11%						
Ed Video	6%						
*Includes \$12,800 in funding for the STRUTT Wearable Art Festival and \$16,780 in funding from the Regional Municipality of Niagara							

CHART 15: A CASE STUDY COMPARISON: CAROUSEL PLAYERS

	Annual Operating Revenue	Municipal Funding	Provincial Funding	Federal Funding	Total Public Funding	Earned	Rental Income	Donated	Endowment / Investment
Theatre (Y/E 2014)									
Theatre Direct (Toronto)	\$667,465	\$77,000	\$157,000	\$198,598	\$432,598	\$135,584	\$23,973	\$70,604	\$4,706
Carousel Players	\$541,342	\$31,428	\$169,300	\$133,113	\$333,841	\$136,980	\$29,855	\$34,188	\$6,478
Roseneath Theatre (Toronto)	\$536,102	\$67,000	\$176,000	\$91,955	\$334,955	\$132,021	\$8,936	\$57,900	\$2,290
	Annual Operating Revenue	% Municipal Funding	% Provincial Funding	% Federal Funding	% Earned	Rental Income	% Donated	Endowment / Investment	
Theatre (Y/E 2014)									
Theatre Direct (Toronto)	\$667,465	11.5%	24%	30%	20%	4%	11%	0.7%	
Carousel Players	\$541,342	5.8%	31%	25%	25%	6%	6%	1.2%	
Roseneath Theatre (Toronto)	\$536,102	12.5%	33%	17%	25%	2%	11%	0.4%	
								</	

CHART 16: A CASE STUDY COMPARISON: RODMAN HALL ART CENTRE

Selected Art Galleries	Annual Operating Revenue	Municipal Funding	Provincial Funding	Federal Funding	Other Public	Earned	Contributed	Endowment
Agnes Etherington (Queen's U)*	\$2,288,437	\$104,203	\$120,507	\$156,904	\$0	\$223,658	\$1,683,165	\$0
KW Art Gallery	\$1,216,270	\$388,469	\$111,000	\$91,971	\$36,750	\$88,264	\$476,781	\$23,035
Canadian Clay and Glass Gallery (KW)	\$924,083	\$166,198	\$101,186	\$50,235	\$0	\$435,349	\$171,115	\$0
Thunder Bay Art Gallery	\$876,754	\$242,734	\$234,177	\$131,193	\$0	\$104,726	\$163,924	\$0
Rodman Hall, Brock U*	\$655,072	\$0	\$38,648	\$20,580	\$0	\$77,413	\$518,431	\$0
Selected Art Galleries	Annual Operating Revenue	% Municipal Funding	% Provincial Funding	% Federal Funding	% Earned	% Contributed	Endowment	
Agnes Etherington (Queen's U)	\$2,288,437	5%	5%	7%	10%	74%	0%	
KW Art Gallery	\$1,216,270	32%	9%	8%	7%	39%	2%	
Canadian Clay and Glass Gallery (KW)	\$924,083	18%	11%	5%	47%	19%	0%	
Thunder Bay Art Gallery	\$876,754	28%	27%	15%	12%	19%	0%	
Rodman Hall, Brock U	\$655,072	0%	6%	3%	12%	79%	0%	
Selected Art Galleries	% Municipal							
KW Art Gallery	32%							
Thunder Bay Art Gallery	28%							
Canadian Clay and Glass Gallery (KW)	18%							
Agnes Etherington (Queen's U)	5%							
Rodman Hall, Brock U	0%							

ST. CATHARINES FESTIVAL & EVENTS GRANT PROGRAM

CHART 18: FOUR YEARS OF FUNDING LEVELS THROUGH F&E

Summary of F&E Investment				
	2012	2013	2014	2015
F& E investment		\$28,800	\$18,900	\$28,900
One time fee for service	\$12,000		\$25,000	
Total funds invested	\$12,000	\$28,800	\$43,900	\$28,900
# of recipients	1	3	4	5
Average investment:	\$12,000	\$9,600	\$10,975	\$5,780

POLICY REVISION CONSIDERATIONS

The following are excerpted notes from the Cultural Funding Task Force's discussions that may be of value to the work to be undertaken by the Arts & Culture Advisory Committee.

1. Consider core principles when revising Policy and program details:

- Core arts organizations and festivals leverage economic, social and cultural value for the community.
- Three-year funding cycles that invest in operations as well as programming will maximize efficiencies, support long term planning and ensure stability for core arts organizations and festivals.
- If project funding is to continue, reserving funds separate from operating dollars will preserve those funds for project use. As well, allowing the Committee to not spend 100% of its dollars in one year, in order to carry them forward to the next, might serve to increase strategic investment.
- Accountability and efficiency are important to both the City and its funding clients. The workload of a grant application should be commensurate with the funding available to that client.

2. Revise SCCIP to reflect Culture Plan 2020 and consider the following:**a. SCCIP's program streams become:**

- i. Core Investment – Review eligibility of core arts orgs for any other program stream, but manage those organizations with significant assets –

such as buildings, collections and festivals – if they need a special or distinct level of support

- ii. Sustaining Program – to support organizations that are small or emerging, who have ongoing operations, produce made-in-Niagara arts activity, and interact with the community in creative ways. These organizations often need sizeable investment in order to survive and/or grow.
- iii. Cultural Development – for capital or one-time projects only, or organizations that operate on a project basis.
- iv. Festival and Events – with a focus on marketing, roughly the same as now, with some adjustments pending funding availability. Maintain the fall deadline.

b. Plan for Individual Artist Grants.

3. Re-allocate funding and establish envelopes per program.

- a. Separate dollars for funding program streams. Deepen the research of this process and allow for full community consultation, before asking the Arts & Culture Committee to make recommendations as to what funds should be available for what program stream. It cannot be done on a percentage basis – it must be based on the dollars available. In 2018, envelopes should be re-evaluated as funding levels stabilize.