



Arts Council Wood Buffalo

Liana Wheeldon, Executive Director
Dave Boutilier, Board Chair; Director - Theatre

February 7, 2018



Organization Mandate

MANDATE:

- To champion investment in the arts in our region and support our vision that the arts are valuable and integral to a remarkable quality of life.

ACWB STRATEGIC PRIORITIES:

- The arts community is connected and has the resources needed to thrive;
- The arts are recognized as essential in creating a balanced community;
- The Arts Council is an influential voice for the arts.



Organization Mandate

- **SERVING:** We serve the arts community, and community at large, in Wood Buffalo.
- **2018 GOALS:** To expand our Business of the Arts program to include discipline specific learning, engaging youth as well as adults; To leverage existing, and create new, partnerships enabling more outreach to rural communities; To maintain our availability to meet the high demand for our consultative services.



Organization Mandate

FUNDED PROGRAMS INCLUDE:

- **Learning Programs** such as: Business of the Arts Workshop Series; Artistic Practice Development Series; Consultative Services
- **Profile Building:** Wood Buffalo Excellence in Arts Awards & Arts Showcase; Wood Buffalo Artist Directory; Arts Tours
- **Art Production Projects:** Suncor Student Art Awards / Kim Jenkins Student Art Scholarship; Wood Buffalo Food Bank History Project
- **Community Collaborations:** ACWB works with a number of local community groups including: Alberta Culture Days; National Indigenous Peoples Day; Sports Tourism Committee; Alberta Winter Games 2018; Wood Buffalo Food Bank Empty Bowls; Urban Market; and Fuse Social Time raiser.



Community Impact

- Since incorporating in 2012, ACWB has followed a path of sustainable growth, consistently responding to increased demands for its services from the community. Part of that demand is because our services are not offered by any other organization in the community.
- ACWB membership has seen steady growth, including artists, non-profit organizations, and business.
- ACWB is often called upon by government and industry to represent our region's arts community.
- 48% of artists living in the region would now be defined as “professional” by the Canadian Artist Code directly resulting from the Business of the Arts workshop series, Master Classes, and individual consultations provided by Arts Council Wood Buffalo.



Community Impact

"I have been a member since early 2016 and never regret joining! ...I got great support from ACWB, especially during the time when I was still in the early phase of branding Balloon Moose. ACWB helped introduce my work to the public, as well as the art community, has been helping building my portfolio, and most important, they are always there when I need advice or an opinion. I can't say how much I'm grateful for having this organization in town." **Nelly Wati Tinkess, owner of Balloon Moose Studio**

"What can we say? You ladies are rock stars!! Thank you so much for your support, guidance and expertise. You are an amazing asset to this community." **FuseSocial**



2018 Grant Request

Revenue:	\$127,300
Expense:	\$452,300
Subsidy Requested:	\$325,000

Subsidy represents 72% of total expenses.



Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (3 full time staff)	\$267,234	\$243,100
Program Costs	\$121,800	\$65,200
Overhead (utilities, insurance, etc.)	\$63,266	\$16,700
TOTAL	\$452,300	\$325,000



Community Investment History

2018 Request	2017	2016
\$325,000	\$325,000	\$325,000

We are asking for ‘status quo’ funding despite the increasing demand for our programs and services. We continue to seek alternate funding streams and Fee for Service projects to supplement the operating grant received from the Regional Municipality of Wood Buffalo.



Arts Council Wood Buffalo

2018 Operating Grant Analysis

CIP Grant Summary:

2015	2016	2017	2018 Request	2018 Recommended by CIP	Difference of Recommended vs. Requested
285,000	325,000	325,000	325,000	260,000	(65,000)

Program Reporting Required:

Six Month & Annual Reports

Financial Reporting Required:

Review Engagement Financial Statements

Notes:

The recommendation of \$260,000 is to promote long-term sustainability and to bring the overall subsidy to this organization to approximately 70% (this does not include the restricted funds they receive for partnerships and special projects). In comparison with other similar-sized municipalities, this rate of subsidy to an arts council is higher than average.

The CIP has also recommended continued support/funding in arts and culture programs and services through other organizations throughout the region.

Budget Line Description	2018 Budget Request	2018 Recommended
Revenues		
RMWB Grant	325,000	260,000
Donations and Sponsorships	15,300	-
Other Grants/Partnerships	100,000	-
Sales, Fees, Memberships	11,900	-
Other Revenue	100	-
Total Revenues	452,300	260,000
Expenses		
Payroll Expenses	284,734	199,000
Administration Costs	57,166	40,000
Professional Development and Travel	4,500	4,500
Communications and Outreach	9,100	9,000
Community Engagement	12,000	7,500
Scholarships and Awards	4,800	-
Special Projects	15,000	-
Partnerships Projects	65,000	-
Total Expenses	452,300	260,000
Total Surplus (Deficit)	\$ -	\$ -




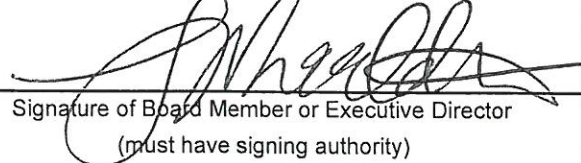
Community Operating Grant Part A - Organization Summary

Organization Name:	Arts Council Wood Buffalo
Street Address:	The Redpoll Centre Shell Place, 1 C.A. Knight Way
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 5C5
Phone Number:	587-674-1625
Website:	www.artscouncilwb.ca
Fiscal Year End:	December 31
Act Registered Under:	Societies Act (Alberta)
Registration Number:	5016572751

Note: Organization must be in good standing to receive funding.

Main Contact	
Title:	Executive Director
Name:	Liana Wheeldon
Daytime Phone:	587-674-1625 x100
Email Address:	liana.wheeldon@artscouncilwb.ca
Executive Director	
Name:	Liana Wheeldon
Daytime Phone:	587-674-1625 x100
Email Address:	liana.wheeldon@artscouncilwb.ca
Board Chair / President	
Name:	Nola Antony
Daytime Phone:	FOIP s.17(1)
Email Address:	FOIP s.17(1)

Declaration of Board Members - In making this application, we, the undersigned, confirm that we are authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.

	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
Nola Antony Print Name	Liana Wheeldon Print Name
2017-06-11 Date: (Year-Month-Day)	2017-06-11 Date: (Year-Month-Day)

Part B - Board Questionnaire

How often does the Board of Directors meet? 10 times per year

Minimum number of board members according to bylaws: 11

Number of board members:

Currently: 10 2016: 11 2015: 11

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

We are accepting applications and nominations for our vacant Board position and a selection will be made at our Annual General Meeting, June 29, 2017. Notification of the vacant position is posted on our website, social media, in our member newsletter and distributed to key stakeholders through direct email.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Nola Antony	Chair; Director - Dance	3
Dave Boutilier	Vice Chair; Director - Theatre	1.5
Carmen Wells	Secretary; Director - Metis	3
Sarah Neiman	Treasurer; Director - Music	3
Hanna Fridhed	Director - Community	.5
Theres Wells	Director - Literacy	.5
Florence Weber	Director - Business	.5
Julia McDougall	Director - First Nation	.5
Tito Guillen	Director - Video/Film/Photo	3
Mike Durocher	Director - Business/Industry	3

Part B - Board Questionnaire

Are any board members being paid, or receiving an honorarium, for being on the Board or for other positions in the organization outside of their role on the Board? Yes ☐ No ☒

If yes, complete the following table:

Board member name	Paid role on the board / organization	Amount received

What are the restrictions (if any) on becoming a member of your organization or participating in programs or services?

Anyone can become a member of Arts Council Wood Buffalo (ACWB) by submitting the appropriate annual fee. Although there are exclusive benefits for members (discounts on programming, profile on artist directory, access to consultative services), membership is not required to access most of ACWB's programs and services.

How often does the Board review the financial position of the agency? What efforts have been made in the past fiscal year to increase the number and types of financial support for your organization?

The Board reviews the financial position on a monthly basis along with quarterly variance report analysis and approval. The Annual Budget for the following year is also presented to, and approved by, the Board in the last quarter of every year.

ACWB continues to work diligently to diversify its revenues to become less reliant on RMWB funding. In 2016, ACWB received approximately \$30,000 in additional grant revenue, a 7% increase over 2015. Every program and project undertaken by ACWB is assessed annually for appropriate revenue streams including: registration fees, sponsorship, and grant funding. When an alternate funding source is identified, it is pursued by ACWB staff to ensure the sustainability of our programs and services. The Arts Council also takes on fee for service contracts when time and capacity allows. In these scenarios, ACWB is paid a fee by businesses, industry, and other non-profits to administer various programs (such as the Suncor Student Art Awards).

Finally, ACWB is able to leverage the operational funding it receives from the RMWB to receive operational support from the Alberta Foundation for the Arts (AFA). AFA funding is based on a percentage of ACWB's operating budget. As the Arts Council has grown, so to has the support from the AFA. From 2015 to 2016, this operating support grew by 184%.

The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

Part C - Strategic Plan

The Strategic Plan focuses on **Building a Strong and Resilient Community**. It was built on the feedback received from community residents and leaders and reflects the wishes and needs of the community. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

Please indicate the Objectives in Goal 2: Building Balanced Regional Services or in Goal 7: Building for a Healthy and Active Lifestyle* that apply to the programs, services or events that your organization provides (check all that apply):**

#2. Building Balanced Regional Services

Goal: To deliver high quality and well-planned services to our residents.

By re-focusing attention to core services, as outlined in the Municipal Government Act, and by clearly defining service standards, the Municipality will strengthen service delivery to all residents and businesses within the Region. Our core services are:

Roadways, streets and sidewalks • Flood protection • Police, fire and emergency services •
Public transit • Solid waste • Water • Sanitary and storm drainage • Bylaw enforcement •
Parks and recreation • Cemeteries • Planning and development

- ☐ Strengthen regional service delivery quality.
- ☐ Strengthen service delivery monitoring practices.
- ☐ Implement, improve and maintain core service infrastructure.

#7. Building for a Healthy and Active Lifestyle

Goal: To connect people and communities through accessible, regional-based leisure and wellness activities, programs and public gathering places.

Working with partner organizations and through direct delivery of services to residents throughout the Region, the Municipality provides opportunities for community members to enjoy a high quality of life. Opportunities will include arts, recreation, health and wellness, as well as leisure activities.

- ☒ Encourage the use of the Region's recreational & community facilities, including natural amenities.
- ☒ Encourage and support the social profit sector.
- ☒ Increase accessible recreation and leisure opportunities for all user groups in the Region.
- ☒ Increase opportunities for large-scale sports/cultural tourism events.
- ☒ Increase tourism, culture and arts programming throughout the Region.

* If your organization does not meet any objectives in Goals 2 or 7, please visit <http://www.rmwb.ca/StrategicPlan> to determine which Goal/Objective would be most applicable, and explain how your organization's program/services will achieve those objectives in the space on the next page.

** Please visit <http://www.rmwb.ca/StrategicPlan> if you would like to investigate and describe any other Goals/Objectives that your organization will achieve, and describe in the space on the next page.

Part D - Organization Questionnaire

Mission Statement:

Arts Council Wood Buffalo champions investment in the arts in the Regional Municipality of Wood Buffalo.

Vision Statement:

The arts are valued and integral to a remarkable quality of life.

What year did the organization complete its last strategic plan?

2014 (The Board is scheduled to reassess the strategic plan framework in October 2017)

Provide a brief overview of the organization's strategic priorities:

The arts community is connected and has the resources needed to thrive:

- provide opportunities for collaboration, skill development, and innovation
- provide resources, tools, and investment to cultivate the arts

The arts are recognized as essential in creating a balanced community:

- demonstrate the value of the arts so that government and the community increases their awareness of, participation in, and commitment to the arts
- the arts community is an influential voice when discussing the health and well-being of Wood Buffalo

The Arts Council is an influential voice for the arts:

- raise the organizational profile of ACWB
- Board Development

Part D - Organization Questionnaire

List the overall programs, services and events the organization provides:

To achieve its dynamic mission, Arts Council Wood Buffalo (ACWB) provides a variety of programs, services, and events to support and promote Wood Buffalo's arts community. These opportunities all work towards the vision of the arts being valued and integral to a remarkable quality of life.

ACWB offers:

- Education Programs to support the development of Wood Buffalo Artists;
- Strategic Partnership Projects with government, business, industry, and the social profit sector to increase the arts opportunities available to Wood Buffalo residents;
- Promotional opportunities to raise the profile of Wood Buffalo's diverse arts community both within the region, and beyond;
- Education and awareness to government, business, industry, the social profit sector and the community at large about the arts and artists in our community, as well as best practices towards working together; and
- Arts events which showcase and celebrate Wood Buffalo's arts community.

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

In addition to support for office space, insurance, and other general operating expenses, ACWB is seeking support of the following programs, services, and events (full program summary attached).

Learning Programs:

- Business of the Arts Workshop Series
- Discipline-specific workshops
- Consultative services

Profile Building:

- Wood Buffalo Excellence in Arts Awards and Arts Showcase
- Wood Buffalo Artist Directory
- Purposeful Communication
- Arts Tours

Art Production Projects:

- Suncor Student Art Awards / Kim Jenkins Student Art Scholarship
- Summer Arts Festival

Community Collaborations:

Arts Council Wood Buffalo works with a number of local community groups to demonstrate that the arts are essential in creating a balanced community. Some of the groups, committees and initiatives the Arts Council is involved in are: Social Recovery Taskforce; Rural Community Outreach Meetings; Alberta Culture Days; National Aboriginal Day; Sports Tourism Committee; Arts Recovery Working Group; Alberta Winter Games 2018; Wood Buffalo Food Bank Empty Bowls; and Fuse Social Timeraiser.

Summary of ACWB Programs, Services, and Events

Learning Programs:

- Business of the Arts (BOA) Workshop Series: 6 BOA workshops will be conducted in 2017 and expanded to 8 workshops in 2018. These workshops focus specifically on how artists can make a living from their work and arts organizations can deepen their impact.
- Discipline-specific workshops: In 2018, ACWB will add the Artist Practice Development Series. These workshops provide advanced arts training that would otherwise not be available in our region. In the past, ACWB has partnered with local artists and arts organization to present music master classes, filmmaking workshops, stage combat training, and a public art intensive.
- Consultative Services: Arts Council staff and Directors provide one on one support to members of ACWB on topics ranging from grant applications to portfolio development. As of June 2017, 52 separate consultations have been completed since January, demonstrating that ACWB is recognized as an influential voice for the arts and respected amongst the arts community.

Profile Building:

- Wood Buffalo Excellence in Arts Awards and Arts Showcase: seeks to recognize those that have contributed to a remarkable quality of life in our region through the arts, and provides a platform for the top artists in our region to share their talents with the community.
- Wood Buffalo Artist Directory: Provides profiles on individual artists and arts organizations in Wood Buffalo.
- Purposeful Communication: ACWB reaches a diverse audience from art galleries to school boards and from professional artists to community members. In order to create meaningful connections, ACWB employs a variety of methods to reach its diverse audiences. These include a website, a monthly electronic member newsletter, social media platforms, and advertisements. ACWB also provides monthly arts columns through the *Fort McMurray Today* and *Snapd Wood Buffalo*.
- Arts Tours: Customized to fit the interests (and time) of visiting artists and stakeholders these tours showcase the people, venues, and events that create a culture of creativity here in Wood Buffalo. In 2018, working in conjunction with Fort McMurray Tourism, ACWB will look to leverage this service to assist in promoting cultural tourism.

Art Production Projects:

- Suncor Student Art Awards / Kim Jenkins Student Art Scholarship: The purpose of the program is to increase the reach and impact of artwork created within the school system and to build the confidence of emerging artists to exhibit their work.
- Summer Arts Festival: Initially planned as a pilot in 2016, the wildfires resulted in this project being delayed. 2018 will see the launch of a collaborative summer festival showcasing local arts and entertainment. The project is a partnership between ACWB, Keyano Theatre & Arts Centre, the Regional Recreation Corporation of Wood Buffalo and Suncor Energy Centre for the Performing Arts under the title: Arts Sector Recovery Working Group, chaired by ACWB.
- Wood Buffalo Food Bank History Project: a two year, fee for service project. ACWB will create, promote and manage all aspects of three separate visual arts calls, beginning in 2017 and continuing through 2018.

Community Collaborations:

- Arts Council Wood Buffalo works with a number of local community groups to demonstrate that the arts are essential in creating a balanced community. Some of the groups, committees, and initiatives the Arts Council is involved in are: Social Recovery Taskforce; Multicultural Association of Wood Buffalo; Rural Community Outreach Meetings; Alberta Culture Days; National Aboriginal Day; Sports Tourism Committee; Arts Sector Recovery Working Group; Alberta Winter Games 2018; Wood Buffalo Food Bank Empty Bowls; and Fuse Social Timeraiser.

Part D - Organization Questionnaire

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	3	3
Part Time Positions		

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	30	
Fundraising Volunteers		
Committee Volunteers		
Administrative Volunteers		
Total Organization Volunteers (Count each only once)		

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Please refer to the attached outline detailing Arts Council Wood Buffalo's plan to achieve the objectives of the Municipal Strategic Plan, item #7: Building for a Healthy and Active Lifestyle.

“Encourage the use of the Region’s recreational & community facilities, including natural amenities.”

“Increase accessible recreation and leisure opportunities for all user groups in the Region.”

Arts and cultural programming provides accessible leisure opportunities for region residents while promoting the use of the region’s recreational and community facilities and natural amenities. More specifically, the Wood Buffalo Excellence in Arts Awards showcase and Summer Arts Festival planned by ACWB, and its partners, will provide community members with the opportunity to see some of the region's top artists perform, at an accessible ticket price. This encourages participation by a wider segment of the community.

These cultural events and programs require venues - tying into the use of the Regions' recreational and community facilities. Using arts events in these spaces, demonstrates to the wider community the diversity of these spaces and how they might be able to use and access these spaces outside of their traditional uses, further promoting use of the regions' existing infrastructure.

“Increase opportunities for large-scale sports/cultural tourism events.”

One of the ways Arts Council Wood Buffalo supports this goal is through its involvement in the Alberta Winter Games 2018 (AWG). ACWB fills the Director of Culture, Ceremonies & Protocol and Chair of Arts & Culture (Visual, Performing, Literary) roles for AWG 2018. This experience, combined with our participation in the Western Canada Summer Games 2015, creates a platform for arts and culture in future sports tourism events and demonstrates to the community the important relationship that arts and culture plays.

The Arts Council also participates in several committees and partnerships dedicated to promoting cultural tourism events: Sports Tourism Committee; Alberta Culture Days; National Aboriginal Day; Arts Recovery Working Group, Fort McMurray International Airport.

“Encourage and support the social profit sector.”

ACWB will accomplish this goal through continuing partnerships with Fuse Social, Fort McMurray Tourism, Multicultural Association of Wood Buffalo, Wood Buffalo Food Bank Association, Alberta Winter Games 2018, and Nistawoyou Friendship Centre.

Arts Council Wood Buffalo’s membership program includes several social profit agencies, giving them access to consultative and advisory services, promotion through online, social media, and print platforms and many other benefits.

Having ACWB’s offices situated in the Redpoll Centre at Shell Place facilitates collaborations between social profit agencies, Arts Council Wood Buffalo, and our local arts community. An example is the Elder Abuse Awareness video created in 2016, as a partnership between St. Aidan’s Society, Arts Council Wood Buffalo, and Wood Buffalo Productions. In 2017 and 2018, ACWB is partnering with Wood Buffalo Food Bank to create and execute three different Call to Visual Artists as a fee for service project. This project will create opportunities for local artists to gain experience in responding to artist calls, for selected artists to receive payment for their artwork and for ACWB to educate artists and Wood Buffalo Food Bank on best practices in regards to artist contracts and relationship management.

“Increase tourism, culture and arts programming throughout the Region.”

In order to support arts programs, services, and facilities, as well as cultural tourism, the region must have a strong body of professionals to pull from. Arts Council Wood Buffalo will play a leading role in supporting the human resources necessary to run regional institutions such as art galleries, theatres, and concert halls but also the creative thinkers required for cultural events and festivals. ACWB will

provide development opportunities to build the capacity of local artists and arts administrators in order to support the programming and initiatives the Municipality wishes to create and attract. The Arts Council will also expand its "Artists Directory" which provides an overview of the types of artists available in the community. Another program that ACWB will be expanding is our local Arts Tours which provides a conduit to connect our arts community, venues, recreational and community facilities, including natural amenities, to newcomers and existing residents.

Part D - Organization Questionnaire

What is the community need that these operations/programming will address?

Please see attached summary outlining the community need that our operations/programming will address.

How was the need determined?

A committee was struck in May 2015 to provide a summary of the impact of the arts in Wood Buffalo with regards to: quality of life, participation and economics. ACWB contracted Hill Strategies Research Inc. (HSR) to manage the evaluation and data analysis portion of the project. Phase I was an online survey of Wood Buffalo artists, to which 130 artists responded. Phase II was a telephone survey that collected data from the general Wood Buffalo population about arts participation and attendance – motivations, barriers, benefits. Phase I data was collected in November 2015 and Phase II data was collected in March 2016. HSR was analyzing and preparing the final report when the fire and evacuation occurred in May 2016. In response to the disaster, ACWB and HSR developed a strategy to analyze the existing data in a complimentary report, "Creative resilience in Wood Buffalo," that used research from other communities who experienced natural disasters and the role of the arts in recovery and rebuilding to contextualize the Wood Buffalo data collected. The final report of Phases I and II, "Wood Buffalo's arts community viewed from within and without," was completed in December 2016 and is available on our website.

How will these operations/programs address this need?

Please see the attached summary outlining how Arts Council Wood Buffalo's operations and programs will address this need.

What is the community need that these operation/programming will address?

Findings from Arts Council Wood Buffalo's Arts Impact Measurement Report demonstrated that Wood Buffalo residents rank the importance of arts and cultural events more highly than other Canadians: 81% of Wood Buffalo residents stated that these events were important or very important to their quality of life, compared to 66% of Canadians. Of the Wood Buffalo residents surveyed, 87% felt professional artists add value to society; 72% felt that support for the arts in Wood Buffalo should be a priority for local businesses; and 68% felt that funding for the arts in Wood Buffalo should be a priority for local government.

Wood Buffalo artists have expressed a need for further training in: applying for grants or other funding; financial advice or expertise; connecting with business/industry; networking; and, finding or strengthening a community of artists.

41% of artists stated that receiving recognition via an award was very important for their careers while 47% of artists requested assistance with marketing. 67% stated participating in important exhibitions, performances, and other artistic activities were crucial.

How will these operations/programs address this need?

The creation of a summer arts festival directly responds to 75% of Wood Buffalo residents that would like to see a fringe festival in the community. Overall, residents responded that the quality of arts and cultural offerings in the region were high, but that they wanted to see more events and programs within the community. Arts Council Wood Buffalo is helping to meet this need by creating more arts events in the regions, but also by building the capacity of local artists and arts organizations to further their own community arts programs.

The Business of the Arts series is designed to address and build the capacity of artists in the areas of: applying for grants or other funding; financial advice or expertise; connecting with business/industry; networking; and, finding or strengthening a community of artists. 54% of surveyed artists identified "arts instruction or training" as a need, which the ACWB discipline-specific workshops are working to meet. By bringing these various learning opportunities to Wood Buffalo, ACWB is increasing the accessibility of training for our local artists. Artists have access to high quality training without having to travel to other urban centres.

The Wood Buffalo Excellence in Arts Awards meets the need for profile building recognition requested by Wood Buffalo artists. The Arts Awards provides an opportunity for community members to nominate Wood Buffalo artists, art instructors, and arts administrators in 12 separate categories. The awards are presented at a gala, showcasing our vibrant arts community with performances, literary and visual arts.

Finally, the Arts Council Wood Buffalo artist directory and ACWB communication pieces provide an entry point for artists that have not previously undertaken their own marketing.

Part D - Organization Questionnaire

What do successful operations/programs look like? How do you know they are successful?

See attached 2018 Objectives Success Plan.

Each program, partnership and event has an objective, action and success measure attached to it and is evaluated during and at completion.

How are you measuring success (i.e. surveys, evaluation, longitudinal studies)?

Arts Council Wood Buffalo utilizes several different measurement tools:

- online surveys
- tracking of membership registrations
- evaluation form feedback conducted at the conclusion of each workshop
- tracking of session over session / year over year participation rates in programs and events
- online analytics, tracking engagement
- Arts Impact Measurement Report

Does these operations/programs duplicate or overlap with other operations/programs offered in the community? How is your organization's offering unique?

Since its incorporation in 2012, Arts Council Wood Buffalo has followed a path of sustainable growth and has consistently responded to increased demands for its services from the community. Part of why ACWB programs continue to be in high demand is because they are not offered by any other organization in the community. ACWB does not present the arts, it supports those that do.

Arts Council Wood Buffalo supports all artists and arts organizations through the region with its unique programs, projects, events and partnerships. ACWB reaches a diverse audience from art galleries to school boards and from professional artists to community members. The Arts Council is committed to closing the gap in arts amenities and offerings in this community while providing the resources and supports necessary to build the professional capacity for local artists to thrive and succeed in their practice.

2018 Objectives Success Plan

Objective	Action	Measures of Success
Diversify Revenues	Evaluate sources of earned revenues and sponsorship program.	<ul style="list-style-type: none"> 10% increase in revenues from sources other than the RMWB in 2018 Operating Budget
	Continue charitable status application.	<ul style="list-style-type: none"> Charitable status is granted in 2018.
Cultivate Investment in the Arts	Continue as Chair of Arts Recovery Working Group	<ul style="list-style-type: none"> Potential funding sources for an Artists Granting Program identified Arts Impact Measurement Report leveraged to assist local artists and arts organizations Reliable data is available on the arts community in Wood Buffalo and its impact on economics, participation, and well-being in our region.
Build Capacity	Use the Business of the Arts Workshop series and Artistic Practice Development series to build skills amongst artists	<ul style="list-style-type: none"> 75%+ of participants report that the offerings increased their skills and knowledge 75%+ of participants report that the offerings equipped them to better meet their professional goals.
	Facilitate the creation of a summer arts festival by collaborating with arts and culture organizations.	<ul style="list-style-type: none"> 100% of local arts organizations report that they increased their knowledge and expertise in planning community festivals Participating organizations see an increase in the number of attendees based on the collaborative event model.

		<ul style="list-style-type: none"> Wood Buffalo Residents state that they are aware of a summer arts festival in the region.
Foster Collaboration	Connect artists and arts organizations with potential partnership opportunities within and beyond the arts sector.	<ul style="list-style-type: none"> Number of referrals given in 2018.
	Offer networking events and community conversations to promote collaboration in the arts sector	<ul style="list-style-type: none"> 70% of participating artists believe that they are more connected as a community because of these networking opportunities.
Raise the profile of arts in Wood Buffalo	Expand the Artist Directory	<ul style="list-style-type: none"> 10% increase in the number of artists represented from 2017 Increase in website use directly related to seeking out and hiring local artists
	Participate in conversations regarding the relevance of the arts across sectors	<ul style="list-style-type: none"> ACWB has a voice at social profit roundtables in our community 25% increase in the number of collaborations between ACWB, artists, and other social profits 20% increase in the number organizations incorporating the arts into their events
	Initiate a Cultural Tourism / Workforce Attraction Project	<ul style="list-style-type: none"> Product is created which can be used to bolster cultural tourism Product is adopted by business and industry to assist in attracting qualified workers to the region.

Increase participation in the arts	Promote local arts offerings	<ul style="list-style-type: none"> • Member feedback that the demand for arts has increased • Increased use of the ACWB Events Calendar
	Creation of a summer arts festival	<ul style="list-style-type: none"> • Attendance at festival events is at 60% or higher
	Provide the tools and resources needed for the local arts sector to expand offerings	<ul style="list-style-type: none"> • Data from the AIM Committee Research is used for strategic program planning. • Member feedback that offerings such as the Business of the Arts Workshop Series and Artistic Practice Development series have increased their capacity.

Part D - Organization Questionnaire

What other community groups are you partnering with? Please outline their roles.

Arts Council Wood Buffalo is pleased to partner with the Alberta 2018 Winter Games Host Society in making this event meaningful for our community, visitors, and the athletes. ACWB is involved at both the director and organizing chair level to ensure the arts are represented and best practices are followed.

- o AWG Director of Culture, Ceremonies, Protocol – Diana Moser, ACWB Program Manager.
- o AWG Organizing Chair of Arts & Culture Programming – Liana Wheeldon, ACWB Executive Director.

The Arts Council is entering its second year partnering with the Wood Buffalo Food Bank Empty Bowls event. This event showcases local art and artists from several disciplines while raising funds for the WBFB and creating community connection and awareness for ACWB, WBFB and the local arts community. This partnership has extended to the Wood Buffalo Food Bank engaging the Arts Council to create and manage three artist calls over 2017 and 2018 as a fee for service project.

ACWB partners with Fuse Social to present the Timeraiser silent art auction event. Fuse Social purchases art at fair market value from local artists and auctions these pieces in exchange for volunteer hours to be used to support social profit organizations in our community. ACWB creates and manages the artist call as well as serving in an advisory capacity to Fuse Social.

Arts Council is partnering with the Regional Municipality of Wood Buffalo to provide art events at eleven sessions of the Urban Market. This program will showcase a variety of arts disciplines, meeting the expressed need of our artists to have available venues to present their work.

Target Segment (choose all that apply):

- | | | |
|--|--|--|
| <input type="checkbox"/> Aboriginal Adults | <input checked="" type="checkbox"/> Culture | <input type="checkbox"/> Recreation |
| <input type="checkbox"/> Aboriginal Children & Youth | <input type="checkbox"/> Diversity | <input type="checkbox"/> Seniors |
| <input type="checkbox"/> Adults | <input checked="" type="checkbox"/> Educational | <input type="checkbox"/> Sports |
| <input checked="" type="checkbox"/> Arts & Crafts | <input type="checkbox"/> Families | <input type="checkbox"/> Volunteerism |
| <input checked="" type="checkbox"/> Capacity Building | <input type="checkbox"/> Low Income | <input type="checkbox"/> Youth |
| <input type="checkbox"/> Children | <input checked="" type="checkbox"/> Performing Arts | <input checked="" type="checkbox"/> Other: General residents / |
| <input checked="" type="checkbox"/> Community Enrichment | <input type="checkbox"/> Persons with Mental Illness | <u>community</u> |

Part E - Financial Information, Budget Request & Cash Flow

Other Funding Sources Applied For	Term of Funding	Secured	In Process
<i>Example: United Way</i>	<i>April 2017 - March 2018</i>	<i>50,000,000.00</i>	
<i>Example: Government of Alberta</i>	<i>January 2018 - December 2019</i>		<i>100,000.00</i>
Alberta Foundation for the Arts	June 2017 - May 2018		20,000.00
Total		\$ 0.00	\$ 20,000.00

Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Community Operating Grant funding:

Arts Council Wood Buffalo leverages the RMWB operating grant to obtain funding from other government agencies and foundations. Alberta Foundation for the Arts bases their funding on the grant amount provided by the municipality.

ACWB applies for Alberta Foundation for the Arts operating and project grants and has registered with the Canada Council for the Arts to pursue funding for the proposed Artistic Practice Development workshop series.

ACWB received project specific funding from the Ministry for Culture and Tourism Community Investment Program in order to host the Wood Buffalo Excellence in Arts Awards and Arts Showcase in 2016. The Arts Council also received sponsorship from local business and industry supporters. Sponsorship opportunities will be available for this event again in 2017 and 2018. In 2018, ACWB will incorporate fundraising into the Wood Buffalo Excellence in Arts Awards event.

Arts Council is creating a proposal for Fort McMurray International Airport to provide a multi-year, fee for service art program to run in their facility.

Part E - Financial Information, Budget Request & Cash Flow

Please explain any cost savings initiatives the organization has, or is planning, to implement:

Arts Council Wood Buffalo operates to a zero balanced budget and strives to be a low-cost operator while maintaining high quality service to its stakeholders.

For 2018, ACWB is looking to maintain professional development opportunities for the staff and board while reducing cost by utilizing webinars and partnering with local agencies for delivery of learning opportunities.

The Executive Director, Program & Partnerships Manager and Communications & Engagement Manager share the administrative workload where possible and engage a professional bookkeeper and accountant to maintain financial records.

In a time of fiscal restraint, the Municipality would like to know how the organization is working towards a sustainability plan to ensure the operations/programming are continued, should the CIP's Community Operating Grant be decreased or eliminated in the future:

Arts Council Wood Buffalo continues to work diligently to diversify its revenues to become less reliant on RMWB funding. In 2016, ACWB received approximately \$30,000 in additional grant revenue, a 7% increase over 2015.

From the Arts Impact Measurement Report created for ACWB by Hill Strategies Research Inc, key findings show:

- 1) Wood Buffalo residents value their cultural events and spaces (as well as local artists), but would like to see more opportunities for participation in the arts, culture, and heritage.
- 2) There are more Wood Buffalo families with at least one child involved in creative arts activities (90%) than families with a child who plays sports (85%).
- 3) Wood Buffalo residents, whether or not they have children, have a strong recognition of the importance of arts and culture activities for children and families.

The RMWB's continuing support of Arts Council Wood Buffalo helps meet the needs of our residents and allows the RMWB to fill gaps in programs and services for our community.

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Part E - Financial Information, Budget Request & Cash Flow

Arts Council Wood Buffalo ensures the arts community is connected and has the resources needed to thrive. Given the operating structures of organizations such as the Arts Council, it is not anticipated that ACWB would ever be able to operate without municipal support.

Total 2018 Budgeted Revenue (excluding RMWB Operating Grant)	\$	127,300.00
Total 2018 Budgeted Expenses	\$	452,300.00
Surplus* / (Deficit)	\$	-325,000.00

2018 Operating Grant Request Amount:	\$	325,000.00
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* If in a surplus position, organization is not eligible for an Operating Grant.

Please Indicate Preferred Cash Flow, if approved:**

January/February	\$ 228,000.00	April
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(no more than 75% of request)

August	\$ 97,000.00	October
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Additional Information

Provide any additional information that may assist in developing a better understanding of your organization or its services/programs during the budget review:

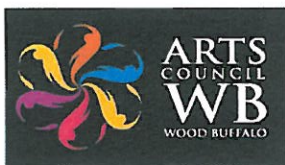
Arts councils foster creative cities by supporting artists and arts organizations. As these users are traditionally low-income earners and non-profits, the funding model for arts councils differs from that of other professional organizations and associations. Membership fees are minimal and programs are heavily subsidized to provide wide access. The result is that most arts councils rely on funding from government, specifically municipalities, to fund their operations.

As examples, in 2015, Calgary received 85% of its total operating budget from municipal funding; Edmonton received 97%; Winnipeg received 98%.

Part G - Required Attachments for Application

The following attachment MUST accompany your application:

- ☒ A detailed budget showing projected 2018 revenue and expenses
- ☒ 2018 Business Plan
- ☒ Logic Model (if available)
- ☒ Proof of active status as a registered non-profit organization (dated within 3 months of submission date)
- ☒ Financial Statements of two (2) most recent fiscal years



	Budget 2018	Budget 2017	Actual 2016
REVENUE			
Contributions			
Membership Fees	2500.00	2000.00	2920.49
Fundraising and Donations	500.00	300.00	6013.81
Registration Fees	2400.00	5000.00	578.24
RMWB Grant	325000.00	325000.00	325000.00
Deferred RMWB Grant - previous years	0.00	40000.00	35713.42
Business/Industry Grants	4800.00	2000.00	4800.00
Sponsorships	10000.00	0.00	8000.00
Government Grants	0.00	65000.00	17530.99
Government Grant - AFA Operating	20000.00	0.00	24553.31
Government Grant - Canada Council for the Arts	15000.00	0.00	0.00
Fees For Services	2000.00	0.00	2870.00
Partnership Projects	65000.00	8750.00	9610.00
Ticket Sales	5000.00	0.00	5113.00
Total Contributions	452200.00	448050.00	442703.26
Other Revenue			
Interest Revenue	100.00	0.00	263.76
Miscellaneous Revenue	0.00	15000.00	0.00
Total Other Revenue	100.00	15000.00	263.76
TOTAL REVENUE	452300.00	463050.00	442967.02

EXPENSE

Cost of Goods Sold			
Artist Fees	15,000.00	5000.00	15,200.00
Partnership Projects	65,000.00	0.00	4,202.50
Arts Community Needs Assessment	0.00	40000.00	35,913.42
Honorarium	1,000.00	3532.00	2,912.00
Business of the Arts Workshop Series	0.00	0.00	480.00
Special Projects	15,000.00	65000.00	0.00
Scholarships and Awards	4,800.00	4800.00	7,400.00
Venue Rental	3,500.00	3500.00	3,142.81

Business of the Arts Workshop tickets

Wood Buffalo Excellence in Arts Awards

Estimate - based on percentage of funding received from RMWB

Artistic Practice Development Series application

Quote for Royal Canadian Legion artist calls

Arts Recovery Working Group Initiative

Wood Buffalo Excellence in Arts Awards

Arts Recovery Working Group Initiative

Artistic Practice Development Series

Total Cost of Goods Sold	104300.00	121832.00	69,250.73
Payroll Expenses			
Contractors	17,500.00	17,000.00	17,196.94
Wages & Salaries	248,000.00	236,708.00	228,406.28
EI Expense	4,011.00	2,865.00	4,058.61
CPP Expense	7,633.00	7,633.00	8,474.77
WCB Expense	500.00	300.00	425.00
Employee Benefits	7,090.00	7,085.00	6,661.28
Total Payroll Expense	284734.00	271,591.00	265,222.88
General & Administrative Expenses			
Accounting & Legal	8,000.00	9,000.00	7,812.30
Printed Material	3,000.00	5,586.00	1,363.86
Advertising & Promotions	5,800.00	5,800.00	6,309.88
Board of Directors / AGM	6,000.00	6,000.00	4,776.20
Tech Subscriptions and licences	300.00	300.00	133.04
Hospitality	6,500.00	6,400.00	9,938.10
Insurance	2,166.00	2,660.00	5,100.31
Interest & Bank Charges	1,000.00	300.00	876.57
PayPal Service Fees	100.00	0.00	59.06
Office Supplies	1,500.00	2,000.00	1,516.59
Courier and Postage	500.00	500.00	150.33
Photocopying and Printing	1,500.00	2,000.00	1,086.20
Professional Development	2,000.00	3,000.00	1,491.40
Professional Memberships	500.00	1,000.00	533.66
Motor Vehicle Expense	300.00	0.00	291.68
Miscellaneous Expenses	0.00	0.00	927.75
Receptions / Gifts	2,000.00	2,000.00	8,897.48
Rent	17,000.00	16,537.00	14,850.48
Repair & Maintenance	0.00	200.00	0.00
Telephone	2,800.00	2,544.00	2,756.08
Travel and Conferences	2,000.00	3,000.00	2,610.00
Training	0.00	0.00	150.00
Utilities	0.00	0.00	-7.92
Website	300.00	300.00	287.41
Capital Asset purchases	0.00	500.00	0.00
Total General & Admin Expenses	63,266.00	69,627.00	71,910.46
TOTAL EXPENSE	452,300.00	463050.00	406,384.07
NET INCOME	0.00	0.00	36582.95