



**THE CORPORATION OF THE CITY OF
MARKHAM**

EXTRACT CONTAINING ITEM #0007 OF THE GENERAL COMMITTEE OF (Jun 24, 2014)

7. MARKHAM ARTS COUNCIL (5.0)

Deputy

Deputy Mayor Jack Heath addressed the Committee advising that several Councillors and senior staff met with representatives of the Markham Arts Council on June 20, 2014. He summarized the points that were discussed at the meeting and reviewed his proposed recommendation that he sent out to the Mayor and all Members of Council by e-mail.

Joel Lustig, Treasurer addressed the Committee and provided information relative to the Markham Arts Council financial statements from 2010 to 2013 and forecasted financials for 2014.

The Committee discussed the following relative to the Markham Arts Council request for financial support and the proposed recommendation from the Deputy Mayor Jack Heath:

- Where will the additional \$5,000 come from
- The importance of fundraising
- What should be the role of City staff relative to the Markham Arts Council
- What is the role of the Markham Arts Council's Board of Directors
- Negative comments regarding the City of Markham's financial support for the Markham Arts Council through various social media sources
- How much should the City be funding

Jane Milrose, Chair of the Markham Arts Council addressed the Committee confirming that they submitted adequate financial statements to the City of Markham as indicated by the Treasurer. She pointed out that their largest costs are related to staffing. Ms. Milrose believes that the Director of Culture should be the City's liaison with the Markham Arts Council.

Moved by Deputy Mayor Jack Heath

Seconded by Councillor Howard Shore

- 1) That the verbal report from Culture and Financial Services staff on Markham Arts Council be received; and,
- 2) That the Markham Arts Council be advanced their 2015 Celebrate Markham fund of \$19,000; and,
- 3) That an additional grant of \$5,000 be extended to the Markham Arts Council and the operating account be at the discretion of the Treasurer; and,
- 4) That if Council determines in September that Markham should extend further funds to the Markham Arts Council, new operating arrangement or not, the above interim amount of \$24,000 be included in such funding, not over and above; and,
- 5) That the Director of Culture be the City's liaison for the Markham Art Council's Board of Directors and that the Director of Culture be directed to report back in September on how the interim funds were utilized; and,
- 6) That Markham Arts Council work with City staff over the summer to ensure that the September report to General Committee has the information required and that it be prepared by September 2014; and further,
- 7) That staff be authorized and directed to do all things necessary to give effect to this resolution.

Carried

OTF Grant Application

Application Details			
Application Type	Single Application	Applicant Contact	Helen Argiro
Created On	22/02/2013	Applicant Email	helen@markhamartscouncil.com

Organization Details			
Organization Name	Markham Arts Council	Organization Type	Registered Charity
Address	197 Main Street	City	Unionville
		Province	ON
Postal Code	L3R2G8	Organization Email	helen@markhamartscouncil.com
Phone	905-947-9054	Fax	

Summary Questions			
Application ID	122203	Program	Community Grants
OTF Request Amount	\$225,000	Total Initiative Cost	\$460,000
Deadline hoping to submit for	1-March-2013	Request Term	24 to 36 months
Initiative Start Date	2011-08-15		
Type of funding requested	Project or Operating Only		

[Click here print the workplan](#)

Budget						
Expense Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Project Manager	\$50,000.00	\$31,000.00	\$16,000.00	\$0.00	\$0.00	\$97,000.00
Website Design, Construction & Server Fees	\$13,500.00	\$4,000.00	\$4,000.00	\$0.00	\$0.00	\$21,500.00
Francophone Content Developer	\$3,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00	\$23,000.00
Aboriginal Content Developer	\$3,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00	\$23,000.00
Literary Arts Editor	\$5,500.00	\$20,000.00	\$20,000.00	\$0.00	\$0.00	\$45,500.00
Advertising Manager & Developer	\$0.00	\$0.00	\$15,000.00	\$0.00	\$0.00	\$15,000.00

Budget Year 1			
Expense Item	Type	Notes	Requested
Project Manager	Salary	35 hrs/wk plus x 12 months	\$50,000.00
Website Design, Construction & Server Fees	Program Expenses	2 quotes provided: 12000 and 13334: see quotes for detailed list	\$13,500.00
Francophone Content Developer	Salary	10 hrs/month x 6 months	\$3,000.00
Aboriginal Content Developer	Salary	10 hrs/month x 6 months	\$3,000.00
Literary Arts Editor	Salary	16 hrs/month x 6 months	\$5,500.00
Advertising Manager & Developer	Salary		\$0.00

Budget Year 2			
Expense Item	Type	Notes	Requested
Project Manager	Salary	25 hrs/wk	\$31,000.00
Website Design, Construction & Server Fees	Program Expenses	No quotes required as single item is under 5000	\$4,000.00
Francophone Content Developer	Salary	15 hrs/month x 12	\$10,000.00
Aboriginal Content Developer	Salary	15 hrs/month x 12	\$10,000.00
Literary Arts Editor	Salary	16 hrs/wk x 12	\$20,000.00
Advertising Manager & Developer	Salary		\$0.00

Budget Year 3			
Expense Item	Type	Notes	Requested
Project Manager	Salary	12 hrs/wk	\$16,000.00
Website Design, Construction & Server Fees	Program Expenses	No quotes required as single item is under 5000	\$4,000.00

Francophone Content Developer	Salary	15 hrs/month x 12	\$10,000.00
Aboriginal Content Developer	Salary	15 hrs/month x 12	\$10,000.00
Literary Arts Editor	Salary	16 hrs/wk x 12	\$20,000.00
Advertising Manager & Developer	Salary	20 hrs/wk plus commission on sales	\$15,000.00
Total Request Amount:			\$225,000
Your Organizational Contribution			
Is your organization contributing any in-kind or cash resources to this initiative?			Yes
Cash			\$0
In Kind			\$90,000
Details of non-financial in-kind contributions:			
The Markham Arts Council is providing both creative direction through its Executive Director and all administrative elements including: Legal, Accounting/Bookkeeping, Marketing & Advertising support; office space and internet access; computers and office supplies; meeting rooms, etc.			
External Sources of Revenue for this Initiative (if applicable)			
Number of External Sources of Revenue for this Initiative (list up to five main sources)			4
External Revenue Source 1		York Region Arts Council/YRAC	
Contact Name	Nancy Bodi -- Executive Director	Telephone	905-726-3278
E-mail	Nancy.Bodi@senecacollege.ca	Status	Anticipated
Cash	\$0	In Kind	\$60,000
Notes	Provide all information and link to York Region events, assist in Marketing and Advertising Support. YRAC now controls the content for yorkscene.com (part of Metroland Media) with substantial outreach throughout York Region. See attached letter of support.		
External Revenue Source 2		Varley Gallery	
Contact Name	Francine Perinet -- Director, Varley Art Gallery	Telephone	905-477-9511
E-mail	fperinet@markham.ca	Status	Anticipated
Cash	\$0	In Kind	\$50,000
Notes	The Varley Art Gallery will provide a Visual Arts Editor/Curator and assist in Marketing Support. See attached letter of support.		
External Revenue Source 3		Markham Public Library/MPL	
Contact Name	Leah Rucchetto -- Community Outreach Librarian	Telephone	905-513-7977
E-mail	LRucchetto@markham.ca	Status	Anticipated
Cash	\$0	In Kind	\$15,000
Notes	MPL's Leah Rucchetto will sit on the Arts & Letters Ontario Advisory Board. MAC and MPL have and continue to partner on several literary initiatives including the cross promotion of short story and poetry contests; IFOA Markham; One Book One, Community. This partnership will continue and be leveraged for the launch of Arts & Letters Ontario and for continued community outreach, in addition to providing acquisition consultations for the Arts & Letters editorial board.		
External Revenue Source 4		Markham Museum	
Contact Name	Cathy Molloy -- Museum Director	Telephone	905-294-4576
E-mail	cmolloy@markham.ca	Status	Anticipated
Cash	\$0	In Kind	\$15,000
Notes	The Markham Museum will also provide Visual Arts content, curatorial advice and support where ever relevant. In addition, Markham Museum will assist in community outreach and marketing support for Arts & Letters Ontario. See attached letter of support. Project		
Describing the Initiative			
Please provide a clear and concrete summary of the initiative. What will be done? (250 words)			
We are proposing the construction and creation of a visual and literary arts 'journal' project tentatively titled, Arts & Letters Ontario , which will be an exciting new web portal that will unify, expand, showcase and promote the work of York Region's writers and artists into one online location. This site will directly facilitate the sale and consumption of the work of York Region's Writers and Artists within its community and beyond to reach a domestic and international public. Arts & Letters Ontario will			

impact multiple cultural sectors through the inclusion of a vast range of cultural demographics for both established and emerging Canadian authors and artists initially from York Region. By utilizing the far reach and user convenience of the internet to stimulate the professional growth of writers and artists, enable innovation, support new dynamic content creation, **Arts & Letters Ontario** provides a unique cultural resource to enhance the health and vitality of Ontario's artistic community and its patrons. **Arts & Letters Ontario** provides the platform where aspiring, emerging and professional artists and writers can create and share their work while art enthusiasts and purveyors can experience, learn about and access York Region's most exciting and talented literary and visual artists.

WEBSITE SPECIFICS:

The **Arts & Letters Ontario** Home (landing) page will be a vibrant and colourful aesthetic landing with a brief description of the website objective and initiative. Prominently displayed will be two buttons to click on:

1) **LITERARY ARTS**, and 2) **VISUAL ARTS**

The **LITERARY ARTS CATEGORIES** (many organized into the nine districts of York Region) include:

FICTION
CREATIVE NON-FICTION
POETRY
DIASPORA CHRONICLES
QUEER EXPRESSIONS
ABORIGINAL VOICES
FRANCAIS
TEEN WRITERS
PUBLISHING
BOOKSTORE
BOOK CLUB
WRITING RESOURCES
COMPETITIONS

The **VISUAL ARTS CATEGORIES** (many organized by the nine districts of York region) include:

PHOTOGRAPHY
PAINTING
SCULPTURE
ILLUSTRATIONS
DIGITAL ART
ABORIGINAL ART
FRANCOPHONE ART
TEEN ARTISTS
ONLINE RETAIL GALLERY (MOVING)
EXHIBITIONS/WHAT'S ON
COMPETITIONS
ARTIST RESOURCES

How will it be done? (250 words)

Prior to embarking on any new programs or initiatives as is the case with **Arts & Letters Ontario**, MAC has completed an extensive amount of research and consultation with stakeholders, members, partners, professional and emerging writers and artists, etc., to ensure that we are fulfilling a critical need in keeping with our mandate, strategic plan and fulfilling a need within our community and region.

YEAR ONE:

We are requesting OTF funding to provide the salary for the Project Manager and Literary Editor.

- To ensure program outcomes are achieved, we will assign a qualified individual Project Manager to this initiative/project. The PM will work closely with MAC's Executive Director to outline the project and develop a 'critical path'. This includes mapping out time-lines, setting goals, tracking milestones, etc. The PM meets with stakeholders, supporters, members and interested parties to ensure we stay on track with outcome objectives. Together, MAC and the Project manager will cultivate partnerships with organizations and individuals that offer expertise to ensure the objectives of a professional calibre are achieved. MAC together with YRAC will be assembling an Advisory Board to assist the development of the site to achieve maximum exposure, earning potential and professional growth for the artists and writer as well as create an inviting, entertaining and informative site for the user/audience. The Project Manager will develop and deliver a methodology and guidelines for website content approval process. The Project Manager will work closely with the YRAC to develop a database of relevant arts and literary organizations, community services and events around York Region to begin introductions about Arts & Letters Ontario via email and inperson.

- A Website Developer will deliver a software program and design for website including delivery of Wireframes, HTML/PHP/JAVA website design and layout, Customizable backend, aggregation technology installation, Online Retail Gallery (Online Marketplace), User Login and Profile pages, Moneris plugin, team consult of self-management.

- The Varley Gallery will begin to offer a Visual Arts Editor service to advise, enhance and expand the potential of the Visual Arts pages through meetings with Advisory Board and expand outreach to various arts organizations, artists and galleries from across York Region.

- A Literary Arts Editor will be hired to advise, enhance and expand the Literary Arts pages through meetings with Advisory Board and expand outreach to various literary organizations and writers from across York Region.

- The Project Manager, Visual Arts Editor and Literary Arts Editor will begin recruiting visual arts and literary associations, private companies and organizations to participate in content development to optimize a diverse presence on website.

- A Bookkeeper supplied by MAC will set up, record and monitor all financial transactions.
- Revenue stream begins by the sale of yearly membership of personal profile pages.
- MAC will supply legal services to conduct a necessary legal consultation and examination including creation of disclaimers and file documents to prevent unlicensed use of work and decrease any potential legal conflicts of site.

YEAR TWO:

We are requesting funding from OTF to contribute to the salaries of the Project Manager, Visual Arts Editor, Aboriginal and Francophone Content Developers, and Website Server Host fees.

- The Project Manager will continue to perform the duties including, liaising with the **Arts & Letters Ontario** Advisory Board, managing the part-time staff and continue outreach to various arts and cultural organizations, artists, writers, publishers, art galleries across York Region to attract content development.
- The Visual Arts Editor will continue to monitor, maintain and develop content relevant to the Visual Arts pages through researching and inviting potential authors, artists, bloggers, publishers and other contributors to join site for content population.
- The Literary Arts Editor will continue to monitor, maintain and develop content relevant to the Literary Arts pages through researching and inviting potential authors, bloggers, publishers and other contributors to join site for content population.
- To effectively reach out to the Aboriginal and Francophone communities and organizations in York Region for content contribution we require funds to hire both an Aboriginal Content Developer/Editor and a Francophone Content Developer/Translator/Editor. Their respective roles will be critical in identifying and developing relationships by soliciting interest in the site and recruiting artist and writer participation from those communities; identify trends to enhance and expand the relevant content in the features, columns and events in the Visual Arts and Literary Arts pages as well as perform outreach to the various Aboriginal and Francophone communities and organizations across York Region and promote the site.
- The MTAC teen volunteers will comprise the Teen Literary & Visual Arts Editor Team. These MTAC Teens will meet monthly to develop the Teen Arts & Literary pages through researching and inviting relevant literary and visual arts organizations for young people (i.e. Mayor's Teen Arts Advisory Committee), school groups, bloggers for contributions and content. The Teen Editorial Team will approve content and ensure diversity of cultures and geographical areas are represented by reaching out to various organizations across York Region.
- A revenue stream generated by an annual personal profile membership fee of \$25.00 continues to grow as the site will be generating content with an initial goal of attracting 450 writers and 450 artists from across York Region (by the staff mentioned above) to create personal profile pages on the site where they can promote, share and sell their work. The revenue totalling \$22,500 will be spent on the creative services of further content development staff where most necessary.

YEAR THREE:

In this year, **Arts & Letters Ontario** will be filled with content and personal profile pages of writers and artists. We are requesting funding from OTF to maintain a contribution to the salaries of the Project Manager, the Aboriginal Content Developer/Editor, the Francophone Content Developer/Translator/Editor to continue the development and content population of the site from the previous two years as well as providing funds for an Advertising Manager/Developer to begin a revenue stream through advertising and sponsorship and Website Server Host fees.

- The Project Manager will continue to market Arts & Letters Ontario to targeted audience organizations in York Region including community centres, art and literary related organizations and businesses, elderly associations and residences, high schools, university/colleges, etc.
- The research of relevant literary arts blogs/publications/writers/publishers for content is maintained, actively pursued and delivered by the Editors and Content Developers. An Advertising and Sponsorship Manager is hired to attract relevant advertisers to **Arts & Letters Ontario** to generate revenue.
- An Advertising and Sponsorship Manager will be hired to work with the Advisory Board to develop sponsorship opportunities with relevant organization to conduct literary and art competitions on the site. The salary of the Advertising and Sponsorship Manager will be a combination of base salary and commission of sales.

Who will do the work? (250 words)

The Markham Arts Council (MAC) will be working closely with the York Region Arts Council (YRAC), the Varley Art Gallery and the Markham Public Library to assemble an Advisory Board. For the literary arts, the Advisory Board will be comprised of writers, publishers, editors and consumers (i.e. Markham Public Library) from different genres. For the Visual Arts the Advisory Board will be comprised of artists, curators and consumers (Varley Art Gallery) versed in different mediums. For both the visual and literary advisory board members will be assembled from a variety of cultural backgrounds and geographical locations throughout York Region to ensure a varied representation on the website. MAC's Board of Directors will provide an Administrative Advisory Committee for **Arts & Letters Ontario** who will be industry leaders with extensive experience in the areas of: online technology, finance, marketing/advertising, to assist in any administrative, financial and/or technical obstacles that may arise.

The Markham Arts Council/MAC's Executive Director, Helen Argiro, will monitor/assist the Project Manager and website development to ensure the work plan milestones are reached. Helen Argiro joined the Markham Arts Council on March 15, 2011. As the ED of MAC, Helen has initiated new artistic programming in Markham including the International Festival of Authors touring event in Markham (the largest IFOA touring event in all of Ontario); MAC's first curated Art Show inside Markham Theatre with over 2000+ guests viewing the work of professional and emerging visual artists during a 2 week period in Oct 2012. With almost two decades of professional experience working in the arts, Helen graduated with a Double Honours BA in English Literature & Creative Writing from York University, before beginning her career as a writer and director of independent feature films. She has been interviewed by the Wall Street Journal for her work as a blogger and Helen's creative writing has appeared

in the literary journal *Existere* and in the visual arts publication *Lola*. A former Senior Development Officer for TVOntario, Helen has experience securing sponsorship for broadcast, print and online initiatives at TVO. Helen is a member of the CMP Foundation Board of Directors; the York Region Arts Council Board of Directors; the Unionville Main Street Strategic Planning Committee; the Unionville Village Conservancy Board of Directors and the Markham Art Advisory Board.

In early 2012, MAC hired Hayley Hofbauer to develop MAC's **Arts & Letters Ontario** concept and because of Hayley's background in the Arts and familiarity with this project, MAC would like to hire her as the Project Manager/PM for this initiative. Hayley Hobauer is a freelance Writer, Producer and Project Manager. Hayley was the Associate Producer of TIFF's business conferences, 'Symposium' for two years. With a BFA and MFA in Film from York university, Hayley maintains her popular blog titled, *The Single Mother Diaries* which is featured on *Savvymoms.ca*, while conceiving, writing and producing for television, theatre, film and advertising. Having just completing a 6 month contract consulting, writing and producing content for Culturalite, a global online arts and culture website, Hayley is primed to oversee the creation of **Arts & Letters Ontario** for the Markham Arts Council by virtue of having thoroughly researched the climate of arts and culture in the online space. Hayley has fifteen years experience successfully producing a range of projects with passion, dedication and professionalism. The Markham Arts Council hired Hayley to research and develop the **Arts & Letters Ontario** initiative and is thrilled with her conception and execution to date.

Markham Teen Arts Council/MTAC teen volunteers will be the Literary & Visual Arts Editors, managing and approving content for all of the teen content on the Literary and Visual Arts pages with the help and guidance of Arts & Letters Ontario's professional literary editors and visual arts curators. MTAC teen volunteers will manage the teen featured writers, columns, exhibitions and events, as well as performing outreach to various teen communities across York region while being closely supervised and guided by the MAC Teen Committee leader, the PM and Editors to guide them into generating interest and participation in **Arts & Letters Ontario**. The MTAC teen volunteers will research relevant literary and visual arts communities and programs for young people within the York Region School Board, other teen organizations like MTAC and social media outlets (blogs/Facebook/Twitter/Tumblr/etc.) for content and to ensure diversity of cultures and geographical areas are represented.

The Varley Gallery has kindly offered the in-kind expertise of their bilingual curator Anik Glaude to perform the duties of Visual Arts Editor/Curator. Armed with a bachelor of fine art and a master's in art museum and gallery studies, Ms. Glaude has a proven track record of approaching the range of styles that create the visual art landscape with a thorough knowledge of the artistic community in York Region. Anik Glaude has curated culturally diverse and award winning exhibits at the Varley Art Gallery including: *Cul-de-Sac*, *Da Bao* and *Colab*, to name just a few.

The Webmaster, Literary Editor, Aboriginal and Francophone Content Developers will be hired through the sourcing of the most engaging, knowledgeable and passionate candidates available.

Rationale for Funding the Initiative

Rationale for Funding the Initiative - Considering OTF's Strategic Framework, explain why this initiative should receive funding.

What are the changes you expect as a result of this initiative? (250 words)

Arts & Letters Ontario's goal is to support Writers and Artists across York Region and to achieve a more sustainable cultural sector by promoting and facilitating the consumption and sale of artists' and writers' work to the public on an on-going basis. This new tool and technology aims to improve economic conditions for the writers and artists; improve social conditions with a creative outlet for youth and strengthen the overall health of the cultural community in York Region. Writers and artists will have the opportunity to sell their work through the Arts & Letters Ontario website and gain access to education and career development opportunities, view their colleagues work and connect and network with other writers, artists and industry professionals. **Arts & Letters Ontario** is the *first* forum accessible to all writers and artists at a minimal cost to promote the work of York Region writers and Artists both domestically and internationally to an audience who appreciates and purchases literature and works of art. As well, artists have the ability to exhibit and/or publish their work online.

- For the first time in York Region there will be one easily accessible online location for writers and artists to showcase, promote and sell their work.
- This new and innovative tool and model allows for artists and writers to share, learn, interact, network and gain valuable professional development opportunities.
- The built in analytics will keep precise records of every user, their geographical location, the duration of time on the site and frequency of visitation, and visits to individual profile sites in order to constantly assess the areas of improvement necessary to maintain and/or increase successful outreach. The personal profile user will also be able to maintain their own profile and track their own sales all of which will be recorded by built in on-site analytics.
- Audiences who are interested in the literary and visual arts will have the ability to browse the vast range of talented written and/or artistic works that they might not otherwise gain access to, from the convenience of their computers, tablets, iPhones, etc. Audiences/buyers/consumers will also be able to connect directly with writers and artists to ask questions and/or inquire about purchasing or commissioning artists work.
- Literary and art enthusiasts who may have mobility limitations will now be able to access the work of writers and artists that they may not otherwise be able to physically access and experience due their restricted ability to travel.
- Teens and teens-at-risk will for the first time have an opportunity to showcase their work in the same online space as the adult emerging and professional writers and artists and gain valuable mentorship opportunities.

Who will benefit from these changes? (250 words)

- The target users of authors and artists will have a forum to share and promote their work to increase their professional profile,

interact with their colleagues and interface with publishers, gallery curators and other powerful industry leaders on the site. The target audience will benefit from our project by having access to Ontario literary and artistic works, educational information and events 24 hours a day from the convenience of their home computers. Whether planning a cultural tour and seeking information about what literary and/or artistic events are occurring in which region of Ontario; sourcing new styles, genres or talent; seeking to purchase original artistic works or simply explore the vast range of talented writers and artists in Ontario, our website will service a variety of needs for both the users and audience.

- Arts & Letters Ontario supports new dynamic content creation by hosting a multi-cultural perspective to unite, reflect and facilitate the professional development of ARTISTS and WRITERS working in York Region. By including writers and artists who are Aboriginal, Francophone, Teens and Teens-at-risk as well as Gay, Lesbian and Transsexual, rather than the traditional marginalization of the aforementioned groups, this new model engages diverse cultures through the representation and integration into a unified mosaic to reflect the York Region population of writers and artists.

- Arts & Letters Ontario will provide increased opportunities for teens and teens-at-risk by inviting and encouraging literary and artistic expression to be prominently displayed on the website -- which volunteer teens will manage -- in order to gain valuable career experience and the ability to network with professionals.

- Arts & Letters Ontario will directly contribute to art communities across York Region by supplying the forum for the exhibition and sale of artists work which aspires to achieve a more self-sustainable cultural sector. By uniting and providing an interactive ability for artists and writers to communicate with each other, we aspire to strengthen, promote and encourage economic growth and development of each respective cultural sector. Arts & Letters Ontario will promote both individual works and community events related to the literary and visual arts throughout York Region.

- The literary and art enthusiast/audience will benefit from being able to access a diverse plethora of quality work ranging in subject matter, tone, style, diversity of cultural influences and artistic mediums to enjoy and/or purchase from the convenience of their personal computer/tablet/iPhone/etc.

Why does this work need to be done now? (250 words)

The impetus for this project grew out of MAC's 2012 survey results, discussions and input from artists and writers who are Markham Arts Council/MAC members and York Region Arts Council members.

In order to have a thriving community full of creative expressions, artists and writers need to earn an income to survive. Finding full-time or full-year work is a major challenge for many artists and writers. The 2006 census counted those who worked at their artistic occupation more than any other occupation between May 7 and 13, 2006 (the census reference week). In smaller or rural regions of the country, full-time and full-year artistic work may be less available than in larger cities. The individual work of artists and writers isolates them making it very difficult to reach an audience eager to appreciate their work. Traditional exposure of art and literature forces the audience to physically attend various venues to acquire and consume such culturally relevant work and also tends to cost the audience entrance or ticket costs. The traditional marketing and exposure of writers and artists exists for a chosen few and leaves a great many of artists and writers without any means of sharing, promoting and/or selling their work. The technology of the internet solves the problems of traditionally limited exposure to a select few writers and artists and allows a democratic and inclusive environment for a diverse range of work. The marginalized, isolated and not-yet 'discovered' artists.

Why are you the right organization to do the work? (250 words)

The Markham Arts Council is an incorporated not-for-profit organization with a focus on the arts and cultural sector that has been in continuous operation in Ontario since 2004. In the most culturally diverse city in Canada, the mission of MAC is as follows: The Markham Arts Council serves and enriches the lives of its residents by educating, developing and supporting a vibrant cultural community that champions the arts, while promoting the work of professional and emerging literary, visual and performing artists.

According to the Ontario Arts Council, the number of artists in the City of Markham increased from about 600 in 1991 to nearly 900 in 2001. The 51% increase in the number of artists is much larger than the 32% increase in the overall Markham labour force between 1991 and 2001.

Arts & Letters Ontario is in line with MAC's, vision statement, our mandate and our strategic plan. MAC has the support of its Board of Directors, the City of Markham and its cultural institutions (Varley Art Gallery, Markham Museum, Markham Theatre and Markham Public Libraries) for this project. During the past 18 months, the Markham Arts Council has under gone a major creative shift to a much higher calibre with a portfolio of programming which including bringing the International Festival of Authors event to York region, amongst many other events and workshops.

Measuring Impact and Support

Where will the work take place (e.g. which community, neighbourhood, etc.)?

This project will include accessing the constituents, artists and writers from communities across York Region including the Town of Georgina, Town of East Gwillimbury, the Town of Newmarket, the Town of Aurora, the Town of Richmond Hill, the Township of King, the Town of Whitchurch-Stouffville, the City of Vaughan and the City of Markham.

The Markham Arts Council office located on Main Street Unionville in the City of Markham will be the home base for the project, however, staff can and will work remotely to perform the outreach necessary to access all pertinent organizations, associations, schools and community hubs. The PM, Editors and Content Developers will travel throughout the areas of York Region listed above to solicit interest and participation.

The audience for **Arts & Letters Ontario** is geared towards an audience based in York Region but is not limited to the confines of that demographic. The far reach of the internet can and will extend to North American and international audiences.

If applicable, tell us which organizations or groups will contribute to the work and what role they will play? (i.e.

resources/participation)

The York Region Arts Council/YRAC via its partnership with Metroland Media (newspaper group) and YRAC's subsequent control of content for yorkscene.com and all communicative RTO6 tourism initiatives, will be one of the major conduits for outreach across York Region with respect to both artists and consumers of Arts & Letters Ontario. YRAC will provide all information and links to **Arts & Letters Ontario** in addition to offering marketing, advertising and promotional support and outreach. YRAC now controls the content for yorkscene.com (part of Metroland Media) with substantial outreach throughout York Region. MAC has and continues to partner with YRAC on a variety of programs, seminars, workshops, artistic and cultural programs and initiatives. As a result, YRAC is extremely excited and keen to take an active role and be a contributing partner to the success of **Arts & Letters Ontario**.

The Varley Art Gallery has been looking for a way to expand outside of the walls of its institution as a bricks and mortar gallery, and as a result, the Varley team led by its Director Francine Perinet, are all extremely excited to be a part of **Arts & Letters Ontario**. The Varley Art Gallery is one of the most respected art gallery's in Canada and recent 2011/2012 exhibits at the Varley have been called, among other things, "engaging" and "revolutionary" in the pages of Canadian Art magazine. The Varley will be providing an advisory Board member and support along with curatorial input and staff time and resources for the role of Visual Arts Curator/Editor for **Arts & Letters Ontario**.

MPL/Markham Public Library's community outreach librarian Leah Rucchetto will sit on the **Arts & Letters Ontario** Advisory Board. MAC and MPL have and continue to partner on several literary initiatives including the cross promotion of short story and poetry contests; IFOA Markham and One Book One, Community to name just a few. This partnership continues and will be leveraged and expanded for the launch of **Arts & Letters Ontario** and for continued community outreach. In addition, Leah will be providing acquisition consultations for the **Arts & Letters Ontario** editorial board.

How will you know you have succeeded? What measurements will help you decide if you have been successful?

The Project Manager will ensure that the systematic approach as outlined in the workplan will be met through performance milestone achievements and performance indicator satisfaction. The PM will report to MAC's Executive Director on a weekly basis as to the progress being made and will present a summary of tasks, outcomes and achievements accomplished every month to MAC's Board of Directors. Milestones include:

YEAR ONE SUCCESS MEASURES:

- The **Arts & Letters Ontario** Website will be constructed, approved, functional and ready for content population within the first three months to four months.
- Content population has begun with a minimum of 180 personal profile pages each having been sold at \$25.00 per year = \$4,500.00; A minimum of 10 personal profile pages for the Visual Arts pages and 10 personal profile pages for the Literary Arts pages will be represented by each district of York Region including the Town of Georgina, Town of East Gwillimbury, the Town of Newmarket, the Town of Aurora, the Town of Richmond Hill, the Township of King, the Town of Whitchurch-Stouffville, the City of Vaughan and the City of Markham. There will be built in analytics in the technology of the website to track and indicate the geographical locations of members.
- Access to various Literary and Artistic organizations to market to their membership has been solidified through the outreach efforts of the Project Manager, Visual Arts Editor and Literary Arts Editor with evidence provided as a result of personal profile page sales being accumulated and calculated by the built in analytics.
- An **Arts & Letters Ontario** Logo has been created.
- Financials are up-to-date and payment protocol is established.
- All necessary business and legal forms are completed and the legal examination of the site is completed.

YEAR TWO SUCCESS MEASURES:

- There will have been announcements about the opportunities for artist and writer participation in **Arts & Letters Ontario** in at least 50 organizational newsletters and online marketing association forums to recruit website audience and participation.
- Website activity of user/audience is measured by built in analytics to achieve a minimum of 2000 unique user hits per month.
- There will be bi-weekly milestones of 20 new content sources being added to the aggregation technology of the site for relevant articles and bloggers all monitored by the Project Manager.
- Bi-weekly meetings will be held with the Project Manager, Literary & Visual Arts Editors, Aboriginal and Francophone Content developers and a member of the MTAC Teen Editor Volunteer team to ensure that every relevant organization, association and institution in York region is being contacted and relevant trends, events and topics within a diversified cultural framework are being addressed.
- Key arts and literary contacts in a variety of Aboriginal, Francophone and teen communities across York Region have been contacted and informed about Arts & Letters Ontario and have been recruited.
- Contributor contact information has been entered into database.
- Contributors are populating the site with articles, information, events, job opportunities and professional development opportunities.
- By the end of the year there are a minimum of 900 personal profile pages each having been sold at \$25.00 per year = \$22,500.00; A minimum of 50 personal profile pages for the Visual Arts pages and 50 personal profile pages for the Literary Arts pages will be represented by each district of York Region including the Town of Georgina, Town of East Gwillimbury, the Town

of Newmarket, the Town of Aurora, the Town of Richmond Hill, the Township of King, the Town of Whitchurch-Stouffville, the City of Vaughan and the City of Markham. There will be built in analytics in the technology of the website to trace and indicate the geographical locations of members.

- Relevant sites have been sourced and approved by the Literary and Visual Arts Editors and input into website technology for aggregation as evidenced in a diverse range of content inhabiting the site.

YEAR THREE SUCCESS MEASURES:

- Achieve growing monthly numbers of users/audience of Arts & Letters Ontario. The built in analytics will be a precise measurement of website activity and a goal of 5% increased user activity per month will be monitored.
- A variety of content that reflects Ontario's cultural diversity, geographical locations, literary styles, genres, subject matter, genders, events and opportunities populates the website.
- There are a minimum of 1800 personal profile pages each having been sold at \$25/each per year = \$45,000; A minimum of 100 personal profile pages for the Visual Arts pages and 100 personal profile pages for the Literary Arts pages will be represented by each district of York Region including the Town of Georgina, Town of East Gwillimbury, the Town of Newmarket, the Town of Aurora, the Town of Richmond Hill, the Township of King, the Town of Whitchurch-Stouffville, the City of Vaughan and the City of Markham. There will be built in analytics in the technology of the website to trace and indicate the geographical locations of members.
- The Advertising and Sponsorship Manager will have created 3 sponsored writing competitions, 3 sponsored art competitions and 2 sponsored teen art and 2 teen writing competitions. The sponsorship organizations will provide a source of revenue to be determined by the website activity as proven through the analytics.

The ultimate measure of success will be by the end of year three. At this point the site should have a combined revenue that is generated by contest entry fees and user memberships (evident by the website analytics), to generate enough revenue to sustain itself and begin to expand into other regions of Ontario.

Lasting Impact

Will this initiative have lasting impact and how would you describe it? Will the activities continue beyond the term of the grant and if so, how will you ensure that they can continue?

This project will be a constantly evolving and expanding endeavor in order to meet the needs of both the artists and writers as well as the end user/audience well beyond the first three years of the project, with the intention that it continues to grow and sustain itself for a lifetime. The first three years of this project will be dedicated to creating the forum and engaging the communities within York Region to encourage and facilitate a healthy cultural environment. However, it is the goal of **Arts & Letters Ontario** to expand in its fourth year into the GTA and continue to grow into a province-wide initiative consisting of writers and artists and related relevant information from every region in Ontario. This will benefit the writers and artists of York region by expanding the network of professional opportunities and reach an even broader audience. **Arts & Letters Ontario** aims to unite the literary and artistic communities of Ontario to become the 'go to' place for industry professionals and Ontario based art and literary enthusiasts and to become a showcase for provincial cultural expression.

Volunteers

How many volunteers will contribute to the work?

10

How many volunteer hours will be contributed?

700

What will be the role of the volunteers?

A select committee of MTAC teen volunteers will work together to comprise a Literary & Visual Arts Editorial Team that will collectively contribute a total of 20 hours per month to manage and approve content for the teen Literary and Visual Arts pages. The MTAC committee will be in charge of managing featured writers, columns, exhibitions and events outreach to teen communities in schools and across York Region. These volunteers will gain experience and research skills as they source relevant literary and visual arts content and artists from school outreach programs (especially arts based schools like Unionville High School), and community based arts groups for young teens (i.e. the Mayor's Teen Art Advisory Committee), as well as blogs, Facebook, Twitter, Tumblr and other social media forums for content. These teens will as a result, develop team building skills as they will collectively approve content, ensure a diversity of cultures and geographical areas are represented in content in their segment category. Led and guided by MAC, these teen volunteers will also be reaching out to relevant teen community groups for participation and actively interact with their peers at various organizations.

Board of Directors List

Do you have a list of the members of your Board Of Directors?

Yes

#	File Name	Size	Date
1.	MAC_Board_of_Directors_2013.pdf	210 KB	27/02/2013 14:55

Financial Statements

Do you have Financial Statements?

Yes

#	File Name	Size	Date
1.	MAC_BalanceSheet_December2011.pdf	34 KB	26/02/2013 10:43
2.	MAC_BalanceSheet_December2012.pdf	39 KB	27/02/2013 14:24
3.	MAC_P&L_December2011.pdf	40 KB	26/02/2013 10:43

Operating Budget

Do you have an Operating Budget?

Yes

Attached Operating Budget	#	File Name	Size	Date
	1.	MAC_2013_Operating_Budget.pdf	23 KB	27/02/2013 14:37

Additional Information**Additional Comments**

	#	File Name	Size	Date
Additional Attachments	1.	City_of_Markham_Support_Letter.pdf	14 KB	26/02/2013 10:31
	2.	MAC_QUOTE_2.pdf	180 KB	28/02/2013 21:58
	3.	MAC_Quote_1.pdf	155 KB	28/02/2013 11:53
	4.	Markham_Museum_Support_Letter.pdf	56 KB	26/02/2013 10:30
	5.	Varley_Gallery_Support_Letter.pdf	76 KB	26/02/2013 10:31
	6.	YRAC_Support_Letter.pdf	118 KB	26/02/2013 10:31

Declaration Section**I confirm that:**

- the information contained in this application and the accompanying documents is true, accurate and complete
- that our organization values diversity and the personal, cultural, social and economic benefit that it brings, and that we support and adhere to the Ontario Human Rights Code (as required under the Foundation's Program Guidelines)
- that our organizational representative with designated signing authority/decision making authority in our organization has authorized this application

I acknowledge that if this application is approved, our organization will be required to enter into a formal, legally binding agreement with the Ontario Trillium Foundation that will outline the terms and conditions of the grant.

I acknowledge that I have reviewed and updated our organizational profile.

Revised Schedule A - Payment and Reporting Schedule

As of: 20 February 2014 at 10:36

Organization/Request Details:

Applicant: Markham Arts Council
Request ID#: 122203
Catchment Area: Simcoe York
Subcatchment: 2. York
Staff: Inga Lubbock - Program Manager

Board Meeting Date: 2013-06-27

Requested

Approved

Amount: \$225,000

\$185,000

Term: 24 to 36 months

36 months

Budget- Revised Schedule A

Grant funds may only be spent for the items and activities described here.

Description	Year 1 \$Appr	Year 1 \$Rev	Year 2 \$Appr	Year 2 \$Rev	Year 3 \$Appr	Year 3 \$Rev	Total \$Approved	Total \$Revised
Salary								
Program Staff; Project Manager	\$50,000.00	\$50,000.00	\$31,000.00	\$31,000.00	\$25,000.00	\$25,000.00	\$106,000.00	\$106,000.00
Consultant; Francophone Content Developer	\$3,000.00	\$3,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00	\$13,000.00	\$13,000.00
Consultant; Aboriginal Content Developer	\$3,000.00	\$3,000.00	\$10,000.00	\$10,000.00	\$0.00	\$0.00	\$13,000.00	\$13,000.00
Program Staff; Literary Arts Editor	\$5,500.00	\$5,500.00	\$15,000.00	\$15,000.00	\$0.00	\$0.00	\$20,500.00	\$20,500.00
Program Staff; Advertising Manager	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Program Expenses								
Website Design, Construction & Service	\$13,500.00	\$13,500.00	\$4,000.00	\$4,000.00	\$0.00	\$0.00	\$17,500.00	\$17,500.00
Total							\$185,000	\$185,000

Payment and Report Schedule

#	Due Date	Reports & Payments	Payment Amount	Status
1	2013-07-18	0 - LOA Report		
2	2013-07-23	Payment 1	\$44,500.00	Paid
3	2014-01-27	Payment 2	\$30,500.00	Paid
4	2014-09-27	1 - Progress Report		
5	2014-10-27	Payment 3	\$35,000.00	
6	2015-04-27	Payment 4	\$35,000.00	
7	2015-09-27	2 - Progress Report		
8	2015-10-27	Payment 5	\$20,000.00	
9	2016-04-27	Payment 6	\$20,000.00	
10	2017-01-27	3 - Final Report		

Conditions

#	Condition	Due
1	Evidence of annual survey of artists and writers to measure their comfort level with combining all cultural communities into one "mainstream" group, while keeping Aboriginal and Francophone contributors in a separate category.	With Progress Report
2	Evidence of annual survey of artists and writers to measure their comfort level with combining all cultural communities into one "mainstream" group, while keeping Aboriginal and Francophone contributors in a separate category.	With Progress Report

Requirements: N/A

OTF Impact Indicators (Result and Outcome)

Sector Priority:	Broaden participation and engagement in arts and culture
OTF Desired Outcome:	More people participating and engaged in arts and culture, especially those who would not otherwise have access
Results Indicator:	# of people accessing arts and culture activities or initiatives
Results Target:	50000
Outcome Indicator:	# of people who report having access to art/cultural activity
Outcome Target:	5000

Expected Results and Progress Measures

#	Year	Expected Results	Progress Measures
1	Year 1	Increased opportunities for visual artists and writers to promote work, and increased public access to that work	Arts & Letters website designed and built, and logo created. A minimum of 180 personal profile pages populated, featuring work by new and established contributors in 25 categories. Literary and arts organizations began marketing to their memberships via website. 500 unique user hits received per month. At least \$4,500 earned in revenues from personal profile sales.
2	Year 2	Increased opportunities for visual artists and writers to promote work, and increased public access to that work	Opportunities to contribute content promoted via 50 organizational newsletters and online association forums, and Metroland newspapers. A minimum of 900 personal profile pages populated. 2000 unique user hits received per month. At least \$22,500 earned in revenues from personal profile sales.
3	Year 3	Increased opportunities for visual artists and writers to promote work, and increased public access to that work	A minimum of 1800 personal profile pages populated. 2200 unique user hits received per month. 5 sponsored writing contests and 5 sponsored art competitions offered on site, each with a \$15 entrance fee. At least \$45,000 earned in revenues from personal profile sales, and a further \$7,500-\$10,000 from contest entrance fees.

Markham Arts Council
LaVaLab Financial Plan

	<u>Scenario 1</u> <u>2015</u>	<u>Scenario 2</u> <u>2015</u>	<u>Scenario 1</u> <u>2016</u>	<u>Scenario 2</u> <u>2016</u>	<u>Scenario 1</u> <u>2017</u>	<u>Scenario 2</u> <u>2017</u>
Projected Revenue	\$5,010	\$30,060	\$15,030	\$50,100	\$20,040	\$60,120
Competitions - Visual						
Number of Competitions	\$1,600 4	\$9,600 4	\$4,800 4	\$16,000 4	\$6,400 4	\$19,200 4
Entry Fee	\$20	\$20	\$20	\$20	\$20	\$20
Number of Entries	20	120	60	200	80	240
Competitions - Literary						
Number of Competitions	\$1,600 4	\$9,600 4	\$4,800 4	\$16,000 4	\$6,400 4	\$19,200 4
Entry Fee	\$20	\$20	\$20	\$20	\$20	\$20
Number of Entries	20	120	60	200	80	240
Membership Revenue						
Number of Members	\$860 43	\$5,160 258	\$2,580 129	\$8,600 430	\$3,440 172	\$10,320 516
Membership Fees	\$20	\$20	\$20	\$20	\$20	\$20
Profile Revenue						
Number of Profile Upgrades	\$450 10	\$2,700 60	\$1,350 30	\$4,500 100	\$1,800 40	\$5,400 120
Average Profile Upgrade fee	\$45	\$45	\$45	\$45	\$45	\$45
Basic Profile are free						
Advertising						
Price Structure TBA	\$500	\$3,000	\$1,500	\$5,000	\$2,000	\$6,000
Projected Expenses					\$25,000	\$25,000
Excess of Revenue over Expenses	\$5,010	\$30,060	\$15,030	\$50,100	-\$4,960	\$35,120



LavaLab
The Literary and Visual Arts Hotspot

www. LavaLab.ca

LITERARY & VISUAL ARTS Revolution

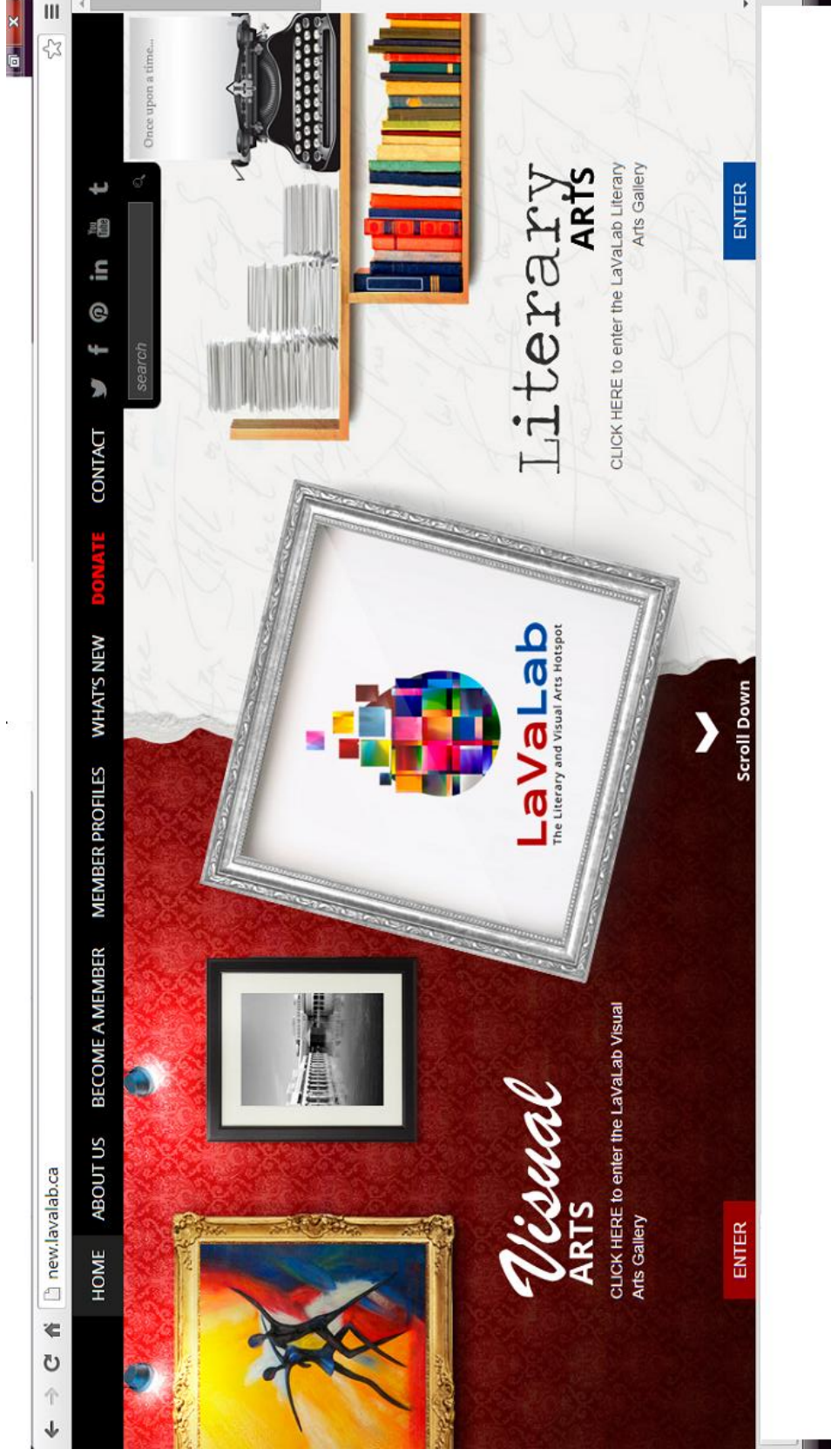
An initiative of the **Markham Arts Council**



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M A R K H A M
arts
C O U N C I L

Welcome to LaValab



This is **LaVaLab**

LaVaLab is an online VISUAL and LITERARY ARTS Forum that unites artists while generating revenue for:



- The **LaVaLab** Website/Digital Portal will **UNIFY**, **SHOWCASE** and **PROMOTE** the work of MARKHAM and York Region's WRITERS and ARTISTS at one online location.

www. LaVaLab .ca

LaVaLab Artist and Writer Profile Pages



A Boy with Colourful Face

by Archan Nair

Medium: Oil
Style: Figurative
Collection: Archa portrait
Size: 24x
Color: Red

Archan Nair is a New Delhi based visual artist, Illustrator and Art Director who specializes in mixed media, illustration, and digital art. Before becoming a full time artist, he was involved with fashion and various entrepreneurial ventures. Themes which feed themselves even through his dynamic pieces. He began painting in 2008 as a 24 year old and today means both digital media and physical paint for his work.

CONTACT ARTIST BUY IT

Other Works by Archan Nair

Work Name Goes Here Author name View More

Work Name Goes Here Author name View More

Work Name Goes Here Author name View More



The Odyssey by Homer

by Walter Plitt Quintin

Archan Nair is a New Delhi based visual artist, Illustrator and Art Director who specializes in mixed media, illustration, and digital art. Before becoming a full time artist, he was involved with fashion and various entrepreneurial ventures. Themes which feed themselves even through his dynamic pieces. He began painting in 2008 as a 24 year old and today means both digital media and physical paint for his work.

CONTACT AUTHOR BUY IT

Other Works by Walter Plitt Quintin

Work Name Goes Here Author name View More

Work Name Goes Here Author name View More

Work Name Goes Here Author name View More



LaVaLab is divided into two parts of entry from the landing page:

VISUAL ARTS

Including the following categories:

- PHOTOGRAPHY
- PAINTING
- SCULPTURE
- ILLUSTRATIONS
- DIGITAL ART
- ABORIGINAL ART
- FRANCOPHONE ART
- ONLINE GALLERY with Moving Images
- EXHIBITIONS/WHAT'S ON
- COMPETITIONS
- ARTIST RESOURCES

LITERARY ARTS

Including the following categories:

- FICTION
- CREATIVE NON-FICTION
- POETRY
- DIASPORA CHRONICLES
- QUEER EXPRESSIONS
- ABORIGINAL VOICES
- FRANCAIS
- PUBLISHING
- BOOKSTORE
- BOOK CLUB
- COMPETITIONS
- WRITING RESOURCES

LaVaLab Connects Artists and Writers to Audiences, Community and Consumers

- LaVaLab connects **artists** and **writers** to each other and to **publishers, agents, curators, gallery owners** and the **arts community** at large both **locally** and **globally**.
- In order to have a thriving community and foster creative expressions, artists and writers need to **earn an income** not only to survive, but to thrive.
- The nature of creating work of artistic or literary merit generally happens in **isolation**, making it difficult to reach **audiences** eager to appreciate artists' work.
- Traditional methods of **marketing** and **exposure** for writers and artists exist for an established chosen few and leave a great many without the means of sharing, promoting and/or selling their work.
- The **technology of the internet** solves the problems of traditionally limited exposure to a select few writers and artists and allows a democratic and inclusive environment for a diverse range of work.
- The marginalized, isolated, emerging and not-yet 'discovered' artists and writers finally have a forum for collaboration and a venue for exposure in

LaVaLab

LaVaLab Lasting Impact

- **LaVaLab** will be **constantly evolving** to meet the needs of both Artists and Writers and the end user audience/consumer while growing and sustaining itself in perpetuity.
- The **first three years** of **LaVaLab** is dedicated to creating a forum for engaging the arts communities within Markham and York Region to encourage and facilitate a healthy cultural environment.
- The **long term** goal of **LaVaLab** is to expand into **worldwide initiative** consisting of writers and artists and related relevant information and opportunities for artists from around the world.
- **LaVaLab** will continue expanding the network of professional opportunities in order for Writers and Artists to reach a broader global audience.
- **LaVaLab** aims to unite the literary and artistic communities **locally**, while becoming the 'go to' place for industry professionals, and art and literary enthusiasts by becoming a showcase for cultural expression **globally**.

LaVaLab is a Blended Value Model



- is on the economic cutting edge trend of: **BLENDED VALUE**.
- **BLENDED VALUE** refers to a business model that combines a revenue-generating component with a social-value component, and this is **www.LaVaLab.ca**
- To contribute to financial sustainability some non-profit organizations are starting up 'for-profit' businesses which can donate 75% of their gross to the non-profit parent organization. An example is Goodwill Thrift Stores
- These 'Blended Value' businesses provide financial stability and strengthen the mandate of the organization through the very nature of the business.
- Any business takes between 3-7 years to show a profit and for this reason OTF has committed to a 3-year grant to support **LaVaLab**
- **www.LaVaLab.ca** is a business that will generate revenue for the Markham Arts Council on an ongoing basis via three streams:

1) PERSONAL PROFILES and ANNUAL MEMBERSHIPS

2) ADVERTISING

3) VISUAL ARTS and LITERARY COMPETITIONS

LaVaLab Benefits and Outcomes

- Artists and Writers have the ability to exhibit , publish or sell their work online through LaVaLab
- Each Artist and Writer can create and maintain their own basic **PROFILE** showcasing their work and connecting to their own websites.
- Audiences/buyers/consumers will also be able to connect directly with writers and artists to ask questions and/or inquire about purchasing work or commissioning an artist.
- LaVaLab makes it easy for artists and writers to **SHARE, LEARN, INTERACT, NETWORK** and access **PROFESSIONAL DEVELOPMENT** opportunities featured as part of the LaVaLab experience.
- Audiences and Consumers can gain exposure to a range of talented written and/or artistic works they might not otherwise gain access to, from the convenience of their computers, tablets, smart phones, etc.
- New and emerging artists and writers will for the first time have an opportunity to showcase their work in the same online space as professional authors and artists while gaining valuable mentorship advice and opportunities
- Writers and Artists can earn prize money by competing in visual and literary art competitions.
- The LaVaLab software digital technology has **BUILT IN ANALYTICS** to keep precise records of every user, their geographical location, the duration of time on the site and frequency of visitation, and visits to individual profile sites in order to constantly assess the areas of improvement necessary to maintain and/or increase successful outreach.

Ontario Trillium Foundation Grant

- OTF has recognized the value of the **LaVaLab** project and has provided a three-year grant totalling **\$185,000.00** for the construction and development of

LaVaLab by the



- The revenue generated by www.LaVaLab.ca will go to support operating costs and subcommittees of the:



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MAC Statement of Operations

Long-term Financial Plan

Type	Full Year		Full Year		Comments
	Plan	2017	Plan	2015	
Income					
Operating Income					
Contributions					
New Memberships		480		436	
Donations: Mayor Foundation Donation		0		0	415 Increase at 5% per year – this is in addition to #15 below
Grants - Ont Arts Council	6,367	6,064	5,775	5,500	Mayor Foundation Donation (One time)
City of Markham - Celebrate Markham	13,000	13,500	13,500	13,500	5,500 Increase at 5% per year
City of Markham - Municipal Funding	0	0	0	0	13,500 This amount from OAC could decrease without notice at any time
Literary Events	150,000	150,000	150,000	150,000	43,000 Celebrate Markham 2015 moved forward to 2014
Lava Lab Revenue	20,040	15,035	15,015	3,410	0 At \$150k/year MAC still remains one of the lowest funded A/Cs in Ontario
Sponsorship	5,171	4,925	4,693	4,467	3,410 These are conservative estimates. Revenue could be much higher.
African Holiday Sale	3,000	2,000	1,000	1,000	4,467 Increase at 5%
Gifts for Giving	2,000	2,000	2,000	2,000	1,000
Summer Student Rebate	3,650	3,650	3,650	3,650	1,000
Miscellaneous Income	0	0	0	0	2,000
Total Operating Income	207,123	201,041	189,476	86,947	3,650
Operating Expenses					
Admin (bank, office sup, phone, meetings)	6,700	6,500	6,500	6,400	All office expenses + bank fees, etc.
Admin - Bookkeeper	3,400	3,200	3,200	2,900	Bookkeeper will require more hours due to more project work
Admin - Contract Labour	43,400	43,400	62,400	1,800	Arts Admin + Marketing/Comm Coordinator hired 2014 pending funding
Executive Director - Payroll	60,344	60,344	60,344	47,035	Includes cost of CPP + EI + Tax for ED
Office Admin - Payroll	14,000	14,000	14,000	0	Office Admin hired 2014 - pending funding from City
Business Advertising/Marketing Promotion	5,000	5,000	4,000	4,950	4,950
Promo/Marketing/Advertising Expenses	2,500	2,500	2,500	83	ED expenses for Lavalab promo/Arts Expense/OAC Conference
Admin - Insurance	2,000	1,980	1,917	3,917	Printing for posters, brochures, bookmarks, for events, new projects, etc.
Membership Promotion Expense	3,500	3,500	3,000	993	MAC brochures and promo materials
Miscellaneous Expense	2,000	2,000	1,000	0	0
Professional Fees	2,500	2,500	2,330	2,330	OAC Grant requirement - Review Engagement by independent accounting firm
Community Outreach Expenses	3,600	6,600	6,600	0	Outreach to diverse range of community organizations (formerly Gala expense)
Cost of Mar - Lavalab Reimbursement	6,600	6,600	6,600	6,600	6,600
Markham at the Movies - Reimbursement	0	8,000	7,000	0	0
Admin Lavalab Website	11,000	0	0	0	For Lavalab website maintenance after OTF Grant funding ends
Admin - MAC Website	1,550	1,550	1,550	1,550	1,550
Total Operating Expenses	172,444	169,324	182,291	79,855	79,855
Total Income over Expenditures - Operating	34,679	31,717	7,185	7,091	-42,294

Program/Project Income	42,700	68,906	111,536	95,522	
Arts in the Park/Artsian Show/Art Shows	2,500	2,000	1,500	1,365	
OTF Grant (Lava Lab)	0	26,706	70,836	62,164	Note: Lavalab income revenue is listed under "operating" in #16 above
OTF Grant Multicultural Festival	0	0	0	3,000	Project funding
IFOA	9,000	9,000	8,000	0	
Literary Events	1,500	1,500	500	0	
Photo Contest - Revenue	1,000	1,000	1,000	417	
Photo Contest - Markham Creative Photography Group	29,000	29,000	29,000	28,076	
Markham Teen Arts Council/MTAC	200	200	200	500	
Newsletter Ads	0	0	0	0	
Total Program/Project Income	42,700	68,906	111,536	95,522	

Program/Project Expense	2,500	2,000	1,500	649	
Arts in the Park/Artsian Show/Art Shows	2,500	2,000	1,500	649	
OTF Grant Funding - Community Arts Initiatives	0	0	0	0	
IFOA	6,500	6,500	6,500	0	\$ to incubate new arts initiatives/committees for expand existing community arts projects
Literary Activities	1,000	1,000	1,000	0	
Special Projects - Contract Labour	13,000	13,000	2,000	0	
Markham at the Movies	29,000	29,000	29,000	28,027	
Markham Teen Arts Council/MTAC	5,000	5,000	4,500	2,500	
Photo Contest - Markham Creative Photography Group	700	700	700	417	
Photo Contest - Arts + Workshops	1,500	1,500	1,000	500	
Publications - Director	0	0	0	0	
OTF Lava Lab Expenses	0	26,706	70,836	62,164	
E News	400	400	400	377	
Total Program/Project Expenses	77,600	99,806	119,436	94,467	
Total Income over Expenditures - Program/Project	-34,900	-30,900	-7,900	1,055	

Total Income	249,823	269,947	301,012	162,469	
Total Expenses	250,044	269,130	301,727	154,323	
Total Income over Expenditures	-221	817	-715	8,146	

2014 Forecast

Full Year	Full Year		Comments
	Forecast	Variance	
2014	2014	2014	
415	2000	-1,585	
10,000	6000	-500	
13,500	13,500	0	Mayor Foundation Donation (One time)
43,000	19,000	24,000	
0	0	0	
3,410	3,000	410	
0	0	0	
4,467	5,000	-533	
1,000	1,000	0	
2,000	2,000	0	
3,650	3,650	0	
0	0	0	
86,947	55,150	31,797	Mayor Foundation Donation (One time)
6,400	7,000	600	
2,980	3,000	20	
1,800	14,000	12,200	Arts Admin Laid off Jan. 31st
47,035	60,000	12,965	Executive Director - Potential Lay off Mar. 31st
0	0	0	
4,950	4,950	0	
83	100	17	
417	500	83	
3,917	1,904	-2,013	D&O Insurance
993	1,000	7	
0	0	0	
2,330	2,330	0	Review Engagement Need for OAC Grant
6,600	6,600	0	
0	0	0	
1,550	1,860	310	
79,855	97,444	24,189	Arts Admin Laid off Jan. 31st
7,091	-42,294	55,985	MF Donation/ Admin Laid off

1,365	1,365	0	
42,164	39,257	2,907	Deferred Revenue \$40,256
0	3,000	0	
0	7,000	-7,000	FOA Cancelled
0	0	0	
417	500	83	
28,027	28,000	27	
500	500	0	
0	0	0	
0	0	0	
0	0	0	
75,522	76,622	-1,100	

649	649	0	
0	6,120	6,120	FOA Cancelled
0	0	0	
0	0	0	
28,027	28,000	-27	
2,500	2,500	0	
417	500	83	
500	500	0	
42,164	39,257	-2,907	
377	405	28	
74,467	77,831	3,364	
1,055	-1,209	2,264	

162,469	131,772	30,697	Mayor Foundation Donation (One time)
154,323	175,275	27,552	Arts Admin Laid off Jan. 31st
8,146	-43,503	56,249	MF Donation/ Admin Laid off

Funding Sources from all Levels of Government

1. City of Markham

The Markham Arts Council receives \$19,000.00 per year from the City of Markham via the Celebrate Markham fund. The \$19,000.00 allocation from the 2015 Celebrate Markham fund plus an additional \$5,000.00 was received in June 2014 as interim funding.

2. Provincial

- Ontario Arts Council

The Markham Arts Council receives \$13,500.00 per year from the Ontario Arts Council. A review engagement at a cost of \$3,000.00 is required to qualify for this grant. The actual revenue available for operational and programming costs is \$10,000.00.

- York Region Arts Council

The York Region Arts Council is not a funding agency. Markham Arts Council has no financial relationship with YRAC. We work together on many projects such as workshops, seminars and the Arts Exposed Conference.

- Ontario Trillium Foundation

The Markham Arts Council was awarded a 3 year grant in the amount of \$185,000.00 to develop LaVaLab, an online website/digital portal for Literary and Visual artists. LaVaLab will unify, showcase and promote work of writers and artists throughout York Region and the world in one online location. It will also create a sustainable revenue stream for Markham Arts Council through annual membership fees, personal profile fees, competition entrance fees and advertising opportunities.

3. Federal Government

The Federal government does not provide operational or program funding to Municipal Arts Councils.

Fundraising Strategies

1. Gala For Giving 2013 and 2014
Markham Arts Council participated in the Gala for Giving for the last two years. We were marginally successful. The first year we sold tickets and had local artists displaying and selling their work with provisions for commission for Markham Arts Council. This year we focussed on silent auction items.
2. Letter Campaign for Sponsorship and Donations 2013
Last fall we sent out letters to members of the Markham Board of Trade to solicit memberships, sponsorships and donations. We received \$1,500.00
3. Partnerships in the Arts Community 2011- onwards
To reduce costs and compensate for inadequate staffing, MAC like other arts organizations, partners on events, receives and provides in-kind services and does reciprocal promotion and advertising (especially through social media).

Fundraising Initiatives of the New Board

Summer 2014

1. Membership Drives & Community Outreach
The Markham Arts Council participated in many events this summer as part of our community outreach and membership drive initiatives: Arts @Unionville Festival, Markham Village Music Festival, Stiver Mill Re-Opening, Pan Am One-Year Countdown, Artists at Stiver Mill, Markham Jazz Festival, Heritage Festival. We increased membership and profile in the arts community, and laid groundwork for the "Building Arts Community" discussions taking place on August 12, 13 and 18, 2014 with Markham artists, arts and culture organizations and arts supporters.
2. Compass Grant
Markham Arts Council has applied for an Ontario Arts Council grant for \$25,000.00 to hire a fundraising consulting firm to conduct training sessions and create a fundraising and membership campaign for the Markham Arts Council. This proposal was submitted on July 1, 2014.
3. Event Fundraising Component
The Markham Arts Council tries to incorporate a fundraising component into every event we present.
4. Establishment of the Markham Arts Council CAPITAL Committee
This Capital Committee is charged with securing government grants, researching and submitting proposals for event sponsorship, establishing a donor base and exploring alternate revenue sources.

Markham Arts Council Itemized Spending List

2014

Detailed Plan for \$24,000

	<u>6 months</u>		<u>3 months</u>		New Budget	<u>July 1 to Sept 30</u>
	<u>July 1 to Dec 31</u>		<u>July 1 to Sept 30</u>		<u>Monthly</u>	
Executive Director Salary *	\$31,000		\$15,500		\$3,597	\$2,256
Office, Membership, Social Media Co-ordinator	\$8,120		\$2,660		\$0	\$0
Office Operations						
Bell & Internet	\$1,200		\$600		\$200	\$600
Insurance	\$1,000		\$500			\$2,000
Printer costs	\$600		\$300		\$100	\$300
Stationery & Postage	\$850		\$425		\$142	\$426
Bank Fees + Credit Card processing					\$40	\$120
Bookkeeper	\$2,000		\$1,000		\$240	\$720
Web Site	\$1,240		\$620		\$206	\$618
Summer Student net of rebate						\$1,300
Constant Contact E-News					\$40	\$120
Loan Payment	\$6,600		\$0		\$0	\$0
Sub-committees						
Markham Teen Arts Council - Funding	\$2,610		\$2,610			\$2,600
Markham at the Movies	\$650		\$650			\$9,000
Markham Creative Photography Group	\$250		\$250			\$0
International Festival of Authors **	\$6,500		\$6,500		0	\$0
Humber Writers Workshop - Oct 18, 2014	\$1,500		\$1,500		\$500	\$500
Launch of Lava Lab - Oct 17, 2014	\$1,500		\$1,500		\$500	\$500
Holiday Artisan Show - Dec 5-7, 2014	\$2,500		\$2,500			\$1,500
Promotion & Community Outreach	\$2,500		\$1,250		\$100	\$300
E-News - social media services	\$240		\$120			\$120
Total	\$70,860		\$38,485		\$5,665	\$22,980

*remaining ED's salary and expenses funded by OAC grant of \$13,500.

ED Salaries includes CRA remittances

** IFOA was cancelled due to uncertainty of funding and MAC's continuation, inadequate lead-time and lack of staffing availability in 2014.

Markham Arts Council Itemized Spending List
Cost mitigation and reduction measures

Cancelled producing a paper news letter (4 times per year), switched a e-newsletter 2011	
E Newsletter	\$15,000
Savings	<u>\$480</u>
	\$14,520
Layoff Arts Administrator in February 2014 - Savings in 2014	\$12,200
Layoff Arts Executive Director February 2014 - Savings in 2014	\$12,965
Art Networking Mixer cancelled (4 times per year) 2011	\$4,000
MAC partnering on seminar and workshops in 2014	\$2,000
No refreshments at board meetings in 2014	\$500
No advertising in Markham Life in 2011	\$2,000
Moved from print to electronic documents in 2011	\$2,000
MAC Treasurer prepares Information Tax Returns for 2012, 2013	\$4,000
Total Savings	\$54,185



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Arts & Culture Live Here!

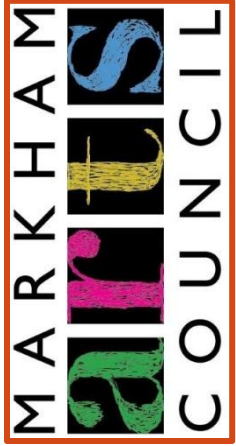


Markham Arts Council/MAC

- Registered charity not-for-profit organization
- Focus on Markham's arts and cultural sector
- Founded and in continuous operation since 2004

Mandate

The Markham Arts Council serves the community and enriches the lives of its citizens by educating, developing and supporting a vibrant cultural community that champions the arts, while promoting the work of professional and emerging literary, visual and performing artists.



Our Vision

Expand MAC as an umbrella support organization that continues to provide the following services:

- Incubation for community arts and culture groups/committees
- Shared knowledge, facilities and resources
- Group discounts (design, print, advertising)
- Consultations + educational seminars and workshops:
 - ie. grant writing, fundraising, entrepreneurial skills for artists
- Networking and showcasing opportunities for artists
- Joint fundraising event(s) to benefit arts and culture organizations
- Develop a mutually beneficial, integrated partnership with the City of Markham and its Department of Culture, Department of Parks and Recreation and Communications Department
- Liaison to the City of Markham for community-based arts and cultural organizations

Arts Programming



International Festival of Authors - IFOA Markham, annual Touring Event

Purpose: Brings award winning world renowned authors to Markham (established and emerging)

Description - Attendees enjoy:

- Reception – meet and greet the authors
- Visual arts exhibit – participation has included local and international artists
- Author readings from their books
- Q & A session
- Book signing opportunities

Outcomes:

- Support and promotes literacy and reading in the community.
- Partners with and promotes the Markham Public Libraries
- Promotes One Book, One Markham (initiative of the Markham Public Libraries)
- Supports the local economy by offering this event locally as an alternative to commuting to the Toronto event.
- Exclusive MAC Programming for 2014 includes: 2014 IFOA Humber Writers Workshop which takes place in Warden House on Oct 17 and Oct 18, 2014

Comments:

- Considered the “Best IFOA Touring Event in Ontario”

MAC Event



Arts Programming



Markham at the Movies, Toronto International Film Festival

--- Film Circuit

MAC Committee

Purpose: Brings award winning Toronto International Film Festival movies to Markham

Description - Attendees enjoy:

- Movies from around the world
- Comfortable seating at Flato Markham Theatre
- Cash bar, luxury of consuming beverages in the theatre during the film

Outcomes:

- Supports the work of international film makers
- Supports multiculturalism in the community – 80% of films are not North American
- Partnership with Flato Markham Theatre
- Allows seniors who cannot travel into the City of Toronto access to TIFF Films
- Support the local economy by offering this event locally as an alternative to commuting to screenings in Toronto.
- More than 6000+ Markham residents have attended Markham at the Movies since 2011

Comments:

- Very economical way of experiencing current, award winning, international films (Series of 6 films for \$55.00)



Arts Programming



Markham Teen Arts Council (MTAC)

Purpose:

- Fosters arts and culture opportunities for Markham youth
- Provides leadership opportunities for Markham youth

Description:

- Youth run Arts Council – representing every high school in Markham
- Youth oriented events such as 24 Hour Film Challenge, Visual Arts

Shows, Word Up!, Poetry Contest, Battle of the Bands, Outdoor Movie Event

Outcomes:

- Supports youth in the community
- Provides opportunities for youth to express themselves through the arts
- Encourages collaboration/communication between student artists attending all high schools
- Extensive youth to youth communication using social media
- Partnerships with Markham at the Movies, Flato Markham Theatre and York University
- MTAC programming and events impact more than 5000+ Markham youth per year

Comments:

- There have been many studies that conclude that involvement in the arts at a young age improves academic achievement and creative thinking that results in more well rounded, successful adults

MAC Committee

MTAC
MARKHAM TEEN ARTS COUNCIL

Arts Programming:



MAC Partnership Event

Purpose:

- To support an enjoyable learning and sharing community event

Description:

- PechaKucha is the Japanese word for chit-chat. It is a presentation style where 20 slides are shown for 20 seconds each; for a total presentation time limit of 6 minutes and 40 seconds.
- PechaKucha Nights have become very popular and are held in over 700 cities worldwide.
- The city of Markham is authorized to reproduce PechaKucha Nights

Outcomes:

- Partner with the Varley Art Gallery and the Markham Public Libraries to support and promote the event
- Encourage sharing of information/experiences across diverse members of the community
- Participate in a worldwide phenomena
- MAC has been responsible for securing UBIA sponsorship for PechaKucha since inception

Comments:

- This popular, well attended event is held at the Varley Art Gallery 4 times per year.
- The June 6, 2014 event was standing room only

Arts Programming



Visual Art Show(s)

Purpose:

- Provides exhibit and showcasing opportunities for MAC member artists and other community artists
- Provides an opportunity for the community to interact with local artists and to admire or purchase “Made in Markham” works of art

Description:

- Visual Arts Show held at the McKay Art Gallery 2-3 times per year

Outcomes:

- Supports MAC members and local artists
- Encourages sharing/communication between artists and visitors or members of the community

Comments:

- Provides an additional arts related experience on Unionville Main Street

MAC Event



Arts Programming:



Holiday Artisan Show & Sale (2nd Annual)

MAC Event

Purpose:

Provides exhibit and showcasing opportunities for MAC members and other community artisans & provides an opportunity for the community to interact with local artisans and to admire or purchase “Made in Markham” works of art

Description:

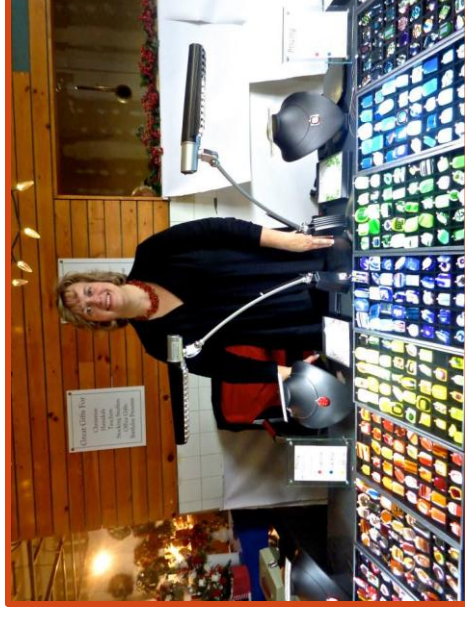
- Opportunity for local artisans to display and sell their work
- Curated/juried show and sale
- Takes place just before the holiday season

Outcomes:

- Supports Markham Arts Council members
- Supports community artisans
- Provides one of a kind gift shopping opportunities for the community

Comments:

- This year the Holiday Artisan Show and Sale will take place at the Stiver Mill and will be in held in cooperation with the Unionville Old Tyme Christmas Parade sponsored by the Unionville Business Improvement Association



Future Arts Programming



- Arts in the Park
 - Artist Studio Tour
 - Luminato Festival of Arts & Creativity
 - Benefit Concert for the Arts
 - Arts Award Recognition Program
- Markham Arts & Culture Centre

MAC Future Event:



Arts in the Park

Purpose:

- To provide exhibit, showcasing and performance opportunities for MAC members and other community artists
- To create cultural exchange through the arts
- To provide an opportunity for the community to enjoy all disciplines of the arts

Description:

- Summer time, multidiscipline, multicultural arts festival

Outcomes:

- To support MAC members and local artisans, musicians, performance and visual artists
- Encourage sharing / communication between artists and visitors or members of the community
- Create an annual, warm weather, signature, arts event sponsored by the Markham Arts Council

Comments:

- June 2014 pilot with the Unionville Festival

MAC Future Event:



Artist Studio Tour

Purpose:

- To provide exhibit, showcasing opportunities for MAC members and other community artists
- To provide an authentic experience for the community to learn about local artists

Description:

- Tours of local artists studios

Outcomes:

- Support MAC members and local artists
- Encourage a sharing/understanding of local artists by the community

Comments:

- Research and revive previous artist studio tour

MAC Future Event:



Luminato Festival of Arts and Creativity

Purpose:

- To bring the Luminato Festival of Arts and Creativity to Markham

Description:

- Touring event

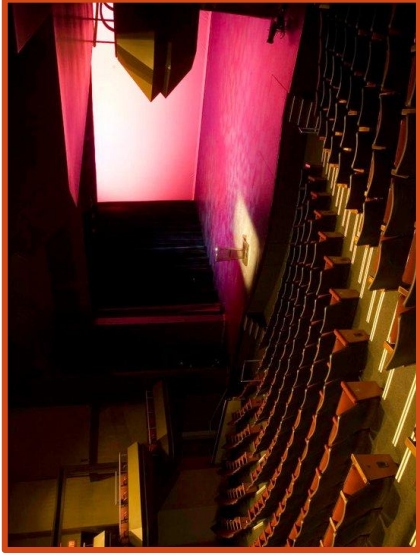
Outcomes:

- Support the local economy by offering this event locally as an alternative to commuting to the Toronto event.

Comments:

- Discussions underway for future programming

MAC Future Event:



Benefit Concert for the Arts

Purpose:

- To create an annual fundraising event for the Arts

Description:

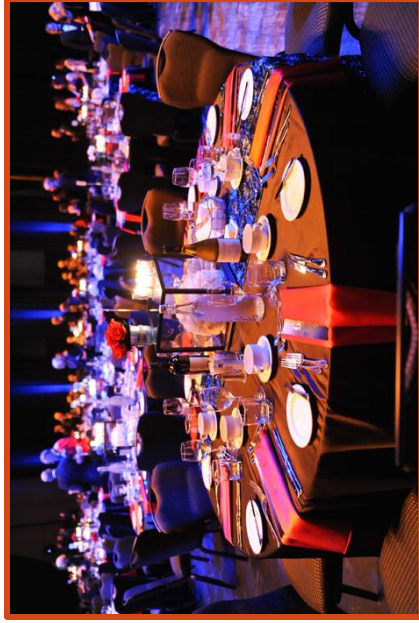
- 2 or 3 night event featuring headline talent from various cultural communities in Markham

Outcomes:

- Funding for Markham Arts Council operations, events and services in support of the arts community in Markham

Comments:

- Grow into Gala for the Arts event



MAC Future Program:



Arts Awards Recognition Program

Purpose:

- To create an Arts Awards Recognition Program

Description:

- Present awards for excellence to arts and culture organizations, and individual artists
- Examples: Best new talent, Best volunteer, Best corporate sponsor, Best new artist, etc
- Gala evening to present awards

Outcomes:

- Recognize and acknowledge contributions to the Arts community in Markham

Comments:

- Possible corporate sponsorship opportunity



MAC Future Programming:



Arts and Culture Centre

Purpose:

- To create an Arts and Culture Centre in Markham
- To encourage cultural exchange

Description:

- Provides artists with multi-purpose workspace to create, collaborate, workshop, rehearse, exhibit and/or perform their art/work from conception to completion
- Includes a black box theatre with retractable seating
- Includes have living space to facilitate cultural exchange artists or art students from around the world

Outcomes:

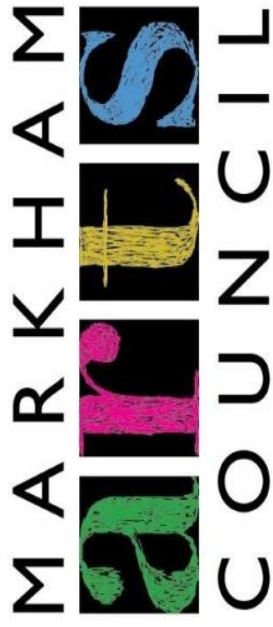
- Will be a hub of activity; a model of creativity and a home for exciting, innovative programming that showcases the expressive talents of a wide range of culturally diverse artists living and working in Markham along with artists from around the world



Comments:

- Develop education components such as workshops and seminars





Jane Milrose, Chair

Owner -- Expedia CruiseShipCenters

Diane Hallquist, Vice Chair

Seneca College

Peter Still, Treasurer

Peter Still, CGA

Samantha Rodin

Associate Director--York Region Arts Council

Kim Sommers

Director of Finance -- Petroff Partnership Architects

Board of Directors

Pat Howell

Markham African Caribbean Association

Muzna Siddiqi

Marketing Manager + MAC liaison for MTAC

Nazish Hussain

Markham Lawyer + MAC Volunteer Coordinator

Christine Jordon

Markham Community Volunteer

Helen Argiro

MAC Executive Director

YRAC Board of Directors

Thank you



+



Arts & Culture Live Here!

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APPENDIX E

COMPARISON OF MUNICIPAL ARTS COUNCILS

City	Established	Total Budget	Amount of funding provided by the municipality	How is the funding provided by the municipality used (funding operations, granting to other community groups/programs, etc.)	Staffing/ Organizational Model (Board, paid staff, volunteers)
Markham	2004	\$57,794	\$19,000 – Celebrate Markham Grant \$4,800 – In-kind - waived rent	<ul style="list-style-type: none"> - fund operating costs - funds not used for granting to other organizations 	<ul style="list-style-type: none"> - 11 member volunteer board Total of 2 paid staff <ul style="list-style-type: none"> - Executive Director - Arts Administrator
Brampton	1978	\$492,705	\$492,705 – fully funded by the municipality	<ul style="list-style-type: none"> - fund operating costs - funds not used for granting to other organizations 	<ul style="list-style-type: none"> - 12 member volunteer board, including City Council Liaison & City Staff Liaison Total of 7 paid staff <ul style="list-style-type: none"> - Executive Director - Executive Assistant & Special Projects Coordinator - Community Development Liaison - Production Assistant - Communications Assistant - Administrative Assistant - Interim Receptionist
Guelph	1975	\$150,000	\$33,700 funded by the municipality	<ul style="list-style-type: none"> - fund operating costs - funds not used for granting to other organizations 	<ul style="list-style-type: none"> - 10 member volunteer board Total of 3 paid staff <ul style="list-style-type: none"> - Executive Director (f/t) - Office Administrator (p/t) - Creative Spaces Coordinator (contract)
Hamilton	1973	\$130,000	\$28,000 funded by the municipality - remaining budget made up of memberships, grant, program	<ul style="list-style-type: none"> - fund operating costs - funds not used for granting to other organizations 	<ul style="list-style-type: none"> - 14 member volunteer board Total of 4 paid staff <ul style="list-style-type: none"> - Executive Director (f/t) - Operations Officer (f/t) - Office Administrator (p/t)

APPENDIX E

COMPARISON OF MUNICIPAL ARTS COUNCILS

City	Established	Total Budget	Amount of funding provided by the municipality	How is the funding provided by the municipality used (funding operations, granting to other community groups/programs, etc.)	Staffing/ Organizational Model (Board, paid staff, volunteers)
			revenues, etc.		
Kingston	1963	\$623,040	\$623,040 - fully funded by the municipality	<ul style="list-style-type: none"> - Fund annual operating costs of the arts council = \$104,040 - Administer the City of Kingston Arts Fund = \$519,000 (funds granted to other arts organizations on behalf of the City) 	<ul style="list-style-type: none"> - Community Outreach Officer (p/t) - 10 member volunteer board Total of 6 paid staff <ul style="list-style-type: none"> - Executive Director - Artistic Director - Grants Director - Art Journalist - Grants Officer/Office Administrator - Cultural Animator
Mississauga	1982	\$557,697	\$243,450 – funded by the municipality – remaining budget made up of grants, memberships & donations	<ul style="list-style-type: none"> - fund operating costs - funds not used for granting to other organizations 	<ul style="list-style-type: none"> - 13 member volunteer board Total of 5 paid staff <ul style="list-style-type: none"> - Executive Director - Program and Workshops - Membership/Office Manager - Manager of Fund Development & Sponsorship - Communications Coordinator
Oakville	1989	\$297,000	\$175,000 provided by municipality - \$75K towards operations, \$100,000 for granting to other arts organizations	<ul style="list-style-type: none"> - Fund annual operating costs of the arts council = \$75,000 - Administer the City of Oakville's Cultural Grants Program = \$100,000 (funds granted to other arts organizations on behalf of the City) 	<ul style="list-style-type: none"> - 9 member volunteer board Total of 4 paid staff <ul style="list-style-type: none"> - Executive Director - Membership Office Administrator - Coordinator of Volunteer Services - Administrator of Volunteer Services

APPENDIX F

COMPARISON OF MUNICIPAL CULTURAL SPENDING

City	Total Population	Total Annual Operating Budget for Cultural Services*	Per Capita Spend on Cultural Services (\$)	Cultural Assets
Markham	332,000	\$2,234,389	\$6.73	<ul style="list-style-type: none">- Culture Department- Theatre- Museum- Art Gallery- Public Art program
Brampton	523,911	\$6,150,000	\$11.74	<ul style="list-style-type: none">- Culture Services- 2 Theatres- 1 Lecture Hall
Guelph	150,300	\$2,359,510	\$15.70	<ul style="list-style-type: none">- Culture Services- Museum- McCrae House
Hamilton	758,100	\$8,518,989	\$11.24	<ul style="list-style-type: none">- Culture Services- Museums
Kingston	167,200	\$3,833,721	\$22.93	<ul style="list-style-type: none">- Culture Services- Theatre- 2 Museums
Mississauga	745,000	\$6,800,000	\$9.12	<ul style="list-style-type: none">- Culture Services- Theatre- Museum
Oakville	184,150	\$3,242,700	\$17.61	<ul style="list-style-type: none">- Culture Services- Theatre- Museum- Art Gallery

***Due to the organizational structure of some municipalities, budget amounts may not fully reflect cultural spending. In some cases budget information as provided by the municipality is combined across multiple budget lines and multiple departments. It was not always clear which dollars were allocated to culture.**