



ECONOMIC AND CREATIVE DEVELOPMENT MEMORANDUM

Page: 1
File:
ECDM2-23
Pending #:

TO: MAYOR A. NUTTALL AND MEMBERS OF COUNCIL

FROM: A. DYKE, CULTURE OFFICER - DEVELOPMENT

NOTED: S. SCHLICHTER, DIRECTOR OF ECONOMIC AND CREATIVE DEVELOPMENT
B. ARANIYASUNDARAN, P.ENG, PMP, GENERAL MANAGER, INFRASTRUCTURE
AND GROWTH MANAGEMENT

RE: 2023 ARTS AND CULTURE INVESTMENT PROGRAM RESULTS AND 2022
PROGRAM IMPACTS

DATE: MARCH 29, 2023

The purpose of the Memorandum is to provide members of Council with an update concerning the City of Barrie's Arts and Culture Investment Program, including funding allocations for the 2023 intake period. The memorandum also includes impacts of 2022 Arts and Culture Investment funding on the community, and linkages to economic recovery for Barrie's arts and culture sectors.

Background

The City of Barrie's Cultural Master Plan, "Building a Creative Future: A Plan for Culture" (2006), identified the need for the City to foster and support excellence in Barrie's arts and culture sector. In order to implement this strategy, a cultural grants program was designed to create opportunities and a fair and equitable process for all arts organizations, which serve the City of Barrie, to apply for grant funds that were designated as part of the City's investment in the local sector. The Cultural Grants Program was launched in 2005. Data collected from 2006 onward demonstrates a total 18-year investment of \$6,881,938 (not including 2023 funding for the MacLaren Art Centre) through this program.

Following 15 years of delivering the Cultural Grants Program, City Council approved a program review by the consulting firm PROCESS. Complete program guidelines and eligibility for the newly named 2022 Arts and Culture Investment Program were presented and endorsed by Council (Motion 21-G-262). The 2022 program improvements reflected the recommendations from the Cultural Grant Review to modernize the program, bringing it in-line with municipal best practice, and providing a stronger framework for funding guidelines, improved adjudication process, and overall user experience.

For additional background on the updates to the program, please see Appendix "A".

The Funding Application and Decision-Making Process

The program guidelines and application forms are made available online for all interested applicants to review and applications are submitted online via APLI. Coinciding with the opening of applications to the program, an information session was offered to the sector where staff talked through the program guidelines and application best practices. Cultural Development staff shared eligibility and evaluation criteria with participants, explained the application process and addressed any program changes. Staff also took individual questions and met with organizations to discuss their applications, when requested.

The January 2023 information session was held at the Barrie Public Library and had 22 people, representing 17 organizations in attendance.



ECONOMIC AND CREATIVE DEVELOPMENT MEMORANDUM

Page: 2
File:
ECDM2-23
Pending #:

The deadline for applications was Wednesday, February 15th. Applications were then reviewed, and funds allocated to successful applicants by a five-member adjudication panel. The panel is selected through a process that includes a call for jurors distributed through the Creative City Network, Work in Culture, the Ontario Cultural Managers network and Creative Barrie newsletter and selection is based on their arts expertise, education, and experience. Please see Appendix 'B' for details about the 2023 adjudicator selection process and chosen adjudicators' biographies. Efforts are made to ensure diversity with regards to arts disciplines and backgrounds of the adjudicators, with all but one of the adjudicators being located outside of Barrie to ensure impartiality.

Following a several week review of all applications and support documents, the adjudication panel are convened to discuss the applications and review each applicant's sustainability, business strategies, artistic merit, community impact and audience development efforts. Applications are scored based on criteria established as part of the program review. Adjudicators come to a consensus score and determine the level of funding investment, should an applicant be successful. The role of the Culture Development Officer is to provide administrative support and document the feedback to be given to each applicant. Staff are restricted from participation in the decision-making process.

Successful recipients must agree and accept the City's conditions for funding that include commitments to spend the funding for the purposes for which it was awarded, standards for acknowledging the City as a funder, and restrictions on the kinds of expenditures the funding is to be utilized for. All applicants are provided constructive feedback from the adjudication panel to improve future applications.

City Investment and Recipients

For 2023, the approved Arts and Culture Investment Program budget was \$225,900, and 31 applications were received, requesting \$625,312 in funding. Of those applications, 19 were successful in receiving funding. Eight applicants were new to the program or had not applied in several years.

The adjudication panel noted the diversity in the applications received and the variety of work being done by many organizations. They commended the program's evaluation criteria and scoring process. Feedback from adjudicators recommended that the work of the Culture Plan Update include a review of the strategy and guiding principles for the Arts and Culture Investment Program and explore other funding mechanisms for community cultural celebrations and tourism attractions, such as festivals and events as some applications fell into these categories and were unsuccessful in receiving funding. The panel appreciated the effort made to support recovery with one-time increases to the fund in previous years and changing the MacLaren Art Centre funding model. In the absence of one-time recovery funding, the adjudication panel found it more challenging to allocate the pool of funding in a manner that balances the continuing support of longstanding organizations with championing innovation and diversity in the sector.

2023 Operating Funding Recipients

Organization	Amount Awarded
Barrie Concert Band	\$ 1,500.00
Barrie Film Festival	\$ 38,000.00
Bravado! Show Choir	\$ 1,500.00
Canadian Musicians Cooperative, Inc.	\$ 4,500.00
Central Ontario Music Council	\$ 4,500.00



ECONOMIC AND CREATIVE DEVELOPMENT MEMORANDUM

Page: 3
File:
ECDM2-23
Pending #:

Huronian Symphony Orchestra	\$ 20,000.00
Kempfenfelt Community Players	\$ 6,000.00
King Edward Choir	\$ 4,000.00
Simcoe Contemporary Dancers	\$ 20,000.00
Skyliners Youth Big Band	\$ 1,367.00
Talk Is Free Theatre	\$ 70,000.00
Theatre by the Bay	\$ 30,000.00
Total	\$201,367.00

2023 Project and Capacity Building Funding Recipients

Organization	Amount Awarded
Barrie Pride	\$ 3,600.00
Kempfenfelt Community Players	\$ 3,500.00
La Cle de la Baie	\$ 2,633.00
Metis and Me	\$ 3,600.00
Spare Room	\$ 3,100.00
Theatre by the Bay	\$ 4,500.00
Uplift Black	\$ 3,600.00
Total	\$ 24,533.00

Return on Investment for 2022 Arts and Culture Funding

In 2022, the City of Barrie invested \$424,033 in arts and culture grants, which included a one-time \$80,000 increase to the funding program to support pandemic recovery. Last year COVID-19 continued to impact the sector over the first half of the year, preventing some planned operations and projects which negatively affected organizations' revenue streams. For organizations that were able to provide programming virtually, and then in-person part way through the year, the infusion of funds to the program supported projects and programs that allowed organizations to pivot, offering programming and service alternatives, albeit with less opportunity to earn revenue.

Several organizations saw 2022 as an opportunity to apply for project or capacity-building funding to bring new initiatives to fruition or strengthen their organizations. Projects that were rewarded for their innovative and creative ideas focused on anti-racism and equity training, building and maintaining partnerships within and outside the sector, and served to highlight and promote the incredible talent that exists here in Barrie.



ECONOMIC AND CREATIVE DEVELOPMENT MEMORANDUM

Page: 4
File:
ECDM2-23
Pending #:

The sector continued to see an increase in other public sector funding from 2020 and 2021 which continues to exceed pre-pandemic levels. Since 2020, sponsorship revenues have been lower than in pre-pandemic years, though this continues to improve year-over-year, a positive signal of recovery. Overall feedback from the sector suggests that full pre-pandemic recovery is a three to five-year process.

The following outcomes were realized from the funding that was dispersed via the 2022 Cultural Grants Program:

2022 City of Barrie Investment	\$424,033
Other Public Sector Funding in 2022	\$4,118,054
Earned Revenue in 2022	\$532,264
Sponsorship Revenue in 2022	\$126,053
Total Revenue in 2022	\$5,750,352

The Arts and Culture Investment funding recipients have been able to leverage City of Barrie grant monies to access other levels of government funding, earn ticket and other revenue and attract sponsorship dollars allowing for continued, successful operations.

Appendix 'A' Program Review and Pandemic Support Background

Changes to 2021 Program related to COVID-19 and Sector Recovery

Motion 20-G-206 from ECD018-20 states:

That in response to the COVID-19 pandemic, the 2021 Cultural Grants Program be modified to address the specific needs of the City of Barrie's arts and culture not-for-profit organizations as follows:

- a) By replacing the 2021 Operating Grant Application with the amended application identified in Appendix "A" to Staff Report ECD018-20;
- b) The recipient organizations of the Cultural Grant Program in 2020, who are unable to deliver on their proposed programming due to COVID-19 be permitted to carry over their funding in support of sustaining their operations and recovery activities from COVID-19 for 2021; and
- c) The reporting on 2021 funding by organizations allowed for operating and programming flexibility based on the shifting state of the pandemic and opportunities that may arise.

Program Review Process and Outcomes

In 2021 the City of Barrie performed a review of the Cultural Grants Program to ensure it continued to serve Barrie's arts and cultural sectors, met corporation standards and was aligned with City Council priorities. The retained firm of PROCESS reviewed the program process, prior applicant feedback, stakeholder consultation and industry best practices to inform recommendations. Upon completion of the consultation and review process, a consultation workshop was delivered back to stakeholders to validate findings and the recommendations moving forward.

On June 14th, 2021, Council Motion 21-G-168 approved the Barrie Cultural Grant Review – Report and Recommendations, in principle, and staff were to provide direction to report back on a revised 2022 Arts and Culture Grant Program that addressed the prioritized recommendations related to:

- a. Clarify the purpose of the grants program and provide clarity / transparency around the funding guidelines (categories, streams, eligibility criteria and evaluation process etc.);
- b. Improve the grant adjudication process with an eye to effectiveness, transparency and accountability; and
- c. Reduce the length of the application and labour required to fill it in.

Highlights of the improvements to the 2022 program include:

- i. Funding categories, streams are renamed to better direct applicants to the correct funding streams
- ii. Eligibility, eligible/ineligible expenses are clarified across all categories, streams and activities
- iii. Funding thresholds are clarified, specifically identifying that operational funding requests cannot exceed 30% of the total organization budget
- iv. Evaluation Criteria and Weighting are defined
- v. Adjudication panel selection and process are laid out for increased transparency in decision making



ECONOMIC AND CREATIVE DEVELOPMENT MEMORANDUM

Page: 6
File:
ECDM2-23
Pending #:

Qualifying Arts and Culture Organizations

- a. Performing Arts Organizations & artists (includes theatre, dance, and music)
- b. Visual Arts Organizations & artists
- c. Arts Service Organizations
- d. Literary Arts Organizations & literary artists
- e. New Media Organizations & new media artists
- f. Heritage Organizations

Funding Categories

- a. Operational
 - i. Streams
 - 1. Organizations with budgets of \$75,000 or more
 - 2. Organizations with budgets of less than \$75,000
- b. Projects & Capacity building
 - i. Streams
 - 1. Projects
 - 2. Capacity Building

The program review completed in 2021 informed the development and process for the 2022 program, resulting in an increase in the number of applications and applicant organizations, creating a more diverse mix of recipients. It also improved the evaluation and adjudication process, clarifying eligibility and other criteria and streamlined the funding categories and application streams, which resulted in better clarity and transparency of funding allocations and expectations.

The changes to the program represented the first step in implementing the recommendations of the consultants that completed the Cultural Grant Program review and working to achieve developing an inclusive, equitable and beneficial arts investment fund that best serves Barrie's arts sector. Follow-up for the 2022 Arts and Culture Investment Program included an updated report form that serves to provide updates on funded organizations' plans and operations for the year as well as an opportunity to provide feedback on changes to the program and applications. Program review will occur annually, through feedback from funding recipients and changes will be made when necessary to ensure the program is successful.

Appendix 'B' Adjudicator Selection Process and Adjudicator Biographies

Adjudicator Selection

In December 2022, a call for adjudicators was shared via Work in Culture, the Creative City Network of Canada, and through the Creative Barrie newsletter, as well as on barrie.ca. Potential adjudicators were invited to submit an application form detailing their arts discipline(s), various types of experience in the arts and culture sectors, and relevant experience to adjudication. 50 applications were collected from across Ontario and were scored based on variety and breadth of experience, and to select a panel with diverse backgrounds in various fields.

2023 Adjudication Panel

Bandana Singh

Bandana is the Principal of the Cultivation of (Creative and Design Practices). She is also a musician, administrator, curator/programmer from the Toronto area with extensive experience designing funding programs across the community, cultural, and arts sectors. She led the design and implementation of the Advance Brampton Fund.

Mark Jacquemain

Mark is a Barrie-based author of cross-genre works of fiction and select non-fiction. He has served as the coordinator of the Barrie Public Library Teen Writers Club and the University of Toronto Writers Festival, and as a judge for the Gordon & Dennie Prize for Fiction (2009-12). He has filled artist residencies in Prince Edward County, Toronto and Massachusetts, and has successfully received funding at the provincial and federal level for his writing since 2017.

Cole Forrest

Cole Forrest is an Ojibwe filmmaker and programmer from Nipissing First Nation. They have written and directed independent short films that have been screened at film festivals including imagineNATIVE, TQFF, and the Vancouver International Film Festival. Cole is a recipient of the Ken and Ann Watts Memorial Scholarship, imagineNATIVE Director's Lab, and of the James Bartleman Indigenous Youth Creative Writing Award. They are the 2019 recipient of the imagineNATIVE + LIFT Film Mentorship and a 2020 Artist in Residence as a part of the Sundance Native Filmmakers Lab. Cole has supported programming at festivals including TIFF, imagineNATIVE, and Fabulous Festival of Fringe Film. They are a graduate of the Video Design and Production program at George Brown College. Cole is currently writing their first feature film. They are grateful to represent their community in all artistic pursuits.

Sari Zon

Sari is the Director of Development for Art Starts, a pioneer of community arts in Toronto. She has 20 years experience teaching and mentoring including teaching grant writing workshops for artists. She has served as a juror and/or consultant for Toronto Arts Council, TTC Public Art, Toronto Libraries, Downsview Arts & Culture Study, City of Toronto Public Art Strategy and more, and is a professional visual artist. Sari also has extensive experience in educational theatre and as a performing musician.



ECONOMIC AND CREATIVE DEVELOPMENT MEMORANDUM

Page: 8
File:
ECDM2-23
Pending #:

Paul Lee

Paul Lee specializes in producing first short and feature films for new and emergent filmmakers, as well as human rights/social justice films, environmental films, women's films, gender issues films, LGBTQ films and Asian films. In addition to producing films, Paul also curates museum exhibitions and prepares programming for film festivals around the world. Paul also makes his own films: Berlin-premiered THICK LIPS THIN LIPS (1994, 200+ festivals, 8 awards), Sydney-premiered THESE SHOES WEREN'T MADE FOR WALKING (1995, 150 festivals, 6 awards), Berlin-premiered THE OFFERING (1999, 500+ festivals, 72 awards). Paul was educated at the University of Toronto (Hon.B.Sc. in Biology/Anthropology/Latin American Studies, M.A. in Anthropology, PhD in Education) and York University (M.B.A. in Marketing and Arts & Media Administration, and M.F.A. in Film Production). He sits on the board of directors at Cinema Politica in Montréal.