

Key Cultural Institutions Operating Grant Program

Options for the Grand Philharmonic Choir

2022 Grant Review

- In December 2021 Council directed staff to ensure that grant programs:
 - Incorporate an **open call for eligible application**,
 - Included updated **decision making criteria** and processes and revised accountability measures that **align with the grant policy**, and
 - Ensure that **previous recipients were not be precluded** from the application process for 2023
- In August 2022, Council approved a Grant Administration Policy stating that **grants should be allocated through defined programs.**

Region of Waterloo Grant Programs

Grant Program	Applicatin Deadline	Council Approval	2023 Program Budget
Key Cultural Institutions	September	April	\$ 771,450
Entrepreneurial Initiatives	March	April	\$ 76,000
Community Environment Fund	April	May	\$ 100,000
Upstream Fund	May	N/A	\$2,100,000
Community Capacity Building	May	N/A	\$2,000,000
Cultural Drivers of Tourism (MAT)	June	August	\$ 163,550
Waterloo Region Arts Fund	May and October	N/A	\$ 392,820
TOTAL			\$5,603,820

Questions for Consideration

- Does Council want to have a policy-driven grant process, or would it prefer open appeals for annual funding for cultural organizations?
- Does Council wish to expand funding for the arts, or divide existing funding among more organizations?
- Does Council want to expand the list of eligible organizations to better reflect the diversity of the region, or would it prefer to grandfather legacy organizations? Or both.
- Does Council wish to coordinate arts granting policy with area municipalities, or would it prefer to develop an independent approach and process?
- Does Council feel there should be different responsibilities with regards to Arts and Culture Funding between the Region of Waterloo and Area Municipalities?

Key Cultural Institutions (KCI) Grant Program

- Developed in 2015 and introduced at an All Council Meeting in 2016
- To support LARGE cultural organizations that maintain facilities, have large staffing structures and multi-layered programming
- Eligible applicants submit one application package which is then shared with any participating municipality
- Each municipality makes their own budget allocation decisions

Key Cultural Institutions Grant Program

- The criteria were established after a significant research project
- The criteria have been in use since 2017
- Guidelines and process currently used by the City of Kitchener, City of Waterloo and Region of Waterloo

KCI Eligibility Criteria

- uphold consistent professional standards and are recognized for achievements in cultural production and programming at national and international levels.
- demonstrate leadership by encouraging greater community participation through education and outreach, volunteerism, audience development, and collaborations with other organizations and businesses.
- have large budgets with operating revenues greater than 1 million dollars, and contribute to the social and economic prosperity of the region by creating jobs, attracting visitors and stimulating creative thought and activity.
- have responsibility for public buildings, have programming intrinsically linked to those facilities.
- have multi-layered programming that cements and celebrates arts, culture and ideas regionally, nationally and internationally.

Recommended 2023 KCI Allocations for all participating municipalities

	Canadian Clay and Glass Gallery	Kitchener Waterloo Art Gallery	Kitchener Waterloo Symphony	THEMUSEUM	TOTAL
In-Kind (Kitchener)				\$135,261	\$135,261
In-Kind (Waterloo)	\$96,459				\$96,459
Kitchener		\$353,645	\$372,626	\$160,382	\$886,653
Waterloo	\$52,550	\$80,325	\$102,900	\$47,250	\$282,975
Region			\$385,725	\$385,725	\$771,450
Total	\$148,959	\$433,970	\$861,251	\$728,573	\$2,172,753

Reasons Grand Philharmonic Choir is not eligible under current KCI criteria

1. Grand Philharmonic Choir does not have operating revenues greater than 1 million dollars

The Grand Philharmonic Choir's most recent operating revenues approx. \$290,000

2. Grand Philharmonic Choir does not have responsibility for public buildings

Though Grand Philharmonic Choir's programming often created to be performed in the Centre in the Square (a public facility), the Grand Philharmonic Choir does not have responsibility (or cost) to manage or maintain the building.

Option 1. Provide Grand Philharmonic Choir Funding outside formal process

- Allocate funds without criteria and request invoice for funding
- Implications
 - Continued frustration from other not-for-profit organizations around access to funding
 - No criteria for selection or evaluation (why this organization and not others)
 - Outstanding questions about the term or longevity of funding commitment
 - Ongoing politicized decision making around grants
 - Raises questions about commitment to equity and transparency of funding

Option 1: Proposed Timing

1. Approve THEMUSEUM and the Symphony Funding as presented
2. Council receives this presentation for information under the "Dealing with a Grant Request Outside of Formal Grant Program"
3. Council passes a motion identifying a funding amount with a funding source

Option 2: Broaden KCI Criteria so Grand Philharmonic Choir is eligible for 2023 funding

Change current KCI Criteria that make the Grand Philharmonic Choir ineligible

- Reduce operating expenditures requirement from >\$1 million to >\$250,000
- Change the requirement to "**hold joint responsibility for public buildings**" to "**have programming intrinsically linked to public facility**"

Implications:

- Changing the criteria will mean more organizations will also become eligible
- Spontaneously changing the guidelines erodes the shared municipal funding processes for cultural organizations

Estimated Financial Impact

- Staff have done an initial scan of organizations that could be eligible to apply if the criteria were changed
 - Green Light Arts
 - The Multicultural Theatre Space Inc. (MT Space)
 - Fashion History Museum
 - Grand Philharmonic Choir
 - Homer Watson House and Gallery
 - Drayton Entertainment
 - Pat the Dog Theatre Company
 - Neruda Arts
- Already eligible, not receiving funding (2000 Region of Waterloo policy)
 - Kitchener Waterloo Art Gallery
 - Canadian Clay and Glass Gallery

Estimated Financial Impact

- Current KCI recipients and the Grand Philharmonic Choir receive approx. 10% of their most recent annual revenues
- Options:
 - Distribute current KCI budget among more organizations (reduction to current KCI grant recipients), OR
 - Some eligible organizations are not awarded funding in 2023, OR
 - Expand available funding
 - \$340,000 to support all eligible performing arts organizations at same level OR
 - \$550,000 to include all eligible organizations (including art galleries) at same level

Option 2: Proposed Timing

1. Approve THEMUSEUM and the Symphony as presented
2. Approve the adjustment of the KCI criteria
3. Add funds to the KCI funding envelope
4. Call for applications from newly-eligible organizations by May 5
5. Bring funding recommendations back to Committee in June

Other considerations

- Council should direct staff to do a more fulsome review of guidelines to bring back in preparation for 2024 grant funding process
- If council wishes to support eligible art galleries, it will need to repeal its 2000 policy that Art Galleries are an area municipal responsibility
- The Grand Philharmonic Choir, and other organizations, will be eligible to apply to the new Cultural Drivers of Tourism program when it launches in May

Questions for Consideration

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- Does Council wish to expand funding for the arts, or divide existing funding among more organizations?
- Does Council want to expand the list of eligible organizations to better reflect the diversity of the region, or would it prefer to exempt organizations from the evaluation process? Or both?
- Does Council wish to coordinate arts granting policy with area municipalities, or would it prefer to develop an independent approach and process?
- Does Council feel there should be different responsibilities with regards to Arts and Culture Funding between the Region of Waterloo and Area Municipalities?