

Creative Capital Gains: Arts and Culture Funding Update (Implementation Action 9)

APPENDIX 5: Local Arts Service Organizations Joint Business Plan



April 3, 2013

Nadira Pattison
Arts Services | Cultural Services
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Metro Hall, 8th Floor, 55 John Street
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Dear Nadira:

We are pleased to let you know that Arts Etobicoke, East End Arts, Lakeshore Arts, North York Arts, Scarborough Arts and UrbanArts have worked collaboratively to develop a shared business plan. This plan is predicated on increased funding for the LASOs and ideally, will be implemented over the next four years.

The plan identifies four priority areas for new funds:

- Increase support for sustainable LASO operations
- Invest in community leadership by building human resource capacity
- Expand and stabilize existing programs, responding to community needs
- Increase participation and support for community engaged arts activities.

A financial summary is attached incorporating a request that will allow each LASO to achieve these goals. The requested increases over the next four years will double the City's contribution to the Local Arts Service Organization Program by 2017.

You will note that these priorities are all consistent with the Community Arts Action Plan. We are enthusiastic about the prospect of working together to achieve these goals and look forward to hearing any comments or suggestions you may have.

Sincerely,

Susan Nagy, Julie Frost, Louise Garfield, Lila Karim, Tim Whalley and Marlene McKintosh

TORONTO LOCAL ARTS SERVICE ORGANIZATIONS (LASOs) PRIORITIES FOR NEW FUNDING 2013-2017

The Local Arts Service Organizations' programs and services have supported thousands of residents across the 44 wards in Toronto for 4 decades. Cultural Services states that its community arts mandate is to develop and promote opportunities for artistic expression, arts education and audience development and to encourage access to the arts for all.

Toronto is currently served by six Local Arts Service Organizations (LASOs): Arts Etobicoke (1973), Scarborough Arts (1978), UrbanArts (1988), Lakeshore Arts (1997) and the newly formed North York Arts (2011) and East End Arts (2012). The LASOs are working collaboratively in support of achieving common goals.

CONTEXT AND BACKGROUND:

One of the recommendations in the *Creative Capital Gains* report adopted by Toronto City Council in 2011 states that the City should "ensure access and opportunity for cultural participation to all citizens regardless of age, ethnicity, ability, sexual orientation, geography, or socioeconomic status." In addition, Toronto City Council adopted the *Community Arts Action Plan* in 2008 to "address inclusivity and affordable arts programming." To that end, it is recommended that the City support arts programs across the city by investing in the Local Arts Service Organizations including the newly established branches in North York and East York. While the LASOs have made tremendous contributions to their local communities through innovation, partnerships and volunteer labour of their staff and Board of Directors, they have not been sufficiently supported over the last five years to fully meet the goals of broad citywide access and abundant opportunity for cultural participation for all.

- since 2009 -10, support from the City for the LASOs has been frozen, while their basic operating costs continued to rise annually;
- none of the LASOs have adequate staffing complements to meet the demonstrated needs of their communities, their current program and service commitments and funders' expectations / demands;
- each of the LASOs have lost key staff due to their inability to provide living wages and benefits;
- 2 of the LASOs have no facilities, 3 are planning to move facilities in the next three years and 1 has an adequate facility;

- neighbourhoods have become much more diverse across multiple dimensions – age, income, language, origin; there is the need to enhance the LASO model as a potentially effective way to connect communities to programs and benefits;
- few of the community based arts service organizations have the business development, fundraising personnel nor resources to attract significant earned revenues or contributed revenue;
- no working capital for facility maintenance and upgrade.

In April 2013 Toronto City Council will consult with the community, requesting recommendations for the allocation of new funds to the arts and culture sector. The LASOs have established consensus on the role that they serve in responding to the demonstrated needs of Toronto's neighbourhoods. In response to an invitation from Cultural Services the LASOs have identified four priority areas for new funds.

Priorities for New Funding:

1. **Increase support for sustainable LASO operations** through a stable and multi-year funding baseline which would ensure adequate amount of space for each LASO and allow for safe, secure and properly equipped facilities for public engagement. Recognize and anticipate annual increases.
2. **Invest in community leadership** by building human resource capacity. Provide funding to allow each LASO to establish and maintain adequate staffing levels. Enable the hiring of skilled programming, fundraising & communications and administration personnel with competitive salaries and benefits. Invest in ongoing professional development and leadership training.

Increased investments in these two areas will enable development and growth in the LASOs' ability to:

3. **Expand and stabilize existing programs responding to community needs** and delivering programs and services designed to serve: artists, member groups, children and youth, seniors, intergenerational dialogue, interdisciplinary programming, newcomers, distinct cultural and language needs, diverse geographic areas, underserved communities, LGBTTTQ, Aboriginal and gender specific needs.

4. **Increase participation and support for community engaged arts activities**
by rebranding the six LASOs together and coordinating communications efforts.

Priority 1: Increase support to LASO operations to address sustainability.

Maintain existing funding and apply new funding to address sustainability of the LASOs:

- Increase and stabilize funding baseline for LASO operations, ideally multi-year commitments. Anticipate annual increases.
- Invest in safe, secure, properly equipped facilities to support public engagement.
- Enhance security for intellectual property management systems (computer storage and data backup).
- Establish an effective internal management performance system based on ongoing needs to demonstrate where impact is measureable, meaningful and tied to agreed upon City goals.
- Ensure that all LASOs have compelling marketing materials to engage community.
- Create data management strategy and resources (templates, cloud based access, training) to capture and track performance outcomes.
- Incentivize shared operating expenses across organizations to achieve economy of scale (e.g. bookkeeping, financial services; data collection, management and reporting; communications and promotion, membership).
- Facilitate the transition required by the new Ontario Non Profit Corporations Act (ONCA – January 2014) which will require all current LASOs to review their incorporation status, Objects, By Laws and policies.

Anticipated Results:

- Ability to deliver high impact programs and services.
- Healthy and safe working environments for staff and the public who participate in programs.
- Long term stability and multi-year planning at each level: strategic, programmatic and operational.
- Organizational health and stability
- Efficiencies achieved through economies of scale
- LASOs responsive to the goals of Cultural Services, community needs and to the LASO network through facilitated collaboration
- Enhanced and more consistent statistical and financial reporting on annual basis

Priority 2: Invest in community leadership by building human resource capacity and hiring skilled programming, fundraising & communications and administration personnel with competitive salaries and benefits. Invest in ongoing professional development and leadership training.

New funds will be directed towards building human resource capacity.

- Increase number of staff to meet current needs of each LASO.
- Provide fair market value salaries and comprehensive benefits package for programming and administrative staff that attracts and retain experienced employees for the long term.
- Invest in a staffing model that supports actual levels of community service and programming (Current average 2.3 FTE; ideal 7.5 FTE positions).
- Deliver professional development opportunities for staff of LASOs.
- Invest in the creation and development of succession plans for LASOs, their Boards, their Committees, and Executive Directors.
- Build capacity through hiring of dedicated Fundraising and Communications personnel, expert programming staff to deliver programs and services meeting community needs and administrative personnel to ensure consistent quality and delivery of programming and services
- Improve opportunities for increased collaboration among the six LASOs.

Anticipated Results

- Organizational stability achieved from reduced staff turnover, retention and health of all staff, providing continuity of services.
- Leverage public funds more effectively into increased private sector investment.
- Ability to attract and retain highly skilled and experienced staff members
- More efficient and effective development and delivery of programs
- Capacity to provide a deeper experience for participants
- Strengthened staff capacity through expanded professional development opportunities in a robust network of LASOs

Priority 3: Expand and stabilize existing programs responding to community needs and delivering programs designed to serve: artists, member groups, children and youth, seniors, intergenerational dialogue, interdisciplinary programming, newcomers, distinct cultural and language needs, diverse geographic areas, underserved communities, emerging needs groups, LGBTTTQ, Aboriginal and gender specific needs.

New funds will be directed to community arts programs across Toronto that builds strong, healthy and vibrant communities. Investment in community arts development pays off in healthier, safer, more active and engaged neighbourhoods.

- Research and evaluation of the city's changing communities so LASOs can respond appropriately
- Increase number of programs shared across LASOs
- Increase number of inclusive programs (accessibility, language and culture).
- Develop and expand formal partnerships and shared resources
- Continue to respond to evolving community needs (both organically through anecdotes and community representatives and formally through facilitated community sessions).

Anticipated Results

- Expanded and stabilized programming
- Increased accessibility and diversity of programming across all 44 wards
- Consistent high quality community engagement
- Increased participation by marginalized groups
- Increased access for youth to dedicated programming
- Engagement through the arts for un-served and underserved residents
- Capacity to respond to exceptional one-time opportunities through collaboration (e.g. Pan Am Games).

Priority 4: Increase participation and support for community engaged arts by collectively rebranding the LASO concept and role in the city's cultural sector while ensuring that each LASO maintains its individual identity.

New funds will be used for the research and development of an 'umbrella' brand for the six LASOs with the intent to increase the impact of communications and program delivery while building community participation and support.

- Develop and coordinate a process to collectively rebrand and profile the 6 LASOs and help demonstrate their value to the city's arts and culture sector, particularly outside of the downtown core.
- Increase public awareness about the programs and services available through the LASOs
- Increase recognition of significant grassroots work of the LASOs

- Build understanding of how the LASO programs and services fit into the ecology of the cultural sector
- Develop a tool to compile statistics, track data and develop evaluation measures to show the impact of the programs and services.
- Collectively take an active role in major Toronto events like PanAm games, Luminato, Nuit Blanche, and Culture Days.

Anticipated Results

- Increased recognition and understanding of Toronto's leadership role in placing the arts at the centre of a healthy city.
- Increased brand recognition of post amalgamation Toronto as an integrated entity.
- High profile of LASOs equals an increase in use of services and participation in programs.
- Increased understanding and valuing of the work of the LASOs in all areas of the City.
- Improved ways of 'telling our stories' through effective data collection and evaluation tools and resources.
- Increased revenues from the private sector.
- Increased partnerships.

REQUESTED INCREASES FOR LASOS FROM CULTURE SERVICES

	Baseline	YR 1	YR 2	YR 3	YR 4
NAME	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017
Arts Etobicoke	\$227,530	\$252,530	\$378,313	\$397,266	\$416,937
East End Arts	\$0	\$100,000	\$110,000	\$140,500	\$186,300
Scarborough Arts	\$113,405	\$138,405	\$208,000	\$217,000	\$226,000
Lakeshore Arts	\$97,840	\$122,840	\$292,840	\$344,100	\$364,200
UrbanArts	\$94,635	\$119,635	\$281,540	\$298,432	\$316,338
North York Arts	\$0	\$100,000	\$210,500	\$244,500	\$256,000
TOTAL	\$533,410	\$833,410	\$1,481,193	\$1,641,798	\$1,765,775