
Members absent: J. Brewer, D. Craig

DECLARATIONS OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

J. Mitchell declared a pecuniary interest with respect to report CC-11-001, owing to her daughter’s employment at the Canadian Clay and Glass Gallery.

*R. Deutschmann, J. Haalboom, and C. Zehr entered the meeting at 11:04 a.m.

DELEGATIONS

a) Re: CC-11-001, Grants to Arts, Culture and Community Organizations – 2011 Allocations
   i) Armin Froelich, Chair of Board, Canadian Clay and Glass Gallery

   A. Froelich gave an overview of the Gallery’s grant request, including:
   
   - Sources of gallery funding;
   - Expenditures;
   - Details of program offerings;
   - Profile of gallery attendees;
   - Municipal funding as a percentage of total revenue; and
   - Merits of fulfilling the Gallery’s grant request.

   The presentation is attached to the original minutes.

   *B. Halloran and G. Lorentz entered the meeting at 11:08 a.m.

   A. Froelich encouraged the Committee to consider providing funding support for the Gallery in the interim period before the Creative Enterprise Enabling Organization (CEEO) completes its study and provides recommendations for funding arts, culture and community organizations.

   The Committee ascertained from A. Froelich that the prospective funds from the Gallery’s grant request would be put to use in marketing and to support expenditures on staff. He also indicated that attendance was slightly up at approximately 20,000 visitors in 2010, and that around 5,000 visitors were school children.
ii) David Marskell, CEO, and David Strucke, Board President, THEMUSEUM

D. Strucke provided a presentation to the Committee on THEMUSEUM, including:

- Mission, vision, and values;
- Visitor metrics, including student visits, and revenues;
- Corporate partners, key funders, and levels of municipal funding;
- Successful initiatives; and
- Collaboration partners

The presentation is attached to the original minutes.

The Committee learned from D. Strucke that earned revenue comprised 40% of the total budget of THEMUSEUM.

REPORTS – Grants Committee

a) CC-11-001, Grants to Arts, Culture and Community Organizations – 2011 Allocations

K. Seiling spoke on behalf of the Grants Committee and related the factors considered in arriving at the recommended grants for the Committee’s approval, including:

- Maintaining current funding practices and envelopes, until CEEO completes its’ study;
- Potential for unfairness in making ad-hoc funding decisions;
- Merits of taking a broad approach to funding arts, culture and community organizations following a CEEO review along with area municipalities;
- Application of the Canadian Clay and Glass Gallery for funding, as well as application from Kitchener-Waterloo Art Gallery;
- Importance of undertaking a policy review for funding; and
- Ability of art galleries to obtain Regional funding via the Region of Waterloo Arts Fund.

The Committee discussed the historic funding for art galleries, and clarified the difference between funding guidelines and conventions versus an explicit policy.

Some members of the Committee expressed apprehension at fulfilling the grant request from the Canadian Clay and Glass Gallery, in light of the one-time funding provided to the Gallery in 2010 and the potential for unfairness to other organizations in the Region which had forgone application for funding while waiting on the conclusions of the CEEO review.

The Committee asked Mike Murray, Chief Administrative Officer, whether funding for organizations would be assessed without regard to their funding history, and he noted that the completion of the comprehensive review would provide a better lens through which to examine the issue, as well as determining the time required to implement the recommendations of the CEEO report. A member of the Committee asserted the need for fairness in future funding decisions and expressed discomfort at significant funding being provided to certain organizations with varying records on marketing and varying degrees of volunteer versus professional support.

Some members of the Committee expressed support for the grant request to the Canadian Clay and Glass Gallery, affirming the Gallery’s efforts and successes.

K. Seiling noted that the grant to Leadership Waterloo Region is intended to consolidate their grant funding at the Regional level.
Chair T. Galloway suggested that the two recommendations from the report be separated, and that the first recommendation be separated to allow consideration of all organizations listed with the exception of Canadian Clay and Glass Gallery and the Kitchener-Waterloo Art Gallery.

MOVED by T. Cowan
SECONDED by S. Strickland

THAT the Regional Municipality of Waterloo approve the 2011 grants to Arts, Culture and Community Organizations as recommended by the Grants Committee and outlined in Report CC-11-001 and the attached Appendix 1 & 2 dated May 24, 2011, with the exception of the line items in Appendix 1 related to the Canadian Clay and Glass Gallery and to the Kitchener-Waterloo Art Gallery.

CARRIED

Some members of the Committee expressed support for providing funding to the Canadian Clay and Glass Gallery, to the Kitchener-Waterloo Art Gallery, and to the Cambridge Galleries. Other members expressed opposition to that action, citing the expected report from the CEEO and expressing that such funding should be provided in context of such a policy review. It was clarifying that the $32,000 recommended to be allocated to the Arts Fund was not leftover funds but instead a conscious decision to make an allocation to the Fund.

MOVED by K. Seiling
SECONDED by J. Wideman

THAT the Regional Municipality of Waterloo provide no funding for the Canadian Clay and Glass Gallery and the Kitchener-Waterloo Art Gallery from the 2011 grants to Arts, Culture and Community Organizations.

MOVED by R. Deutschmann
SECONDED by S. Strickland

THAT the Regional Municipality of Waterloo approve grants in the amount of $10,000.00 to each of the Canadian Clay and Glass Gallery, the Kitchener-Waterloo Art Gallery, and the Cambridge Galleries, to be funded from the 2011 budget for Arts and Culture grants, on a one-time basis.

MOTION LOST

MAIN MOTION CARRIED
(J. Mitchell conflict)

MOVED by K. Seiling
SECONDED by T. Cowan

THAT the Regional Municipality of Waterloo approve the transfer of the balance of funds from the 2011 budget for Arts and Culture grants, in the amount of $32,000, to the Region of Waterloo Arts Fund and that this transfer of funding be included in the base budget for the Region of Waterloo Arts Fund commencing in 2012.

CARRIED
REPORTS – Regional Chair

b) RC-11-002, Arts Funding

MOVED by K. Seiling
SECONDED by S. Strickland

THAT the Regional Municipality of Waterloo work in collaboration with the new Creative Enterprise Enabling Organization and area municipalities to review municipal funding for arts and culture in the Region and that the Region maintain its current approach and policies to arts and culture funding until such time as it undertakes any changes which may emerge from such a review and appropriate funding is in place.

CARRIED

REPORTS – Finance

c) F-11-038, 2010 Development Charge Transaction Report

Received for Information.

d) F-11-039, Regional Development Charge Rates

MOVED by C. Zehr
SECONDED by J. Wideman

THAT the Regional Municipality of Waterloo defer the Regional Development Charge By-law Review until 2012.

CARRIED

REPORTS – Corporate Resources

e) CR-IT-11-002, ITS Division Reorganization / ITS Review Progress Update

Received for Information.

Kris Fletcher, Director, Council and Administrative Services/Regional Clerk, provided a short overview of the report, specifically noting the incorporation of EIS Systems Automation and Integration into ITS and its continued operations as a separate entity for a period of time until full integration into ITS can occur.

f) CR-FM-11-013, Public Art for Sunnyside Campus

K. Fletcher provided an overview of the report.

The Committee obtained clarification as to the location of the art on the Sunnyside Campus, and inquired as to safety precautions to be taken once the piece has been installed.

MOVED by S. Strickland
SECONDED by J. Haalboom

983855
THAT the Regional Municipality of Waterloo approve the selection of Tree of Life by Ernest Daetwyler as the artwork for the Sunnyside Campus as outlined in report CR-FM-11-013 dated May 24, 2011.

CARRIED

OTHER BUSINESS

a) Council Enquiries and Requests for Information Tracking List was received for information.

NEXT MEETING – June 7, 2011

MOTION TO GO INTO CLOSED SESSION

MOVED by C. Zehr
SECONDED by T. Cowan

THAT a closed meeting of the Planning & Works Committee be held on Tuesday, May 24, 2011 immediately following the Administration and Finance Committee meeting in the Waterloo County Room in accordance with Section 239 of the Municipal Act, 2001, for the purposes of considering the following subject matters:

a) receiving of legal advice and opinion that is subject to solicitor-client privilege related to interpretation of legislation
b) potential litigation related to a matter before an administrative tribunal
c) proposed or pending acquisition of land in the City of Kitchener
d) receiving of legal advice and opinion that is subject to solicitor-client privilege related to a procurement issue

CARRIED

COMMITTEE CHAIR, T. Galloway

COMMITTEE CLERK, M. Grivicic
Region of Waterloo Grant Request
May, 2011

Request – Region of Waterloo

- Request: 2011 funding of $35,000
  - Our programs have a regional benefit
    - Attendance
    - Economic development: Tourism, Arts & Culture
- City of Waterloo grant: $40,000 requested
  - $51,150
- City of Kitchener grant: $0
  - requested $15,000
## 2010 Funding for Marketing - $15,000

- **$3,600 to bring visitors to the Region**
  - Memberships in/ exhibition brochures to Stratford, Cambridge, Guelph & Niagara Tourism
    - For January & April exhibitions
  - Promoted C&G to Ontario Motor Coach Assoc
    - Benefits in 2011-2012
  - Joined WRTMC
- **Remainder spent for marketing within Region**
  - Billboards in highest traffic areas available
    - Kitchener & Cambridge (Dec to April)
  - Brochures and education ads outside KW
- **Region was recognized as our Marketing Sponsor with thanks**

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## The Clay & Glass

### Regional Presence
Clay & Glass Members

Exhibition Attendance (Data: Aug09, Oct09, Apr10)

Updated 2011 Study will reflect impact of exhibition marketing efforts to Cambridge and the Townships
School Program Attendees
09/10 School Year

Cambridge 32%
Waterloo 20%
Outlying Communities 14%
Kitchener 34%

Camp Program Attendees - 2010

Cambridge 0%
Townships 10%
Kitchener 20%
Waterloo 70%
We support 41 Regional Artists

- **Gallery Shop:**
  - 27 regional artists
  - (140 from other areas in Canada)

- **Education:**
  - 18 regional artists (4 also in Gallery Shop)
  - (2 outside region)

Who* Funds What Major Cultural Organizations?

* Funded from property taxes
Municipal Funding for the Arts – Important?

- Importance of Municipal Funds (versus Federal/Provincial funds, Earned Revenue and Private Funds) ranges from 2%-34%:

<table>
<thead>
<tr>
<th></th>
<th>Municipal</th>
<th>Federal/Provincial</th>
<th>Earned Revenue</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>Visual Arts</td>
<td>34%</td>
<td>17%</td>
<td>29%</td>
<td>20%</td>
</tr>
<tr>
<td>Museums</td>
<td>2%</td>
<td>83%</td>
<td>12%</td>
<td>3%</td>
</tr>
<tr>
<td>Dance</td>
<td>5%</td>
<td>25%</td>
<td>41%</td>
<td>29%</td>
</tr>
<tr>
<td>Music</td>
<td>7%</td>
<td>17%</td>
<td>38%</td>
<td>38%</td>
</tr>
<tr>
<td>Theatre</td>
<td>11%</td>
<td>38%</td>
<td>31%</td>
<td>20%</td>
</tr>
</tbody>
</table>

- Notes:
  - Source: Business in the Arts Survey 2008-2009 (latest)
  - Survey group: Ontario Arts organizations
  - all %’s are of Total Operating Revenue
The Clay & Glass is Underfunded

- From the Business in the Arts 2008-2009 survey (the latest)
  - Clay & Glass’ % of municipal funding was second last of the Ontario Art Galleries
    - 16% versus average of 34%
  - At 43% Earned Revenue, we were much higher than the Ontario gallery average of 29%.
  - Our Donations of 18% were close to the 20% average
  - We got competitive funding from upper tiers of government
- To put those percentages into today’s context, below are budgeted 2011-2012 %’s with and without 2011 Regional funding.

<table>
<thead>
<tr>
<th></th>
<th>Municipal</th>
<th>Federal/Provincial</th>
<th>Earned Revenue</th>
<th>Private</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clay &amp; Glass (Budget w/o Regional funding)</td>
<td>19.8%</td>
<td>13.6%</td>
<td>54.6%</td>
<td>12.0%</td>
</tr>
<tr>
<td>Clay &amp; Glass (Budget w/ req Regional funding)</td>
<td>23.2%</td>
<td>13.0%</td>
<td>52.3%</td>
<td>11.5%</td>
</tr>
</tbody>
</table>

The Clay & Glass is Deserving

- We are one of the core cultural organizations and an important asset to the region
- We support the proposed “further examination of arts funding in co-operation with the new Enabling Organization and the area municipalities”
- We are asking for a one time grant of $35K for 2011 in advance of the results of the above examination of arts funding in the region
Region of Waterloo Grant Request
May, 2011
The Mission, Vision & Values

MISSION
To scan the globe for fresh cultural content and use it to stage experiences and stimulate transformative connections for our audience.

VISION
To awe, inspire and enlighten.

VALUES
Experiential Learning
Unexpected Intersections
Diverse Voices
Community Leaders

2010-2011 Board of Directors:

David Strucke, President – Board of Directors Communitech, CITS
Keith Ainsworth, Vice President – Retired Chair COM DEV
Frank Boutzis, Treasurer – Managing Partner KPMG
John Durdan, Secretary – Partner Gowlings
Meg Beckel – VP University of Waterloo
Georgia Bolger – VP Cunningham Construction
Dr. Maria Cantalini-Williams – Faculty of Education – Nipissing
Joan Euler – Community Volunteer
Linda Fabi – Director of Education, Waterloo Region District School Board
Murray Gamble – President, C3 Group
Avvey Peters – VP Operations Communitech

Educators

Student Visits

Revenue from School Visits

www.THEMUSEUM.ca
General Public

<table>
<thead>
<tr>
<th>Year</th>
<th>Annual Visitors</th>
<th>Out Of Town Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006-2007</td>
<td>20000</td>
<td>0%</td>
</tr>
<tr>
<td>2007-2008</td>
<td>40000</td>
<td>5%</td>
</tr>
<tr>
<td>2008-2009</td>
<td>60000</td>
<td>10%</td>
</tr>
<tr>
<td>2009-2010</td>
<td>120000</td>
<td>20%</td>
</tr>
</tbody>
</table>

- Andy Warhol’s Factory 2009
- Our Body: The Universe Within
- Titanic: The Artifact Exhibition

Significant Corporate Partners & Key Funders

- BMO Bank of Montreal
- Christie
- COM DEV
- Sun Life Financial
- Rim
- Rogers
- Lyle S. Hallman Foundation
- Musagetes Fund
- The Ontario Trillium Foundation
- La Fondation Trillium de l’Ontario

www.THEMUSEUM.ca
Exhibition & Art Industry

Moon rock touching down

Museum lands big one

Exploring Tom Thomson

Goodall shares love story

Dinosaurs Alive!

www.THEMUSEUM.ca
Government Funding

- Funding comes from all levels of government
- For 4 years we have consistently requested $600,000 from the municipalities - originally representing 33% of revenue – it now represents 22%

A Business Approach For The Future

- Senior Management Team
- Scanning the globe for big ideas
  - Discovering Chimpanzees - Dr. Jane Goodall
  - The Art, Inspiration and Appropriation of Andy Warhol
  - Titanic: The Artifact Exhibition - Jon Landau
  - Tom Thomson: Man, Myth and Masterworks
  - RAM I Rethinking Art & Machine
- Marketing efforts support gate rather than development
- Hundreds of collaborations and partnerships
- Tripled earned revenue, school groups and facility rentals
A New Brand

Collaborations
(Waterloo Region)

The University of Waterloo, Wilfrid Laurier University, Conestoga College, Grand River Hospital, St. Mary’s and Cambridge Memorial Hospitals, Waterloo Regional Corporate Innovators, The Grand River Film Festival, CAFKA, Homer Watson Art Gallery, KWAG, The Clay and Glass, University of Waterloo’s Critical Media Lab, Nexus Church, Fashion History Museum, Stratford-Perth Museum, Princess Theatre, Cinematheque Waterloo, Centre in the Square, The Walper Terrace Hotel, Kitchener Downtown BIA and numerous individuals.
Collaborations
(Beyond Waterloo Region)


THEMUSEUM Belongs To The Region Of Waterloo

- 70% visitors of Titanic: The Artifact Exhibition
- 70% of School Groups
- Over 70% Member Families
- 99% Volunteers
- 81% of all Rentals
- 300 Identifiable Twitter Followers
- 8000 Website visits in the first quarter 2010
- 36 Hour Titanic: The Artifact Exhibition marathon bringing 5000 visitors to downtown Kitchener (with 58 people touring THEMUSEUM at 3:00 a.m.)