



**Leading the development of strong people for a
strong arts and culture sector**

Annual Report

2010-2011

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INTRODUCTION

ACI Manitoba is an industry-led not for profit partnership organization that addresses skills development issues and implements solutions in the arts and cultural industry sector of Manitoba. As the provincial sector council for the arts and cultural industries, ACI Manitoba is funded by its association membership and three provincial government departments: Entrepreneurship, Training and Trade; Healthy Living, Seniors and Youth; and Culture, Heritage and Tourism.

ACI Manitoba works as a uniting element to engage employers, workers, educators, professional associations and government in a strategic alliance that is focused on implementing solutions to the specific skills and human resource needs that will enable the Manitoban arts and cultural sector to thrive.

ACI Manitoba provides arts specific management and entrepreneurship training, networking opportunities, youth mentorship programs, urban and rural Aboriginal programming, interactive web programming and infrastructure development for a wide range of Manitoba based arts and cultural organizations, businesses and individual artists.

ACI Manitoba – Association Membership Snapshot at October 2011

117 Individual Members

37 Student Members

58 Organizational Members

124 Associate Members

Total: 336 Members

MESSAGE FROM THE BOARD PRESIDENT

Manitoba's arts and culture sector is recognized for its dynamic energy and the excellence of its artists, so it is no surprise that this has been another busy year for ACI Manitoba. The number of participants in programs is up as ACI continues to be a leader and innovator in the delivery of training and professional development for artists and the professionals who work with them. We live in a period of rapid technological change. Increasingly rapid advances in digital technology are changing the way we communicate and organize undertakings in business, health, education and the cultural sector.

In 2008 the Conference Board of Canada estimated that the entertainment, arts and culture sector in Canada represents 7% of GDP – more than Forestry and Agriculture combined. While these numbers point to the growing viability and importance of the field in terms of its economic impact; the full value of the arts and culture remains difficult to quantify. We understand its value throughout our own daily experiences with music, literature, television, advertising art and architecture – the arts and culture are so entwined with everyday life that sometimes we forget that artistic excellence requires any effort or support to exist.

Manitoba has a long and proud history of providing support to the arts and culture. The province's support of ACI, in particular, speaks to Manitoba's commitment to ensure excellence and opportunity for artists and cultural professionals from all disciplines and of all ages. ACI's programs provide professional development and training to the administrators, programmers, managers, promoters and others who work in the sector. It also provides specialized training to assist artists and artisans to connect their passion and creative talent with business skills. The youth mentorship program run by ACI is a cornerstone to ensuring that the Manitoba arts and culture sector continues to flourish. The arts and culture sector is one that attracts an inordinate number of creative thinkers, innovators and passionate entrepreneurs; ACI's programs are intended to support those artist-entrepreneurs and other professionals so that they may respond to both challenges and opportunities as they arise.

~ Nicole Matiation

MESSAGE FROM THE EXECUTIVE DIRECTOR

Another year gone; I sit and reflect on how ACI Manitoba has grown in the nearly five years since I arrived. The growth can be tracked by any number of measures: hours of training, overall budget, new programs, bigger staff... but what I find to be the most interesting is how we are on the leading edge of much of what we do. I've been in Ottawa sitting on a number of advisory councils and steering committees, where I am afforded the privilege of meeting with peers from across the country. ACI Manitoba's programs are often seen as leaders on the national scene – the youth mentorship program, the Arts and Cultural Management Certificate Program, and the AMYC at the front of that line. Over the past couple of years we have undertaken research in the areas of creative entrepreneurship and arts professional development. We have found that on a regular basis, the types of programs we are running and the number of people participating put us in the forefront of organizations that deliver the sorts of programs that ACI Manitoba does.

Credit for our success in large part must be given to the Government of Manitoba which has seen value in developing a creative – arts and cultural – workforce. No province in Canada (outside of Quebec) supports professional development for arts and culture to the same level. Credit is also due to the unique and spectacularly talented arts and cultural industries community that lives and works in Manitoba.

Along with strong, effective programming, ACI Manitoba has been able to play another role, that of connector and advocate. As the only multi-disciplinary arts and cultural industries organization in the province, our membership represents the broadest spectrum of the sector possible. From large arts and heritage organizations to individual artists living and working in rural communities, we have a unique opportunity and responsibility to both connect and advocate. We have found eager partners in not only the Manitoba and Winnipeg Arts Councils, but in the Winnipeg Chamber of Commerce and Economic Development Winnipeg. Working with these partners and others, ACI Manitoba has been involved in discussions about collective impacts and our combined strength is beginning to emerge.

There is a worldwide movement towards supporting “creativity” in all its forms, providing an interest and public support for arts and culture, not only as an economic force but also for its intrinsic benefits. Healthy vibrant communities have strong arts and cultural communities at their heart. In the face of this rise in interest, comes further recognition that Manitoba is home to a truly unique and internationally acclaimed artistic and creative sector worth investing in.

All of this points to an exciting future for ACI Manitoba as we look to capitalize on the opportunities that continue to present themselves. I refer to “we” repeatedly, because the efforts and successes defined within the pages of this document are a reflection of collaborations and combined efforts. Thanks to the staff and board (new and old), the various departments of the Provincial Government that support us, and to the vibrant and thriving arts and cultural industries of Manitoba who have found value in what we do.

~ thom

ACI MANITOBA PROGRAMS SUMMARY APRIL 1, 2010 TO MARCH 31, 2011

Sector Business Goals

1. Manitoba artists maximize the potential for their art.
2. Manitoban not-for-profit arts and cultural organizations are stable and sustainable.
3. Youth pursue careers in the arts and are engaged as consumers and creators of art.
4. Manitoba's arts and cultural sector profile is raised at the provincial and national levels.

2010-11 Year in Review

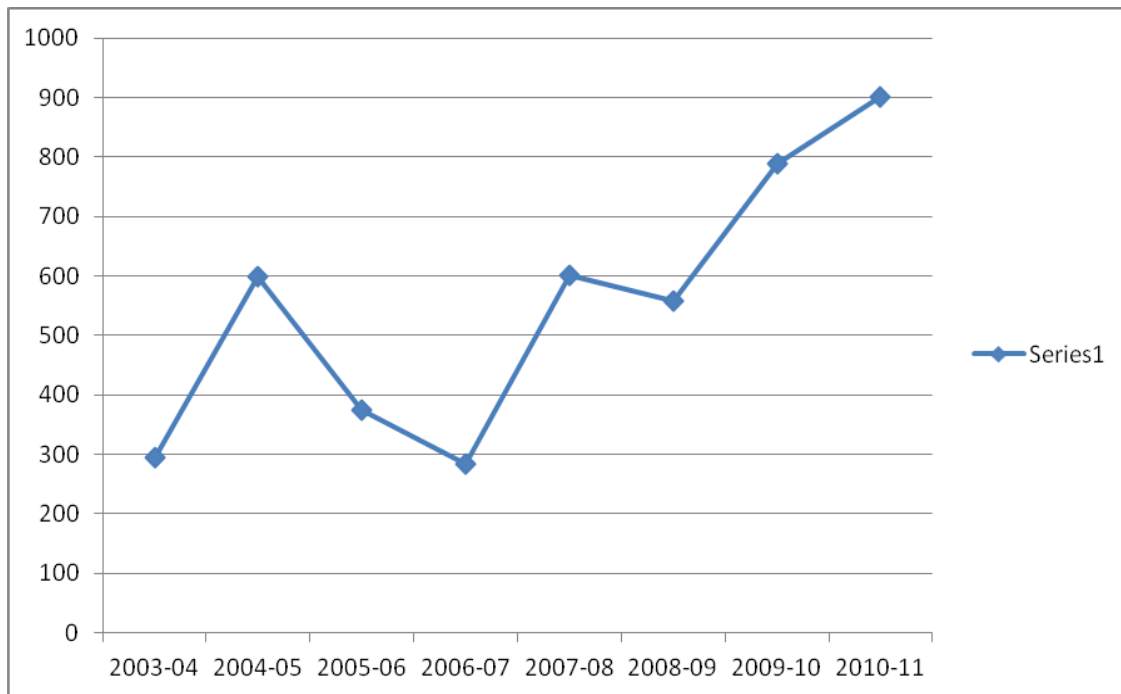
- ACI delivered **8,745 person hours** of professional development to the Manitoban arts and cultural sector.
- **901** people participated in ACI programs

Program Area	Number of Participants	Training Hours	Number of Events
Aboriginal Programs (ACTT, AAW)	96	1822	5 workshops & courses
Art of Managing Your Career (AMYC) Winnipeg	64	2496	4 courses
Rural Programs including rural AMYC	218	1834	16 workshops & courses
Training Programs	402	1860	36 seminars, workshops and courses
Youth Mentorship Programs	57	733	8 workshops and 3 events
TOTAL	901	8,745	62

- **\$10,000** ACI Manitoba bursary and in kind support to the Manitoba Arts and Cultural Management Program
- At least **\$ 300,000** of industry economic activity was leveraged by ACI Manitoba's programs

Comparison of participation in ACI Manitoba Training Programs – 2003-11

Participants



Sample ACI Manitoba Speakers and Trainers for 2010-11

- **Dr. David O'Fallon**, CEO McPhail Centre for Music, Minneapolis-St. Paul, President and CEO Minnesota Humanities Centre
- **Paul Gudgin**, Former Director of the world's largest arts festival, the Edinburgh Fringe, Visiting Professor of Festivals and Events, Edinburgh Napier University
- **Patricia Bovey**, Fellow of the Royal Society of the Arts (UK), Canada 125 Medal, Queen's Golden Jubilee Medal, Woman of Distinction for the Arts, Canadian Museums Association Distinguished Service Award and the Royal Canadian Academy of Arts Medal.
- **Heather Bishop**, Internationally renowned performer, Order of Canada and Order of Manitoba recipient, Woman of Distinction for the Arts
- **Tim Jones**, President and CEO, Artscape Toronto
- **Nathalie Kleinschmit**, Intercultural relations specialist, President and CEO Global 'ease and Arts Grove

ACI Project and Program Partners for 2010-11

1. Alliance of Manitoba Sector Councils
2. Art Gallery of Southwestern Manitoba
3. Arts Stabilization Manitoba
4. ArtsGrove
5. Canada Manitoba Business Service Centre
6. Cultural Human Resources Council
7. Culture Days
8. Dancer Transition Resource Centre
9. Dauphin & District Allied Arts Council
10. Edinburgh Napier University
11. Film Training Manitoba
12. Flin Flon Arts Council
13. Manitoba Arts Council
14. Manitoba Arts Network
15. Manitoba Music
16. Manitoba Tourism Education Council
17. Mentoring Artists for Women's Art
18. On Screen Manitoba
19. Pembina Hills Arts Council
20. Red River College Continuing Education
21. SEED Winnipeg
22. University of Winnipeg Division of Continuing Education
23. Volunteer Manitoba
24. Winnipeg Chamber of Commerce
25. Workplace Education Manitoba

Positive Outcomes of ACI Manitoba's Partnerships

- Reached a wider/larger audience, including rural Manitobans
- Leveraged additional project funding by partnering with organizations who can access donations through charity
- Maximized funding and human resources, enabling not-for-profit organizations and low income artists to afford professional development
- Minimized duplication of services
- Encouraged youth to choose careers in the arts by partnering with various arts organizations to find mentors of the highest quality
- Represented Manitoba's arts and culture sector at provincial, national and international levels
- Engaged other sectors in dialogue about the inclusion and importance of the arts and culture sector in building spaces and places

Aboriginal Programming

Aboriginal Artists Workshops (AAW)

This workshop series for Aboriginal artists is a joint collaboration between ACI Manitoba and SEED Winnipeg. The workshops will provide Aboriginal artists with increased knowledge of the business development, arts administration and financial management needed to lead a successful career in the arts. Workshop topics include:

- Business Development: strengths & skills as an artist and entrepreneur, introduction to business planning, marketing planning
- Social Enterprises, Co-ops and Community Economic Development: relating traditional Aboriginal economies and co-operative business structures, community economic development principles, communication, group problem solving, decision-making techniques
- Personal Financial Management: personal money management, budgeting, credit
- Arts Administration: sharing programs, research & resources with peers, proposal & grant

Aboriginal Cultural Tourism Training (ACTT)

ACTT is a pilot program that provides basic business training to *Founding Nations*, a non-profit community co-op of Aboriginal crafters, artisans, dancers, singers and sculptors. The mandate of *Founding Nations* is to continue to provide culturally appropriate education and entertainment for visitors and tourists at the Forks. Training is also provided through MTEC's Manitoba Tourism Ambassador Program. Some topics are:

- Essential skills development
- Arts administration skills
- Arts-based education
- Applied arts practices

Round Tables and Round Steaks

This bi-monthly, two-hour arts and cultural lunch and learn series is designed to provide Aboriginal artists and cultural workers with an opportunity to learn new skills, connect with Aboriginal industry leaders, and network with those involved in the arts. Sample topics include:

- Grant writing
- Presentation and documentation
- Crate construction
- Gallery photography
- Funders' forum

Training Programs

Art of Collaboration

This three day course addresses collaborations across sectors, organizations, disciplines, cultures, and more. Participants explore and practice the mechanics of effective partnerships, including topics such as:

- Outreach, networking, and building coalitions, consensus and cross sector relationships
- Collaborative project planning and management
- Conflict resolution, communication and negotiation
- Valuing and utilizing diversity, reducing prejudices
- Community engagement and consultation utilizing the arts and cultural sector

Cultural Human Resource Management

In accordance with Manitoba Labour Legislation and national industry standards, participants learn practical ways to address common human resources issues in arts and cultural communities, like:

- Recruiting the right people
- Managing performance
- Succession planning (knowledge transfer)
- Managing diversity and conflict
- Effective leadership qualities
- Workplace communication
- HR best practices

Festival and Event Management

This intensive two-day program is designed to inform and to inspire anyone involved in the business of creating, managing and developing festivals and events. The course includes sessions on marketing, press, programming, evaluation, sponsorship, fundraising, and more.

Harold Buchwald Lecture for Arts & Cultural Management

An annual lecture in honour of Harold Buchwald – whose passion for the arts as a patron, donor, fundraiser and advocate lead him to believe in the value of professional arts managers. Harold had a genuine concern about the future of the arts and cultural community and advocated education of arts administrators as one approach to ensure long term sustainability.

The 2010 HB Lecture featured Dr David O’Fallon, speaking about Creative Region Strategies.

Late Lunch Show – A Lunch and Learn Series with Industry Professionals

These two-hour workshops help independent artists gain the skills to market themselves and their businesses. Sample topics include:

- Grant writing
- Financial fitness
- Marketing and branding
- Publicity

Looking to the Future: Engaging Today & Tomorrow's Volunteer

In this one-day workshop, arts employees, people who manage volunteers, festival and event organizers, board nomination committees, and volunteer recruiters in the arts can learn the basics of volunteer management in the context of arts and cultural organizations and events. Topics include:

- Organizational assessment
- Recruitment
- Retention
- Recognition

Manitoba Arts and Cultural Management Certificate Program (MACMP)

The Manitoba Arts and Cultural Management Certificate Program is available through the University of Winnipeg's Division of Continuing Education to individuals currently working in, or trying to break into, Canada's arts and cultural sector. This program is designed to build the business, arts administration, leadership and management skills necessary to manage and nurture creative activity in stable cultural organizations, by:

- Enhancing students' knowledge of leadership and business practices, including supervisory and management skills, specifically in the cultural sector
- Enhancing students' knowledge of self-employment and the business skills necessary to be successful in the cultural sector
- Securing essential workplace knowledge and communication skills to complement an academic degree

Two Extra Hours – A Training Series to Engage and Inspire You

These two-hour workshops held in the early evening aim to engage and inspire participants. Sample topics include:

- Effective communication
- Conflict resolution
- Critical thinking
- Persuasive writing techniques
- Problem solving and decision-making

Art of Managing Your Career (AMYC) Program

AMYC is a course for self-employed artists, which focuses on career strategy and business skills development. Participants learn how to:

- Envision and develop a career strategy
- Create a business plan
- Market and promote their work
- Manage a project
- Manage financial affairs
- Manage legal matters
- Communicate effectively
- Develop effective business skills

Quotes from AMYC Graduates:

Taking the course, I realized that I had to find the elements of the business side of my passion that can generate income. I've figured out that not only can I generate a fresh new design, but I can create a pattern, write a book or a magazine article, teach the workshop and more. I now have a solid business plan.

I think (AMYC) gave me a huge boost of confidence. I recently attended a Writing With Style course at the Banff Centre, but I never would have applied for it I hadn't been accepted into AMYC. It was a fabulous experience! I'm now putting myself out there and going for it.

– Brandy Lynn Maslowski, Quilter and Writer

I really believe that knowledge is power and everything we learned (in AMYC) from information on marketing, on networking, to working on your business plan, all of that was just so useful. I've bumped into some other members of the course who had taken it at the same time as I had, and we were reminiscing about how it was so inspiring and how it really pushed us.

Through the course, we've all been given the resources, skills and tools to make a living, and we now all have the information if we ever have to go back and be reminded of what we learned and what we should be doing. I've got the information I need; it's just implementing and applying it.

– Flo Oramasionwu, R&B Singer

One thing I noticed is that everybody feels the same. Being in touch with artists in different fields of art, like photographers or filmmakers, or musicians, actors... it's very interesting. We are all one. The art is something that we have in common, and hearing others' experiences is so motivating. I learned so much from all of these different kinds of artists. It helped me to think a lot more about other projects, and what I have learned, I have already put into practice.

– Marco Castillo, Brazilian Jazz Musician

When you're going through art school, you learn a lot about yourself and the kind of artist you want to be, but after you graduate you don't really know how to create a proper business plan. There's a lot of self-doubt. The biggest thing for me in this course was learning how to do a proper business plan, finances, etc, but also the confidence that it gives you in yourself is so valuable.

– Liane Bergen, Photographer

Youth Mentorship Program

ACI Manitoba offers three streams of mentorship for youth and young adults interested in pursuing career exploration in arts and culture.

Group Mentorship

Three small groups of Winnipeg youth aged 16-19 engage in hands-on, project-based mentorship. The groups include music management, marketing & promotion; film & video production; and fiction writing. In 2010-11, 30 youth participated in this program, culminating in public performances in May 2011.

One-on-One Mentorship

Winnipeg youth aged 20-24 receive personal tutelage from a mentor in the community in individual artistic, administrative, or technical fields. Mentees receive volunteer work experience, networking opportunities, and develop their skills and knowledge of the arts and cultural sector. There were 15 pairs in the 2010-2011 one-on-one mentorship programs.

Rural Mentorship

Two Manitoba youth aged 16-24 outside of Winnipeg are matched to a mentor in their community with ten hours of contact per month. 12 youth were mentored through this program in 2010-2011.

Quotes from Youth Participants:

I loved the program. The workshop aspect was absolutely a blessing. I couldn't have afforded to do the classes on my own.

I very much love the program. Workshops are great! To be honest, I didn't think they would be helpful, but they ARE! Talia is fabulous :)

It was so valuable to work exclusively with my mentor. I can't imagine a more beneficial way to learn about this industry than hands-on experience and such an exclusive glimpse into her life and world... Working with my mentor has taught me how important this relation is in order to be a successful artist. I just want to thank my mentor for this opportunity. How grateful I am for everything I've learned and the growth this program has given me towards my career.

Quotes from Mentors:

We were so impressed with the youth's commitment and willingness to learn that we successfully applied for funding to continue her involvement with our organization.

This is a fabulous opportunity for someone just starting out in directing. There is little (other) opportunity to get this kind of hands-on experience. An excellent program - keep it going!

The program was mutually beneficial for both of us. My Protégé continually brought an eagerness to learn, which was refreshing.

Rural Training Pilot Program

The ACI Manitoba Rural Arts Advisory Committee and other rural stakeholders identified the need for professional development in arts business and management in all regions of the province. Much past and current programming is situated in Winnipeg and does not meet the needs of the rural arts, culture and heritage workforce. The Rural Training Pilot Program aimed to establish permanent rural programs, resources and networks for the professional business and management development of the rural Manitoban arts and cultural workforce.

Benefits of the program

- Increased community capacity – through strengthening the arts, cultural and heritage organizations and artists whose activity can help communities survive and thrive over time.
- Improved Employer Human Resource capacity – through knowledge and execution of best management practices in rural arts, culture and heritage organizations.
- Access to wider earning and creative opportunities for artists through business skills and career management development.

Goals and Outcomes

EXPECTED DELIVERABLES	ACTUAL DELIVERY
Delivery of professional development workshops and courses for 120 rural artists and cultural workers	122 participants
Offer courses and workshops in 4 regions	1. Westman - Brandon 2. Parkland – Dauphin 3. NorMan - Flin Flon 4. Central – Morden
3 courses and/or workshops per region	3- Brandon 3- Dauphin 4 – Flin Flon 3- Morden

<p>2 streams of programming :</p> <p>Individual Artists/Creators</p> <ul style="list-style-type: none"> • The Art of Managing Your Career (AMYC) • Worldwide Marketing through Websites • Marketing Bootcamp <p>Arts & Cultural Organizations</p> <ul style="list-style-type: none"> • Marketing Your Business • Volunteer Management • Grant/proposal/report writing • Organizational Development including board governance and administration 	<p>Individual Artists/Creators</p> <ul style="list-style-type: none"> • The Art of Managing Your Career (AMYC) • Building a Website on a Budget – live video conference: 7 rural locations participated • Marketing Bootcamp: The No-Bull Pursuit of Customers <p>Arts & Cultural Organizations</p> <ul style="list-style-type: none"> • Make it with Marketing – live video conference: 5 rural locations participated • Looking to the Future... Engaging Today and Tomorrow's Volunteer • Mapping the Organization: Its Needs and Realities • So You're A-Board, but Where Are You Going? • Lighting Workshop • Live Audio/Sound Technical Workshop
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Number of participants, course offerings and locations

In Person Course/Training	# Participants	# offerings	Location
Art of Managing Your Career	35	3	Brandon, Dauphin, Flin Flon
Looking to the Future... Engaging Today and Tomorrow's Volunteer	38	4	Brandon, Dauphin, Flin Flon, Morden
Mapping the Organization: Its Needs and Realities	13	2	Brandon, Dauphin
Marketing Bootcamp: The No-Bull Pursuit of Customers	13	1	Morden
So You're A-Board, but Where Are You Going?	14	1	Morden
Lighting Workshop	3	1	Flin Flon
Live Audio/Sound Technical Workshop	6	1	Flin Flon
TOTAL	122	13	
Morden	36	3	
Dauphin	28	3	
Brandon	27	3	
Flin Flon	31	4	

ACI MANITOBA BOARD OF DIRECTORS

President: Nicole Matiation (Executive Director, On Screen Manitoba)

Past President: Rita Chahal (General Manager, Manitoba Chamber of Commerce)

Vice-President: Mark O'Neill (Barrister and Solicitor)

Secretary: Kaari Sinnaeve

Treasurer: Lisa Alfred (Director of Finance, CAPSC Safety Services Manitoba)

Members at Large:

Sean McManus (Programs Director, Manitoba Music)

Louie Ghiz (Business Director, New Media Manitoba)

ACI MANITOBA STAFF

Executive Director: Thomas Sparling

Director, Education and Training Development: Carol Finlay

AMYC Program Coordinator: Alicia Doan

Communications and Outreach Manager: Cali Ramsey

Mentorship Program Coordinator: Talia Pura

Aboriginal Programs and Outreach Manager: Vacant

Communications and Administrative Assistant: Lisa Rumpel

Bookkeeper: Kathe Meseman