

# Creative Enterprise - Structure Task Force



## Structure Task Force:

- Co-chairs:
  - Bruce Gordon                      Manulife Financial
  - Don Bourgeois                      Ontario Trillium Foundation
- Team Members:
  - Meg Beckel                              University of Waterloo
  - Pauline Houston                      City of Kitchener
  - John Keating                              Com Dev
  - Eugene Moser                              Challenger Motor Freight
  - Peter Sweeney                              St. Mary's Hospital Foundation
  - Carl Zehr                                      Mayor, City of Kitchener

## Introduction

The Structure Task Force of the Creative Enterprise Initiative was charged with the responsibility to determine what form the coordinating body should take to deliver the vision set out by the Vision Task Force. During their research, the Vision Task Force recognized that while the impending objective of the agenda is to strengthen the arts, culture and heritage sector, the ultimate goal is to generate private-sector employment opportunities and envision Waterloo Region as a world-class destination for creative minds.

To this end, the Structure Task Force identified two major strategies based on the work of the Vision Task Force:

- Develop an infrastructure to leverage support for the arts, culture and heritage agenda
- Establish a broad new entity that will help foster the health of all sectors of the community, engaging more than just those who participate in the arts, culture and heritage sector

## Significant Findings

The Structure Task Force carried out its own research on different types of structures that are in place throughout North America. While there are some interesting models, the Structure Task Force concluded that none would achieve the vision. In addition, they would not implement the vision in context of the four pillars for a healthy community. Those four pillars recognize that a prosperous community – one that is a “healthy community” for all who live, work and play in the community – balances economic health and vitality, environmental responsibility, social equity and cultural vitality.

The Task Force was also struck by two other factors:

- there is a need to ensure an ongoing strategic approach to the challenges facing Waterloo Region. While it is possible to deal with individual sectors, such as arts and culture, long term prosperity is dependent upon an ongoing community dialogue about what is necessary to achieve this goal; and
- there are examples within Waterloo Region that point the way. The “Waterloo Way” has included, over the years, organizations and structures that have ensured that Waterloo Region is a prosperous community – one that meets the needs of those who live, work and play in the area. Historically, the approach has involved collaboration among business, local government, academic institutions and community organizations.

## Significant Recommendations

The Structure Task Force identified two major recommendations:

- 1) the establishment of a Barn Raisers' Council to develop consensus for how participants within the Waterloo Region define and implement our future. This council would have the following objectives
  - Identify strategic issues and recommend possible responses that will continue the implementation of the Prosperity vision, including those related to continued enhancements to health care, education, and other sectors
  - Be guided by the need to achieve balance in our overall objectives
  - A balance that recognizes that sustainability is dependent upon the four pillars of community sustainability: economic health, social equity, environmental responsibility, and cultural vitality
  - Be representative of various interests, while remaining small enough to be effective
  - Provide the high level, strategic consensus-building that is necessary for a large, multi-faceted community to adapt continually
  
- 2) the establishment of an enabling organization for the creative sector – both not-for-profit and profit. This organization would have the following objectives:
  - Management and administrative services – financial services (such as book-keeping, financial planning and reporting), box office system coordination, human resource management (payroll, contracting, benefits and pension plans, and similar services), human resource development;
  - Audience development – coordinated program to identify and develop audiences for arts, culture and heritage, to deepen and expand the audiences, to understanding the audiences and their motivations. The intention is to develop audiences in a number of critical areas, including within the Region and outside the Region. The potential audiences include those who have not been engaged, such as youth and people from different cultural backgrounds;
  - Marketing services – program for both local and tourism audiences and marketing services on a regional basis;
  - Grant writing – program to assist organizations to research in a strategic manner potential grants and sponsorship opportunities, and to prepare high quality applications and packages;
  - Strategic grant applications
    - to pursue strategic grant applications with federal and provincial governments and their agencies, and with public and private foundations for its own purposes (operating and capital) and for community-wide or broad-based projects. These applications may be for substantial capital projects and for special projects that are intended to be transformational or provide significant benefit to the community,
    - to “grow the pot” and find the resources that are needed to fill the gap between existing resources and the level of resourcing that is necessary to ensure ongoing operational sustainability of the sector and the organizations working in the sector;

- Festival management – logistics and planning support for festivals and assistance in development of an ongoing “festival year”;
- Facility management – working with owners at arts, culture and heritage facilities, assess conditions for the facilities, and develop a plan to ensure facilities are safe and meet needs of community for performances, rehearsals, workshops, curatorial purposes, arts presentation, and so forth. The enabler or accelerator would develop a sales strategy to optimize the usage of facilities throughout the region;
- Capacity building – strengthening the capacity of staff and boards of directors of organizations in partnerships with Capacity Waterloo and similar initiatives;
- Strategic services – develop coordinated infrastructure and operational investment strategy for the arts, culture and heritage sector, develop human resources plan for the sector. This coordinated approach could include a “united way” approach to ongoing fundraising efforts for arts organizations.

The entity may also provide services to municipalities and other funding agencies in allocation of grants and other resources. For example, the entity would enter into agreements with municipal or regional governments to manage in an arm’s length and professional manner the “arts and culture” funding programs. The overall public policy could be established by the municipal and regional government, with the entity providing strategic advice after it has carried out appropriate stakeholder consultation. This approach would allow for a more strategic, planned approach to funding. It would also allow for the entity to develop longer term plans with the recipients and with other funders towards a strategic goal(s) for the sector;

- Advocacy – to be an advocate on behalf of the arts, culture and heritage sector to advance the interests of the stakeholders and to participate in the public policy development with respect to the sector but also economic and social policy; and
- Venture Capital Fund – assist in development of a fund, similar to a venture capital fund, that would support the “bold and undiscovered” and provide a “social financing” component

## **Conclusion – Next Steps and Implementation**

### **Enabling Organization**

The Structure Task Force will continue to work to build a business case for the enabling organization, determine a process to build an initial board of directors, as well as by-laws etc. The Co-Chairs of the Structure Task Force will work closely with the Co-Chairs of the Resources Task Force to identify funding opportunities and endeavor to secure 3-5 years of guaranteed funding for the enabling organization.

It is anticipated that the inaugural Board of Directors will be in place by early 2010. When funding is in place, the first assignment of the board will be to develop a job description and initiate a search for a high-level Executive Director/CEO for the organization.

### **Barn Raisers’ Council**

Professor David Johnston, President of the University of Waterloo, has agreed to assist in the formation of the Barn Raisers’ Council, and will take the lead on determining its initial membership. It is expected that members of the council will be confirmed by the end of 2009.