

MULTI-YEAR OPERATING GRANT 2021-2023 PROGRAM GUIDELINES



Application Deadline: November 24, 2020

THE PROGRAM

With a focus on artistic excellence and civic impact, the Winnipeg Arts Council funds, supports and champions development of the arts on behalf of the people of Winnipeg. The Multi-year Operating Grant program is intended to provide ongoing partial support to established arts organizations that have a continuing presence in Winnipeg and a track record of high quality programming or services. It is designed to support a range of activities and art forms, reflecting different cultural traditions and art practices. Organizations receiving support are expected to contribute to the development of their art form, to participate in the development of local artists, to maintain a balance of public investment and private sector support and to maintain strict management and financial controls.

With the Winnipeg Arts Council's budget frozen until 2024 and without the prospect of new funding to distribute, this application focuses on Winnipeg's arts organizations' organizational and artistic plans related to three specific topics. This application focuses on the ways in which organizations are dealing with the fallout from Covid-19, what initiatives they are undertaking to increase equity, diversity and inclusion in the arts, and how they are addressing climate change. We intend to maintain grant amounts at their current levels for 2021 while developing a clear picture of the ways in which organizations supported by the Winnipeg Arts Council are moving forward. The process will also provide a benchmark for future funding assessments which may see more significant changes in funding levels.

As in the past, the application will be peer-assessed. Local and national artists and arts administrators will be engaged to review and provide critical commentary on the organization's responses. This year, for the first time, some jury feedback will be provided to the organization in a format that preserves the jury's confidentiality but allows the organization to gauge the response to its plans.

Juries will provide feedback which may address the specific areas of enquiry noted above as well as the organization's artistic and operational plans through this transitional period. Juries will not recommend changes to funding amounts in the current year, but their feedback will be used in the analysis of subsequent grant reporting for, and future requests to, the Operating Grant program (see "Reporting" below).

The Concerned Status policy will not change. While we have taken into account the severe effects of the global pandemic on arts organizations, and it is understood that organizations have seen drastic drops in revenue this year, the program still requires that organizations operate with sound practices. Applicants must continue to demonstrate a strong artistic vision and administrative leadership, community support and public participation, and sound management and governance practices. Where an organization does not meet these objectives it may be placed on Concerned Status.

CONTACT

After reading this document please direct questions regarding this program to:

*The Winnipeg Arts Council funds, supports,
and champions development of the arts on
behalf of the people of Winnipeg*



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GENERAL ELIGIBILITY CRITERIA

Multi-year Operating Grants are available, upon invitation, to organizations that have as their primary mandate and core activity the creation, production, and/or presentation of the performing, visual, literary, or media arts, open to the public and publicized city-wide. Organizations must have received a Winnipeg Arts Council Operating Grant in the past three years and be invited by the Winnipeg Arts Council to apply. Further, any organization applying to the Operating Grant program must:

- be registered as a non-profit corporation in Manitoba, governed by a volunteer board of directors
- be based and active in Winnipeg, and provide programming or services that are open to the public and publicized city-wide
- demonstrate an ongoing commitment to the presentation of work by, and employment of, Winnipeg artists
- have ongoing qualified artistic and administrative leadership (which may be combined), and pay principal artistic contributors for their services in accordance with generally accepted professional standards
- have maintained five consecutive years of ongoing, sustained, and regular programming in Winnipeg on a year-round or seasonal basis. A single project does not constitute ongoing or regular programming
- demonstrate sound administrative and financial management along with a diversified annual revenue base that includes earned revenue, funding from other levels of government, and support from the private sector through fundraising, donations, sponsorships, or memberships

Annual and biennial festivals may be eligible if they have completed three editions and have annual operating revenues in excess of \$250,000. A Festival is generally considered to be a multi-day, multi-stage/venue event featuring Winnipeg and national/international performers.

Organizations that provide mainly education or training in the arts may be invited to apply to this program provided that they

- use established, recognized systems of evaluation or adjudication, or
- partner with an accredited post-secondary institution, or
- maintain a standard of national recognition through their programs.

INELIGIBILITY

Operating Grants are not available to:

- organizations that do not have as their primary mandate and core activity the creation, production or presentation of the performing, visual, literary, film, video or media arts
- individuals
- for-profit organizations
- civic, provincial, or federal departments or branches
- health, social service, religious or sports organizations
- educational institutions (except those mentioned above)
- trade guilds, trade unions or professional associations
- private clubs or community centres
- organizations that hold Winnipeg Arts Council Programming Support or Project grants
- organizations that receive other grants or funds from the City of Winnipeg or any of its agencies.
- organizations with outstanding reports or other obligations to the Winnipeg Arts Council

LEVEL OF ASSISTANCE

The level of assistance provided by the Multi-year Operating Grant Program is determined by a number of factors including previous levels of Winnipeg Arts Council assistance, size of organizational budget, scope of activity, organizational and fiscal management, and the resources available to the Winnipeg Arts Council. Funding agreements cover a three year period with an equal amount of funding allocated in each of the three years.

In March 2020, the City of Winnipeg passed a four-year budget (for the years 2020-2023 inclusive) which reduced overall investment in the Winnipeg Arts Council by 10%. The bulk of this reduction was passed on to organizations in the Operating Grant Program in 2020 and there is no expectation of additional investment during the 2021-23 grant cycle to accommodate increases for organizations already served by the program or to provide Operating grants to new organizations which might merit consideration to enter the program.

Organizations may not request an increase to their Operating grants in this application.

The Winnipeg Arts Council does not fund 100% of an applicant's budget. Applicants must show a range of revenue sources, including earned, private and public sector revenues. Applicants may receive less than the full amount requested. These grants are intended to contribute to programming and administrative costs associated with an organization's ongoing artistic activities; the Winnipeg Arts Council does not provide funding for capital projects, fundraising or deficit reduction.

All funding is conditional and dependent upon an annual allocation from the City of Winnipeg to the Winnipeg Arts Council.

APPLICATION PROCESS

The application deadline for Multi-Year Operating Grants is 4:00 pm on November 24, 2020. This is not a postmark date. To be considered for a grant, you must complete and submit all required materials listed in these guidelines. Late or incomplete applications will not be accepted.

Applications may be mailed or submitted electronically using [WeTransfer](#). If you wish to submit online you **MUST** use WeTransfer; **DO NOT EMAIL YOUR APPLICATION MATERIALS DIRECTLY TO WAC AS ATTACHMENTS**. You must upload all of your materials to WeTransfer and address it to info@winnipegarts.ca. Please ensure that all elements of your application are included in the transfer.

Once received, Winnipeg Arts Council staff review the applications for eligibility and to ensure that they are complete, and conduct follow-up with applicants as appropriate. Submission of a request does not guarantee the applicant will be awarded any or all of the amount requested.

ASSESSMENT PROCESS

Applications are assessed by a panel of independent, qualified arts professionals selected on the basis of their familiarity with and expertise in a broad spectrum of artistic practices, and to reflect the range of the applicants. The composition of the panel varies from year to year, depending on the nature and volume of the applications. A new panel is selected for each competition. Winnipeg Arts Council staff do not vote on applications.

The panel assesses each application against the criteria listed in this document, and with consideration of the applicant organization's ability to achieve the stated goals and objectives in the context of its mandate and direction. The panel also considers the applicant's available resources and stage of development, and the cultural and artistic environments in which it works. They will provide an assessment which will be provided, in anonymized format, to the organization. Organizations will have the opportunity to see which aspects of their application were well received and which were found to be in need of strengthening.

While panels will not have the power to adjust grant amounts, their assessment will form part of the reporting process and program development in future years. Further, they may recommend that organizations are not maintaining the expected standards in which case the Winnipeg Arts Council will address that with the organization, which may be placed on Concerned Status.

There is no procedure for appealing the assessment; however, the Winnipeg Arts Council welcomes comments or suggestions about any of its programs.

NOTIFICATION OF AWARD

Notification of the award is given to applicants by mail in the spring immediately following the City of Winnipeg's approval of the Winnipeg Arts Council's annual budget (usually late March). Results are not released over the telephone.

PAYMENTS

Successful applicants will receive a Contribution Agreement with their grant notification letter. The Agreement will detail the terms and conditions of the grant. The original agreement must be signed in ink and returned to the Winnipeg Arts Council.

All grants are contingent upon the annual allocation from the City of Winnipeg to the Winnipeg Arts Council and upon the Winnipeg Arts Council receiving funds from the City of Winnipeg. Grants will be released annually in one or two installments, dependent on the City of Winnipeg's approval and release of funds to the Winnipeg Arts Council (usually February and April).

GENERAL CONDITIONS, CORRESPONDENCE and CHANGES

If your organization cannot use the grant at the expected time, decides not to carry out the proposed program of work as expected, or refuses the grant conditions, you must notify us immediately.

The Winnipeg Arts Council should be notified of any significant changes to your organization's operating budget, budget projections, programming, governance and administrative and/or artistic leadership on a timely basis. Your organization must also consult the Winnipeg Arts Council, in writing, before making any major changes to the program of work outlined in your application. Please refer to the Concerned Status Policy below. Should a grant be used for any purpose other than that outlined in the original application, the Winnipeg Arts Council reserves the right to request full or partial reimbursement of the grant.

Note: The Winnipeg Arts Council reserves the right to reduce, withdraw, delay or suspend a grant in the second and/or third years of a multi-year cycle if it has concerns about the viability of the organization, as informed by the criteria in the Concerned Status Policy.

- The term of the Multi-Year Operating Grant is three years.
- Activities cannot be funded retroactively.
- Grant funds cannot be used to reduce or eliminate accumulated deficits.
- No organization may hold more than one Operating Grant at any time.
- Continued funding under the Operating Grant program will depend upon the scope and quality of the applicant's activity and the resources available to the Winnipeg Arts Council.
- The name of the applicant and the amount of the award will be made public in the Winnipeg Arts Council's Annual Report and on its website.
- The Winnipeg Arts Council requires acknowledgement of its financial assistance on promotional and program materials relating to the organizations it supports. The required wording and electronic versions of our logo, in various formats, are available for download directly from our website www.winnipegarts.ca.

REPORTING

Interim Report

All organizations that receive a Multi-year Operating Grant must submit Interim Reports at the end of each of Years 1 and 2 before funding is released for each subsequent year. Interim Reports must include current Financial Statements signed by the Board of Directors, an updated Financial Summary, and Statistics & Activities Reports. Instructions and guidelines for the Interim Report will be provided to successful applicants in the fall of each year; the 2021 and 2022 reporting will be based around updates to the actions and issues identified in this year's application.

Final Report

All organizations that receive a grant must report on their use of funds from the Winnipeg Arts Council. If your organization applies for an Operating Grant again in the subsequent cycle, the new application will be considered your final report on your previous grant.

Organizations that do not apply for Operating support in the next subsequent cycle must provide an audited financial statement or a review engagement information on the activities undertaken for the year in which they last received a grant. If your organization fails to submit any required reports, it will not be eligible to apply to the Winnipeg Arts Council until the reports have been submitted.

CONCERNED STATUS POLICY

When the Winnipeg Arts Council has concerns about the viability of an organization that has a multi-year funding agreement, it may place that organization on Concerned Status. This may occur if the organization:

- Has a deficit of 10% or more of its annual operating revenues; and/or
- Shows evidence of not being financially viable; and/or
- Has significantly reduced public participation, whether by membership or audience support; and/or
- Fails to demonstrate the ability to plan into the future; and/or
- Fails to address major artistic concerns such as artistic leadership, declining quality of activity, failure to achieve programming plans; and/or
- Fails to meet the professional needs of its constituency; and/or
- Demonstrates management or governance practices that do not conform to generally acceptable practices

The Winnipeg Arts Council will advise the organization of its Concerned Status and outline requirements for its removal from this status. Reporting requirements will become more rigorous. The Winnipeg Arts Council will offer to work with the organization's Board and staff to restore confidence and viability through mutually agreed upon actions. Joint consultations with other funders may be undertaken.

The organization must meet these conditions within a maximum of two years or it will be removed from multi-year support. It may then be treated as if it were a completely new organization, eligible to apply for Project support only. Groups which are successful in restoring WAC confidence in their viability will be eligible for continued consideration under the appropriate multi-year grant program as determined by WAC staff.

TO APPLY

The application consists of forms downloaded from the Winnipeg Arts Council's website as well as typed materials. Your application will be scanned and/or photocopied. In order to ensure that all necessary components are included for assessment, please take note of the following:

- Where forms are provided, they **must** be used. Do not use the forms as templates or submit additional information.

- Where materials are to be typed, all documents must be typed in 12pt. font size with at least one inch margins, on single-sided, white, letter-sized paper (8 1/2 " X 11") suitable for photocopying or scanning.
- Do not print double-sided.
- Do not staple, clip, or bind applications in any way (folders, binders or plastic covers).
- Do not exceed maximum page limits – materials submitted in excess of the limits will be discarded and not given to the assessors.
- The Winnipeg Arts Council will not accept incomplete applications and/or applications not respecting the prescribed format.
- Only one copy of your application is required.

Application forms must be signed (electronically or in ink) by the organization’s artistic and administrative heads as well as the Chair of the Board.

MULTI-YEAR OPERATING GRANT REQUIRED APPLICATION MATERIALS & ASSESSMENT CRITERIA 2021-2023



The required materials consist of three separate parts: forms, narrative, and attachments. All sections must be included. Please submit the items in the order listed below, respecting page limits and using only single-sided plain white paper. Do not staple or bind applications. If you are submitting electronically please name each file using the section title below.

FORMS:

To access the forms you will need to have Adobe Reader software which is available free from get.adobe.com/reader. Please note that the forms may not work correctly if they are completed in a web browser or using other software (i.e. "Preview" on a Mac); to ensure the best results please download the forms to your computer and complete them using Adobe software.

Section 1. Grant Registration Form & Checklist

Complete the attached Registration Form. Three signatures are required: one from the Senior Administrative Representative, one from the Senior Artistic Representative and one from the Board Chair/President.

Section 2. Activity and Audience Statistics *(using one of the forms provided)*

Provide data on activities and audience statistics. **Please ensure that you use the correct form:** there is one form for Visual, Literary and Media Arts organizations, and another for Performing Arts and Festival organizations.

NARRATIVE:

Section 3: Organizational Profile *(1 page max.)*

To provide an understanding of its development and a context for its current activities, outline your organization's mission/vision/mandate. You may also wish to include additional information on your organization's history, achievements, facilities, and community connections.

Section 4: Leadership *(1 page max.)*

On a single page, please provide short biographies of your artistic, administrative, and board leadership.

Section 5: Program Plan *(2 pages max.)*

While it is understood that programmatic change is inevitable during a pandemic, it is nonetheless imperative that organizations receiving operating support demonstrate a solid artistic vision. Describe the organization's programming objectives for the forthcoming grant cycle, taking into consideration the program requirements of artistic merit, civic impact, and sound management, finances and governance. As the narrative is limited to 2 pages it is not necessary to provide three years' worth of programming detail but applicants should be able to describe their forthcoming year/season in terms of artistic merit, audience engagement and public value as well as how they are planning further into the future.

For sections 6, 7 and 8 please refer to “Assessment Criteria” on the pages following

Section 6: Covid Planning *(1 page max.)*

Section 7: Equity, Diversity & Inclusion *(1 page max.)*

Section 8: Climate Change *(1 page max.)*

ATTACHMENTS:

Attachment 1: Staff list

Attachment 2: Board of Directors list

Attachment 3: Most recent financial statements

If your organization has an accumulated deficit that represents more than 10% of revenues for the most recently completed year, you must include a plan indicating what measures are being undertaken to deal with that deficit. A deficit reduction plan should provide a realistic outlook and include specific, detailed targets, timelines and financial goals. If your organization has a surplus that exceeds 25% of revenues for the most recently completed year, you must include a plan for the use of those funds. Additionally, you should identify any reserves maintained by the organization and provide an explanation of their purpose as well as what rules are in place governing their access/use.

Attachment 4: Publicity Images

Applicants must supply a minimum of five print quality jpeg images (300dpi) related to the organization and recent programming. Images must be accompanied by credits (name, description of work/image, photographer) and a signature authorizing for Winnipeg Arts Council public relations use. Applications which are received without these images & authorizations are considered incomplete.

2021-2023 MULTI-YEAR OPERATING GRANT ASSESSMENT CRITERIA

Please limit responses to one page per response. The narrative may take any form the applicant chooses but should provide an overview of the coming cycle, contextualized within the current climate and the program requirements of artistic merit, civic impact, and sound management, finances and governance. These points will be of varying degrees of importance/applicability to each organization but all applicants must address each of the three questions.

1. How is your organization navigating through a global pandemic?

Covid-19 has affected the arts community in countless ways and Winnipeg's artists and arts institutions have been innovative and creative in moving to online platforms to deliver arts programming and maintain some momentum for the arts in Winnipeg. However, these are placeholders and cannot substitute for the in-person experience. Please describe your 2021 (or 2020-2021) plans as well as your vision for the next 1-3 years. With the understanding that there are many Covid-related unknowns, how are you currently planning to adapt and move forward? Considerations may include

- legal requirements around public gathering limitations, travel & quarantine requirements, etc.
- artist and audience willingness to attend live events gathering
- "online fatigue" and other challenges posed by the current situation
- current and future revenue generation, ticket sales and private sector support

While this will be assessed by the jury and will form the basis of subsequent reporting, the Winnipeg Arts Council understands the unknowns. **Organizations will not be graded on the qualitative and quantitative merits of the response**; the intention is to get a comprehensive survey of the effects of the pandemic and to begin planning for sustainability of the arts in a post-Covid Winnipeg.

2. How is your organization addressing questions of equity, diversity and inclusion in the arts?

Our dedication as arts organizations and funding agency is to artistic creation, production and presentation, and the Operating Grant program supports organizations whose primary mandate and core activity consist of these activities: artistic goals drive this community. However, social justice and the necessity to remedy deficiencies rightly permeates society and we in the arts cannot neglect this reality nor our responsibility to it. We live in a world that needs the arts to inspire and to guide.

The Winnipeg Arts Council is asking you to consider your role as arts organizations in this context and address the social issues within which the arts must survive. Please provide information on both what your organization has been doing and what you intend to do in the coming grant cycle to address questions around equity, diversity and inclusion in the arts. Considerations may include

- ways in which your organization is providing opportunities, in both its programming and its operations, to Indigenous representation, communities of colour, LGBTQ+ communities, disability communities, or any others
- representation in your organizational structure (junior or senior staff, Board of Directors, etc.)
- special or targeted initiatives related to any of the following: staffing, programming, audiences, procurement policies/contractors/service providers etc.
- internal or external capacity-building initiatives which focus on equity, diversity or inclusion
- it is also important to note where initiatives have been undertaken which have been unsuccessful and lessons learned, if any.

3. How is your organization addressing climate change, both organizationally and artistically?

The Winnipeg Arts Council is invested in the seriousness of climate change and organizations receiving operating support must be able to demonstrate the ways in which they currently address the issue as well and how they intend to do so moving forward. Considerations may include

- ways in which your organization is reducing the carbon footprint of its operations
- how climate change is addressed through your public programming
- are you creating awareness of the responsibility of arts organizations to work to reduce climate change within/among your various constituencies: staff, Board of Directors, artists, audiences, arts community peers (local, national, international)